



Delivering social outcomes: Our position and commitments

Context

Social impact and inclusion are increasingly becoming part of the standard vocabulary in the infrastructure and engineering sectors. More and more, our clients are requiring us to deliver socially responsible, inclusive and community-focused projects.

This change is being driven by several factors. In many countries, national legislation is pushing clients to consider social outcomes. Many of our major customers have placed accessibility, inclusivity, communities and their 'customer' at the centre of their operations.

Then there is societal change, on a global scale. Climate change, one of the biggest global threats humanity faces, is already hitting poorer, more vulnerable communities hardest. This imbalance is reflected in all other environmental harms, which affect the poorest worst. The growing and ageing population is adding to the demand for essential services.

Aggravating inequalities, with a growing gap between the so-called 'haves' and 'have-nots', is another key driver, and it is leading to more challenge of the status quo. There is an evident groundswell of frustration; many people feel disenfranchised and under-represented. This has played out on the political stage, with the ascendance of populist parties and polarising issues.

Finally, there is unrelenting technological change, arguably the biggest opportunity humanity is experiencing, which is giving a voice to those who may previously not have had one. Everyone can influence and share their opinion now, and they can do so immediately.

All of this means that our clients need to listen and respond to their communities in a way that is different to before. And many of them are starting to do exactly this.

Our role, as a leading global consultancy, is to not only respond to these challenges but demonstrate leadership against this backdrop of change. It is our responsibility to use the influence we

have, through delivering some of the world's largest infrastructure projects, to make a positive change for those who need it most. This document sets out our commitment to doing this.

We will use our social inclusion expertise to advise, support and enable our clients to achieve better and inclusive social outcomes for their communities. We will equip our colleagues with the tools and support to ensure that the delivery of social outcomes is embedded into all of our projects, so that it becomes 'business as usual'.

Our journey so far

We have a proud history of working with the poorest and most vulnerable people in low-, medium- and high-income countries. We have social inclusion specialists based around the world. In 2017, we created our global social practice, providing an international platform for the growth of our social skills and capabilities.

Our network of social inclusion specialists – with over 500 members from more than 35 countries – makes us unique among our competitors. We provide services to clients in the areas of equality, diversity, accessibility, participation, social care, social protection, women's empowerment, human rights, impact assessment and due diligence. The core business of our social practitioners is to make a positive difference to people's lives.

Our business leaders recognise that inclusion skills and expertise are relevant not only to social practice projects but to all of our projects. The delivery of community-responsive solutions is at the heart of all that we do. Delivering better, more inclusive social outcomes is a central element of our value proposition.

To deliver on our ambitions we have developed our social outcomes framework. It defines what we are aiming to achieve: communities characterised by accessibility, inclusion, empowerment, resilience and wellbeing.



Delivering social outcomes: Our position and commitments

Our social transformation model sets out the steps of a major project and identifies actions that can be taken at each stage to maximise the benefits we deliver for people.

We are working with colleagues across the business to identify the most appropriate ways to use these tools, and the expertise of our social practice, so that we can influence our clients and partners from thought leadership through to every stage of project delivery.

As a consultant

We will embed the delivery of positive social outcomes across our global business so that it becomes our standard way of operating. Where possible, we will work with our clients to tailor our solutions so that they are responsive to local contexts and our clients' communities. We have developed our social outcomes framework to embed inclusion into our project planning and delivery processes so that it is not an add-on or optional service.

We understand that some of our clients may see the application of a social outcomes-based approach to engineering as a departure from tradition and may have some concerns that this could lead to compromises on factors such as quality and cost. We will work with our clients to demonstrate that more people-focused solutions can, in many cases, actually heighten technical excellence, deliver a more sustainable asset, provide greater certainty over schedule and cost, drive true value for money and increase return on investment.

As an employer

We will work with our colleagues to ensure that there is universal understanding of our social outcomes agenda and our global commitment to deliver a positive legacy for communities. We will support and upskill colleagues, using our social practice and tools to enable them to make a difference at a project level.

We will collate good practice case studies from across the world and share these to demonstrate success. Additionally, we will collaborate with our internal support functions – including our people and equality, diversity and inclusion teams – to ensure that the outcomes we deliver externally are reflected in our own business.

