

Towards an equal, diverse and inclusive workplace

Advance annual report 2016



Advance is already making a real difference

Our employee network is helping to embed equality, diversity and inclusion in the business.

In 2016, Mott MacDonald rebranded with 'opening opportunities with connected thinking' as our core brand proposition. Our equality, diversity and inclusion (EDI) work is a great example of the proposition in action, enriching our workplace and diversifying the solutions we create for our clients and communities. In 2016, alongside global EDI policies and guidelines, we focused our efforts on the UK business to establish a blueprint which we can adapt and apply across the Group.

This report outlines the progress Mott MacDonald has made on EDI from November 2015-November 2016. The report summarises the UK approach to EDI and captures key successes.

We have achieved much this year and have successfully built on our activities in 2015. This year we further realised the power of the Advance employee network, capitalised on supportive leadership, utilised specialist

EDI expertise and benefited from the engagement of our colleagues and sector peers. We successfully organised our second Inclusion Week, took our unconscious bias training across the global business and started measuring the impacts of our efforts to inform further intelligence-led action towards inclusion.

I am very proud of Mott MacDonald's commitment to equality, diversity and inclusion. The passion of colleagues across the business and at all levels is tangible and it is this engagement which has catalysed and sustained our EDI strategy. I am truly excited to progress our EDI action plan into 2017 and beyond as we are already seeing measurable impacts from our efforts and hearing of positive outcomes from our staff.

Richard Chapman-Harris
EDI manager



A year of great achievements

Our progress on EDI has been recognised by our staff as well as our peers, competitors and clients.

We are proud to have won New Civil Engineer's Diversity Champion of the Year award and were ranked 17th in the Top 50 Inclusive UK Employers list. We were also named as the Diversity Star Performer at the Herald & GenAnalytics Awards and won the Best Diversity and Inclusion Initiative at the inaugural Construction Investing in Talent Awards.

Mott MacDonald was a finalist for the Association of Consultancy & Engineering's Diversity and Inclusion Champion Award.

We were also recognised by Business in the Community's Race at Work campaign as finalists for the Inclusive Cultures Award.

The Advance employee network, which serves as our operational and strategic committee for EDI, was a finalist in the Excellence in Diversity Awards as Best Employee Network and shortlisted for Best Diversity and Inclusion Initiative by the CIPD People Management (HR) Awards.



CIPD | People Management Awards 2016 | Finalist



EDI in numbers

700+

So far over 700 staff have attended live 'Lunch and Learn' sessions on unconscious bias with a new e-learning module set for release Group-wide from 2017.

20+

This year we celebrated over 20 dates from Autism Awareness Week and Diwali to National Women in Engineering Day and Lesbian, Gay, Bisexual and Transgender (LGBT) History Month.

72%

Percentage of employees who feel our EDI policy is effectively implemented, up from 68% in 2014.

(EDI Survey 2016 and Investors in Diversity Survey 2014)

520+

The Advance Yammer group is ranked in the Top 10 by activity with 527 active members as of December 2016.



81%

Percentage of employees who feel the company fosters good relations between people and encourages staff to appreciate our differences and similarities, up from 71% in 2015.

(EDI Survey 2016 and Employee Engagement Survey 2015)

75%

Percentage of staff who feel respected by senior management, up from 68% in 2014. Advance is leading an Inclusive Leadership programme to improve these results further.

(Investors in Diversity Survey)

91%

Percentage of employees who feel the business accepts individual differences, up from 88%. Acceptance is one of our baselines: highlighting diversity role models will be a key focus in 2017.

(EDI Survey 2016)

“Spearheaded by the Advance network we have EDI on the agenda for all board meetings, our HR team is leading on career development programmes for female talent, and our Learning and Development teams have designed and are launching a new unconscious bias package.”

Mike Haigh

Group managing director and business representative of Advance



Highlights of 2016

Inclusion Week

In 2016 we held the Group's second Inclusion Week, with a series of events raising awareness of equality, diversity and inclusion. We hosted cultural quizzes, mental health workshops, webinars on age inclusion, launched an anti-homophobia, biphobia and transphobia toolkit and rounded the week off with an evening social for staff hosted by Advance.

London Pride

Mott MacDonald staff marched with over 200 sector peers under the collective banner of #BuildingEquality at London LGBT Pride in June 2016.

Webinars

We have utilised Lync and online platforms to provide learning opportunities for staff across the UK. Sessions on the intergenerational workplace with Business in the Community's Age at Work campaign were especially popular.

Career development

Following successful pilots in our Railways and Nuclear divisions, we are rolling out three-day career development workshops across all units in 2016 and 2017 to support female staff in our management and leadership pipelines and to improve retention and progression of this talent pool.

Sector collaboration

We have built relationships with sector peers to collaborate on EDI efforts, most notably working with the Highways England Supplier Diversity Forum and collaborating with the Royal Academy of Engineering's Diversity Leadership Groups on upcoming inclusive cultures research.

Toolkits

Colleagues across the business have provided toolkits and insights into a host of local, national and international dates, events and celebrations from Burns Night to Diwali. Our EDI Team has also produced guides for staff and managers on tackling bullying and harassment and supporting agile ways of working.



