

# Equality, diversity and inclusion

Global annual report 2019



# A message from Mike Haigh

I am incredibly proud of the strides we have made over the last five years to make Mott MacDonald an organisation which truly embraces equality, diversity and inclusion and we have learned so much along the way.

Many organisations say they value equality, diversity and inclusion (EDI) but few invest in dedicated expertise to really make a difference. Since 2015, our EDI team has helped drive our efforts faster and further than if we didn't have a dedicated team or it was something passionate volunteers did as a 'side project.'

We also leverage the insights and engagement of our people through our Advance network. This global network of champions at country, office and business unit level is supported by our EDI experts, senior leaders and our HR function. We have also learned to seek out the insights of underrepresented groups, and our Advancing groups which focus on: disability; gender; parents and carers; race and culture; sexual orientation

and gender identity inclusion have directly influenced our policies and processes. Each group has co-champions who are provided with time, budget and a board-level sponsor to deliver on action plans agreed with the EDI team.

It is crucial we track our EDI efforts and measure outcomes as we would any other part of our organisation's performance, so we have analysed employee metrics alongside qualitative evidence. I am pleased to share that while 68% of UK colleagues agreed our EDI policy was effectively implemented in 2015, this has jumped to 75% in 2018. Our global Employee Engagement Survey will provide further data to inform our efforts up to 2025. And our gender pay gap reporting has been another opportunity to use data to inform our actions.

I have also learned personally and professionally. For me, a key learning – and one I am keen to share with peers – is that our brains might not be as good as we think, especially if functioning alone. By this I mean that we all have biases, and these can lead to blind spots if we don't keep challenging ourselves to seek out a diversity of insights, opinions and experiences. This links to the business case for EDI which shows that

effectively managed, diverse teams outperform homogenous ones, and moreover, innovation thrives when people can bring their whole selves to the workplace. As I travel across the business I actively challenge colleagues on diversity, especially where visible diversity is lacking, and I am open to their thoughts while ensuring we hear from a range of voices, not just the most senior ones; which are not usually the most diverse.

Please read and truly engage with our EDI annual report which shares useful insights into our journey so far. We continue to use our '5x5 Vision' structure, focusing on five key areas over five years: talent; leadership; employee engagement; clients & suppliers; and communities. We know there is more to do. We also appreciate that new opportunities and challenges can emerge, and I am confident we will engage with these in line with our values and by leveraging the passion and expertise of our colleagues.

## Mike Haigh

Mott MacDonald executive chair  
[Pronouns](#)\*: He, Him



\* To find out more about why we have specified colleagues' pronouns throughout this report, visit [www.mypronouns.org](http://www.mypronouns.org).

# Better engagement, greater recognition

A summary of our key achievements  
over the last 12 months

## Over 80 network champions

Our Advance employee network has now been established in all global regions of our business. Chairs of each committee are based in Dubai, London, New Jersey, Singapore and Sydney, with over 80 employee champions in more than 70 locations globally.

## Nearly 3,000 colleagues talking about EDI

Our Yammer platform is a key communication tool, allowing us to share information with colleagues and facilitating open dialogue on a range of topics. Our analytics show an increase in engagement with our EDI efforts and employee network groups, each with their own dedicated pages and followers. Latest data shows 2,965 active people on the main Advance network group in the past 12 months and over 60,000 read messages (August 2019).

## 2,900 EDI and unconscious bias training courses completed

Over 1200 individuals have completed our e-learning course in the UK and 97% felt the content made it clear how this applied to their role. A further 1700 colleagues have completed our unconscious bias e-learning package globally, with 98% agreeing or strongly agreeing the training is a worthwhile investment for Mott MacDonald.

## Signed seven EDI-focused charters

We are signatories for several campaigns to demonstrate our commitment, shape our efforts and raise awareness of each charter across sectors. To demonstrate our support for mental health we signed up to the Time to Change campaign, we signed the Inclusive Employer Quality Mark with the Royal Institute of Chartered Surveyors (RICS), and recently joined the Women in Maritime pledge to support gender equality in the maritime sector.