As a global influencer

We will continue to demonstrate leadership across the industry by using our ingenuity to deliver inclusive social outcomes through our projects. We will work with colleagues from across our varied disciplines to link together the key issues connecting social inclusion to other global agendas. We will partner with clients and other respected industry colleagues to debate and provoke thought on a social outcomes-based approach to engineering.

As a business

We commit to playing our part to achieve inclusive social outcomes through the projects that we are involved in. We will go beyond compliance. Through our projects, we will identify opportunities to deliver transformational change, doing what we can to support current and future citizens to live happier and healthier lives.

By the end of 2020 we will put in place appropriate accountability mechanisms in our European business to ensure that our operational business is acting on our social outcomes pledges. We will roll these out across other regions by the end of 2021. We will also develop digital tools to enable our colleagues to implement our ambition and measure progress.



Delivering social outcomes: Our position and commitments

Our actions

1. We will always start with the ambition of making positive and transformational social change in every project that we deliver, and we will look for the opportunities to do so at the beginning of our involvement in major bids and projects.
2. We will take steps to ensure that our major project teams are as diverse and representative of a wide range of social characteristics as possible. We will harness the expertise of our internal equality, diversity and inclusion network to achieve this.
3. We will work with our clients to deliver outcomes-focused projects which, where possible, go beyond legal compliance. We will demonstrate that we are thinking of our clients' communities by ensuring we have in-depth knowledge of the societal challenges, priorities and opportunities that they face, and we will look for new ways to tackle persistent inequalities.
4. We are committed to supporting delivery of the 17 United Nations Sustainable Development Goals (SDGs). We will align our social outcomes tools and actions with the SDGs to demonstrate our commitment to this international agenda.
5. We will equip our account leaders and business development managers with the information and the range of successful case studies they need to influence change and initiate conversations with our clients about the social outcomes agenda. We will also incorporate our value proposition on delivering positive social outcomes into our account leadership training. It will be regarded as essential knowledge for this role.
6. We have created a centre of technical excellence for social inclusion and development. This will be a dedicated focal point for social inclusion recruitment and delivery. It will enable us to create the critical mass required to support our staff, provide mentorship, encourage innovation and provide excellent client support. This will also help us to attract the best talent and deploy it effectively on our projects.
7. We will maximise use of the talent and expertise of our in-house social inclusion specialists across our global business. We will, where possible, integrate these specialists into our major project and bid teams to provide advice on delivering infrastructure and services that better meet the needs of our clients' communities.
8. Our social outcomes framework provides suggestions on how to enhance accessibility, inclusion, empowerment, resilience and wellbeing in the communities in which we work. We will use this on all of our major projects to identify solutions to meet our clients' local challenges and needs.
9. We will use our social transformation model to assist colleagues and clients with identifying where and which interventions can be made to maximise the benefits delivered to communities and customers.
10. We will use our digital ingenuity to develop and maintain interactive tools which allow colleagues and clients to capture, understand, measure and improve the social outcomes that their projects can deliver.



Delivering social outcomes: Our position and commitments

11. We will develop clear accountability mechanisms to measure project and business unit performance based, in part, on their actions to embed and successfully deliver positive social outcomes.
12. By 2022 we will make it mandatory for all major bids and prospects across our global business to consider positive social outcomes.
13. By 2022 we will incorporate questions about the delivery of social outcomes into the interviewing process for all project-based principal consultant positions and above.
14. We will support our clients, where possible, to build social inclusion capacity in their own organisations, using our experience and expertise:
 - a. We will help them to develop appropriate policy, participation and organisational frameworks for delivering better social outcomes.
 - b. We will support them in developing their own social value commitments and policies, through information sharing.
15. We will convene, sponsor and support events on the social outcomes agenda to encourage the sharing of ideas and good practice and to ensure we are leading and promoting industry progress in terms of people-centred planning and design.

Will you join us on this journey?

We would be delighted to hear your thoughts on our position. Please contact kerry.scott@mottmac.com

A handwritten signature in blue ink that reads 'Mike Haigh'.

Mike Haigh
Executive Chair