YamJams

Yammer allows staff to contribute to a topic or thread when it suits them and has provided useful insights, ideas and collaboration around EDI. The Advancing Disability group hosted a thread for Autism Awareness Week to raise awareness and support conversations on neurodiversity.

Champions training

The Advance network champions are provided with two days of training each year. This year we ran sessions entitled 'Let's Talk about Race' and 'Transgender Inclusion' to build the specialist capabilities of the group.

Launch of Advancing groups

In September we launched five groups working under the Advance 'umbrella' focusing on disability, gender, parents and carers, race, and lesbian, gay, bisexual and transgender (LGBT+) inclusion.

Memberships

We continue to work closely with Business in the Community's Race at Work campaign, Stonewall, Women in Science & Engineering (WISE) and have also joined the Business Disability Forum.

People Like Me

We sponsored the design and creation of the WISE 'People Like Me' school education packs and have run training for staff on using the toolkits to engage with schools.

Majority champions of inclusion

We hosted the first 'Majority Champions of Inclusion' workshop to engage white men on EDI as a group not always proactively or specifically targeted. This event was in partnership with the Major Projects Association, WISE and BITC's Race at Work campaign and was attended by representatives from over 25 peer firms.



Monitoring our progress

We understand that measurable, data-driven activity on EDI is important.

This year, HR Information Systems and the EDI team collaborated to produce monthly 'diversity dashboards' which allow us to monitor, analyse and report on employee representation and trends according to the protected characteristics highlighted in the UK Equality Act 2010.

This analysis informs further activities to support a more diverse and representative workforce. We know diverse and inclusive teams and businesses succeed and we are committed to reflecting our staff and client communities.

Disclosure rates differ greatly. Efforts are underway to reduce the diversity disclosure gap for disability and sexual orientation in 2017.

	2014	2015	2016
Gender	27% Female 73% Male	30% Female 70% Male	31% Female 69% Male
Race	12% BAME	13% BAME	14% BAME
Disability	2% Disabled	3% Disabled	3% Disabled
Sexual orientation	0.2% LGB	0.2% LGB	0.2% LGB

BAME: Black, Asian and minority ethnic
LGB: Lesbian, gay and bisexual

"A lot has been done to raise the profile of diversity, with tackling unconscious bias in decision-making a key component. There is still more to do to with diversity monitoring and our engagement surveys are key to shaping HR's collaboration with the EDI team and the Advance network."

Jen Ross
Regional HR manager, EUNA



Much done, much still to do

With EDI as one of the highest performing sections in our Employee Engagement Survey we are keen to build on our success and tackle areas in need of further development.

SMART working

Almost half (47%) of staff don't feel they have the perfect balance between work and personal commitments. To support better work-life balance and flexible ways of working we carried out an internal consultation and established a strategic working group, appointing a project manager to collaborate with Advance and help the business to work SMART:

We will use office **space** more effectively by employing hot desking and remote working where possible; **measure** performance on delivery and outputs, not presenteeism; ensure flexible working options are **appropriate** for staff and their teams; that we are **respectful** of different ways of working and that we have the right **technology** in place which is fit for purpose.

Inclusion and innovation

For diversity of experience and thinking to bring true innovation and creativity to the business, we need to tackle our biases and be more inclusive in our everyday language and behaviour. With just 50% of staff agreeing or strongly agreeing that their opinions always count at work, we have more to do to ensure we don't miss out on important contributions from all our peers.

Inclusive conduct

12% of staff have witnessed bullying and harassment in the last 12 months, which is up from 10% in the 2014 Investors in Diversity Survey. We have built on our Inclusive Conduct toolkits from 2015 with recorded webinars this year highlighting our zero-tolerance approach to inappropriate language and behaviour, how to challenge it, and where to report it.

"Advance is more than an employee resource group or network; it is how the business delivers on equality, diversity and inclusion. I am so pleased with the progress we have made and to see Advance recognised as a catalyst for further best practice across the company."

Clare Wildfire

Technical director and chair of Advance



Where next?

1.

Going global

We are mapping our EDI blueprint from the UK across the group, tailoring initiatives to suit local contexts, challenges and opportunities. We are working closely with our Diversity Committee in the North American business and are establishing Advance in Asia and Australia and New Zealand (ANZ) early in 2017.

2.

Measuring our achievements

We will be completing formal, external benchmarking exercises to assess our progress and identify further areas of improvement to ensure we continue to work towards best practice on inclusion.

3.

Collaborating with corporate social responsibility and sustainability

We will be working more closely with the corporate social responsibility committee and sustainability teams to share good practice and harness opportunities where missions overlap.



“Raising awareness and increasing engagement through the Advance network is core to embedding EDI in the business. Going forward we will be focusing even more on measurability and driving impactful, positive action which will help us create a truly diverse and inclusive company, not just in the UK but across the whole Group.”

Tania Heap
Group people director

“We know that diverse teams build creativity and that inclusive workplaces support innovation. I’d encourage all colleagues, our suppliers and clients to get involved in EDI initiatives and take this opportunity to shape an equal, diverse and inclusive future for the business, our sector and communities.”

Keith Howells

Executive board chairman and CEO



Opening opportunities with connected thinking.