## Engaged with more than 10 EDI campaigns and organisations across the globe

Collaboration is core to how we drive EDI best practice both internally and externally. We are members of several campaigns and work with EDI-focused organisations across the Group. This includes joining the Black Engineers Society in the USA this year, resubmitting to the Workplace Gender Equality Agency in Australia, and connecting with Vividhtaa, a diversity-focused recruitment agency in India.

This year we ranked eighth in the Inclusive Employers Top 50 list and were shortlisted as Diversity Champions at the Construction News awards. We have been winners or finalists for over 15 EDI awards since 2016.

We are proud that Cathy Travers, Advance strategic committee business representative, and Vanessa Burton, Advancing Race and Culture champion, were recognised in the Top 100 Women in Engineering list.

### Cathy Travers (Left)

Regional general manager,  
EUNA regional executive  
Advance strategic committee  
business representative  
[Pronouns:](#) She, Her

### Vanessa Burton (Right)

Assistant engineer,  
MNC executive  
Advancing race and  
culture champion  
[Pronouns:](#) She, Her



# Talent

Our EDI vision outlines our aim to attract a diverse pool of candidates. Colleagues at all levels have been trained on unconscious bias to ensure we can truly recruit the best. Several initiatives this year are designed to attract top talent to our business.

“In North America we partnered with the National Society of Black Engineers and attended the national conference of the Society of Women Engineers in California. We also launched a national partnership with Hiring our Heroes – a not-for-profit organisation focused on helping ex-military personnel into private sector jobs, with the first cohort joining us in January. We continue to focus on improving our diversity hiring in 2020 and to work closely with the Advance committee and EDI team.”

**Sam Wilson**

Associate, Head of Talent Acquisition – North America  
[Pronouns:](#) He, Him

## Providing an insight into engineering

This year we continued working with the Association for Black Engineers (AFBE) on their ‘Transition’ programme which prepares engineering students from black, Asian and minority ethnic (BAME) backgrounds for the world of work. The workshop guides students through the transition from education to employment through a day of practice interviews, mock assessment centres, networking with professionals and a panel question and answer session. The event was co-hosted with WSP as part of our joint venture EDI action plan for client High Speed 2, with employees from both companies volunteering as assessors and providing insights on the opportunities available in our industry.

## Making our job adverts fairer

Each year our EDI team reviews our live job adverts in order to carry out an equality impact assessment (EqIA) and identify any areas for improvement. This review led to us removing references to numbers of years’ experience in the UK and we are mapping this initiative for our regions to support good practice Groupwide. We also use a gender decoder tool to ensure no gender-biased language appears in our jobs adverts; the aim is to ensure we attract all interested candidates. We have found that removing gender bias from our adverts generates higher interest and application numbers.

“I came across the reconnectors programme on LinkedIn. Although my confidence was low during the interview because of my career break and because it would be my first experience working in transportation, the interview panel was very understanding and interested in my work and life experiences.

My line manager and colleagues were very welcoming, friendly and supportive. The programme re-introduced me to the workplace and provided me with industry-specific skills. I was provided with a personal mentor and monthly workshops focused on presentation skills, confidence building and work-life balance. Afterwork social events allowed me to increase my network of colleagues and friends. I was very fortunate to be a part of a new and growing team that is evolving daily; this was exactly what anyone in my position could hope for.”

**Chythannya Krishna Subramanian**

Assistant project manager

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## Helping people back to work

We are again partnering with Women Returners to offer talented individuals the opportunity to get back into work after an extended career break of two or more years.

This year’s programme provides a paid placement for six months and started in October. Our reconnectors are given placements where their skills and experience are highly valued, with the opportunity to work on our high-profile projects. Reconnectors are supported in their return to work by coaching from Women Returners, internal mentoring, a comprehensive induction process and flexible working patterns.



# Leadership

Our managers and leaders must be comfortable discussing EDI with colleagues to create a positive and inclusive workplace. We are exploring how best to support accountability and recognise leaders who create business units and teams which are equal, diverse and inclusive.

“Since we first reported our gender pay gap we have built on existing initiatives and increased our emphasis on data and intelligence-led actions. I’m excited by our 2020-2025 action plan which uses the most effective actions from the [government gender pay gap service](#) as our guide. Our improved EDI dashboards enable us to analyse our recruitment, promotion and retention data by gender, helping us to really focus our attention on the actions which will have the most impact on the representation of women in our business.”

**Sophie Lea**  
EDI manager – UK  
[Pronouns:](#) She, Her

## Gender pay gap reporting

We have embraced our gender pay gap (GPG) reporting in the UK and have used it as an opportunity to review our gender balance in more detail. Our GPG action plans focus on areas including our recruitment and promotion processes with job adverts run through a gender decoding tool and an equality impact assessment of our senior promotion panels. Female representation at senior levels has increased from 11.4% in 2018 to 14.6% in 2019.

## How do I do EDI?

To support engagement we produced our ‘How do I do EDI?’ toolkit. We produced an internal version with links to further guidance and designed external versions to support EDI in our peer and stakeholder organisations. This was delivered with Inclusive Companies and the Major Projects Association.

## Advance reverse mentoring scheme

Our positive action mentoring scheme connects black, Asian and minority ethnic (BAME) colleagues, disabled peers and individuals who identify as lesbian, gay, bisexual or transgender (LGBT+) at junior levels with senior leaders in the UK business. The aim is to support diversity in our management pipeline while building inclusive styles of leadership among senior management.

This year we had 28 mentor/reverse mentor pairs, building on 25 pairs in 2018 and 15 pairs in 2017. Mentors and reverse mentors are provided with training and toolkits, with meetings arranged for each quarter of the 12-month programme.

We have grown the scheme this year and are running a pilot in our Singapore office focused on gender and ethnicity inclusion.

## Unconscious bias coaching for leaders

Building on our unconscious bias e-learning and live training, we also deliver one-to-one coaching sessions for our executive teams. The aim of these sessions is to help our leaders do a ‘deeper dive’ into any bias areas and map out personal actions to address any potential impacts. This year we provided coaching to our North and South America (NASA) regional executive.

“It is important to think about how each of us can create an inclusive workplace culture. This includes reflecting on how we make decisions and checking ourselves for any unconscious – or conscious – biases which might influence our thinking and actions based on little evidence. Although we may think we are fair people, we should all take time to minimise the impact of our ‘quick think’ brains and to help make better, more informed decisions.”

**Margaret McGrath**  
Manager, Unit Finance  
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# Employee engagement

Through the Advance network, colleagues are sharing what diversity means for them. Most of us can now articulate the day-to-day benefits of an inclusive culture – we want that to be everyone. We work hard to ensure everyone feels safe at work and encourage colleagues to be themselves, with work adjusted to ensure we get the best from everyone.

“I am so proud to have worked on our transgender and non-binary inclusion guidance. This suite of documents includes so much good practice that we can put in place to support our trans colleagues, including those whose identities do not fall within the gender binary. I’m excited to see our growth in this area going into 2020 and beyond.”

**Hannah Bishop**  
EDI assistant, Advancing LGBT+ champion  
[Pronouns:](#) They, them

## Transgender and non-binary inclusion

In our EDI survey, 68% of respondents said they ‘did not know’ whether transgender colleagues were fully included in the business, highlighting the need to raise awareness. Transgender and non-binary inclusion was also highlighted as an improvement area in our Stonewall Workplace Equality Index submission for 2017. This has informed our transgender and non-binary inclusion guide – a joint project between the EDI team and HR. We have produced guidance on transitioning at work and profiled trans colleagues. We also delivered trans inclusion training on Trans Day of Remembrance and this course is now included in our training platform (LearningPoint).

## New reasonable adjustments pilot

Through our Advancing Disability network and the EDI survey we recognised that our approach to reasonable adjustments could be improved to ensure disabled colleagues are fully supported. We are piloting a new reasonable adjustment plan (RAP) which supports colleagues raising queries locally with line managers and allows adjustments to be put in place without always going through a vocational health assessment. This streamlined approach has been endorsed by leadership with webinars to raise awareness. We continue to provide formal occupational and vocational health assessments. We will review the impact of the pilot with a view to expanding this approach across our UK business in 2020.

## Advance in the Middle East, South Asia and Africa

The Advance network continues to drive EDI engagement and this year we created a committee which engages and supports colleagues across one of our largest geographical regions. Our International Development, South Asia, Middle East and Africa (ISMA) region is hugely diverse and this presents several challenges and opportunities with regards to EDI. Further information on our action plans will be outlined in our 2025 vision later in this report.

“I am very excited to map our EDI efforts across the new ISMA region and to see EDI good practice implemented wherever we work. I am keen to collaborate with our EDI team, HR functions and leadership to champion best practice in each country in which we work.”

**Farah Kurdi**  
Built Environment sector leader, Advance ISMA chair  
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# EDI calendar of events 2019

## International Women's Day (8 March)

Our UK Advancing Gender group hosted a Women in Leadership panel session which profiled senior female role models. EUNA regional manager Cathy Travers, Group safety manager Laura Hague and International Development sector leader Rose-marie de Looor were interviewed by infrastructure advisor and Advancing Gender champion Cynthia Huang. The event provided junior colleagues with tips and insights to support their career development and forms part of a wider series of Advancing Gender events focusing on the progression of women. Over 400 colleagues joined the session in person and online.

## World Day for Cultural Diversity (12 May)

Offices all over the globe celebrated cultural diversity by hosting 'pot-luck lunches' where colleagues brought in dishes from their national and cultural heritage to share with others. Lunches took place in Bristol; Croydon; Edinburgh; Hong Kong; Los Angeles; Mumbai; San Diego; and Southampton. Participants enjoyed Algerian pastries, British sausage rolls, Chinese chicken feet and Slovakian sweets, and many dressed in traditional outfits or key items of clothing from their heritage.

## Global Day of Parents (1 June)

Our Parents and Carers/Caregivers networks in our North America and UK businesses marked the United Nations' Global Day of Parents this year. We produced a poster profiling parents and caregivers and released the latest in our business case series focusing on the benefits of parents and carers inclusion. As part of the webinar series on 'Balancing work and care', the UK Sunshine Parents and Carers network hosted a peer-to-peer webinar on 'Caring responsibilities'.

## Pride season

We marked a number of events across the global business to support lesbian, gay, bisexual and transgender (LGBT+) visibility, equality and inclusion.

We hosted an LGBTQ webinar for colleagues in India following the repeal of Section 377, which effectively decriminalises homosexuality. Mott MacDonald marched with QUAKE at New York Pride, which was also the location of this year's World Pride celebrations. We also attended Pride celebrations across the UK in cities including London, Manchester and Newcastle.

We again entered a submission for the Stonewall Workplace Equality Index – the UK's leading benchmark which ranks organisations on their LGBT+ inclusion. The results of the index will be released in January 2020 and will shape further plans in the UK and the wider business.

## International Day of Persons with Disabilities (3 December)

Our EDI team collaborated with our marketing and events teams to produce a guide on inclusive events. This outlined how to plan, promote, deliver and evaluate events which cater to the diverse needs of participants. The toolkit was launched to mark this date and you can receive a copy by emailing [EDI@mottmac.com](mailto:EDI@mottmac.com). Our International Development team also marked the date by profiling the disability inclusion and accessibility work they have delivered.

# Clients and suppliers

Our vision is that companies which contract us and those we buy from understand our proactive approach to EDI. We aim to be key influencers on EDI with our clients and we support our suppliers to uphold our standards on EDI.

Our Economic and Social Development (ESD) team also delivers socially inclusive outcomes for our clients and communities through a range of projects which have EDI at their core.

## Peer learning forum

This year we focused our annual peer learning forum on our supply chain, covering recruitment agencies, consultancies, contractors and joint venture partners. We reached out through our procurement function with invites sent to larger suppliers and a more direct approach to people providers through our Talent Acquisition teams. Altogether, 24 participants representing 19 organisations attended our forum, with case studies for the practical exercises provided by Skanska, WSP and Highways England. Peer learning forums are a core component of our global EDI action plans and we will continue to map these across our global business, tailoring our focus to suit clients and suppliers in each region.

“It was great to be invited to Mott MacDonald’s peer learning forum and to share EDI good practice; having live case studies helped attendees – including myself – to reflect on our own business practices. I’ve kept in touch with the organisers and think this peer-to-peer learning is something many sectors could benefit from.”

**Jenn Barrett**

Director of Diversity, Inclusion & Wellbeing, Grant Thornton UK LLP  
[Pronouns:](#) She, Her

## Spotlight on ESD projects

### Boosting representation on HS2

ESD is providing evidence and analysis for the equality impact assessment (EqIA) for Lot 1 of Phase 2b of the High Speed 2 (HS2) rail project. Our work includes actions to improve workforce representation among underrepresented groups, as well as increase EDI knowledge and capacity in the supply chain through dedicated training.

In the last year, improvements have been made in increasing the number of minority-owned businesses in the project’s supply chain. The project also continues to return workforce representation rates above both the engineering and transport industries. We are sharing best practice across the industry through HS2 supplier community forums.

### Working with Skanska on EDI and SEE plans for Highways England

We are working on the routes-to-market delivery integration partnership (DIP) in Cambridgeshire, UK. EDI and skills, education and employment (SEE) are two key performance metrics for this framework.

Our relationship with Highways England is strengthened through our EDI team’s representation on their Supplier Diversity Forum. Our senior EDI advisor is leading on a project for this forum to create a video series highlighting the variety of roles and routes into the industry, targeted at engaging traditionally underrepresented groups.

ESD hopes to work with Highways England to update and enhance the EDI Tool (EDIT) to drive further EDI considerations in the project process and create harmony between the EqIA and environmental impact assessment deliverables.

### Improving gender and disability equality in Sierra Leone

We are working to connect healthcare providers with school communities and provide students with assistive equipment such as glasses, crutches or hearing aids. District inclusion officers help teachers assess the challenges students face, and provide assistive devices where possible. More than 10,000 students have been identified during this process.

We have trained more than 16,000 teachers on safety to reduce violence in schools and create a better environment for girls and vulnerable students. Teachers attend our weekly Teacher Learning Circles where they discuss school safety and develop skills to prevent and respond to violence. Spot check data in 113 different schools show that an estimated 69% of male teachers and 72% of female teachers are attending their weekly Teacher Learning Circle to discuss strategies.



# Communities

One of the shared aims of our EDI and corporate social responsibility (CSR) initiatives 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 social value.

We continue to deliver our [CSR strategy](#) in the UK and Europe region which is centred on the United Nation's Sustainable Development Goals (UN SDGs), specifically goal 4 (quality education), goal 9 (industry, innovation and infrastructure) and goal 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. We ran a successful pilot in 2017 and sponsored a full cohort of 30 student in 2018. This year we sponsored another 30 students via the charity's five-year programme 'Aspiring Professionals', where our work experience students are also provided with a series of events and work insights through the charity.

## Fast Trackers

In collaboration with Network Rail, we delivered an interactive experience to encourage 150 students between the ages of 16-19 into higher education. We organised a series of company visits, site visits and hands-on engineering design activities for students who have the lowest uptake of higher education nationally in the UK. The scheme has been accredited by the Engineering Development Trust and all students achieved an Industrial Cadets Gold Award. Three quarters of the Fast Tracker students are looking to continue into further education and 85% said they are more likely to pursue a career in engineering.

## Giving Tuesday

We marked Giving Tuesday again in 2019 by encouraging colleagues to update their payroll giving on our systems. Giving Tuesday is a global day of giving born in response to consumer events like Black Friday and Cyber Monday and is increasingly seen as the start of the charitable season, when many mark Christmas and end-of-year giving.

In the period September 2018-September 2019, more than 200 colleagues gave over £150,000! Thank you and congratulations to everyone who chose to be involved.

## Reconciliation Action Plan

We are excited that our Reconciliation Action Plan (RAP) was approved by Reconciliation Australia in October. Mott MacDonald joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation and are turning good intentions into positive actions, helping to build trust, lower prejudice and increase pride in Aboriginal and Torres Strait Islander cultures.

Since our EDI employee network, Advance, first partnered with the Metropolitan Local Aboriginal Land Council (MLALC) in Sydney, we have been working to make practical contributions to improving opportunities for Aboriginal and Torres Strait Islander peoples. Our colleagues are providing their technical expertise on plans for the redevelopment of Australia Hall, a historic building in the heart of Sydney and the location of the first national Aboriginal civil rights gathering in 1938, known as the Day of Mourning.

## About the artwork

This artwork was created through our Reconciliation Action Plan by the students of Gawura School at St Andrews Cathedral School near our Sydney office. Gawura School is a model for indigenous education, offering students a supportive, nurturing space where teaching in partnership with families and communities is seen as critical to the success of the school and its students.



# Our vision and 2025 strategy

Our vision is to create a diverse and inclusive workplace. Our updated EDI strategy to 2025 focuses on five key areas: how we plan to attract a diversity of talent; how leaders will actively support EDI; how we will maintain and encourage engagement; how we can work with clients and suppliers to embed EDI; and how we will have a positive impact on our communities.

We will map these actions across the global business and tailor them as required for regional or country-specific needs. Further details will be shared with colleagues and external stakeholders in order to shape impactful activities, including specific measures where possible.


Talent	Diversity monitoring to capture demographic data in each global region to inform actions.	Equality impact assessments of job advertisements to identify good practice and any necessary improvements to attract top talent.	External showcase event in each region to attract underrepresented talent to the organisation.
Leadership	Continue unconscious bias interventions through live 'lunch and learn' sessions and one-to-one coaching and/or reverse mentoring for executives.	Increase external visibility of our EDI efforts at key events and on social media.	Equality impact assessments of senior promotions to capture good practice and identify improvements to recognise top talent at leadership levels.
Employee engagement	EDI calendar of key dates and events across the global business celebrated through informative toolkits, educational webinars and local social events.	Flexible 'SMART' working project to support more people in working flexibly and encourage work patterns which support diversity, work-life balance and wellbeing.	Equality impact assessment of key policies to identify areas of good practice and any improvements to increase engagement and retention.
Communities	Educational outreach through engagement with universities and schools with impact measures included in our plans.	Employee volunteering review to check the rates of volunteering and make recommendations for improvements.	Social responsibility review to align charity work, philanthropy and volunteering, building relationships with key charities and external bodies such as REDR.
Clients and suppliers	Peer learning forums to support good practice and share learning on EDI with clients, peers and suppliers.	Equality impact assessment of supply chain to identify good practice and any improvements we can make to procurement from sustainable organisations.	Support client projects with EDI action plans and ensure internal good practice and project progress are linked.

“This report showcases the hard work and commitment of Mott MacDonald colleagues on supporting equality, diversity and inclusion. I am proud to work for a business which is open to change, new ideas and a diversity of perspectives – essential for a sustainable and inclusive organisation anywhere in the world.”

**Richard Chapman-Harris**

Global head of inclusion and responsibility

Pronouns: He, Him



Opening opportunities with connected thinking.

**Talk to us**

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