



A relentless focus on excellence and digital innovation: Our position and commitments

Context

Information and technology are allowing us to better plan, finance, deliver, use and maintain our existing and future infrastructure. But we believe that to realise the full potential of digital, it must be approached as more than just the combination of information and technology. Digital must be accompanied by deep industry knowledge – to ensure that the right challenges are addressed – and it must be underpinned by business models that appropriately reward the value that is created. When this balance is achieved, digital has the power to unlock **positive outcomes** that can help us to become more resilient to mounting social, economic and **environmental pressures**. It can support us in responding to the challenges faced by our clients and their customers, whether related to day-to-day business needs or broader issues such as **climate change**.

Our role, as a multidisciplinary global consultancy, is to use our breadth of expertise to develop and deploy digital solutions that improve how we create and manage infrastructure and services for the benefit of our clients and society. This document sets out our commitments to doing this.

Our journey so far

Digital is disrupting the sectors we work in. The pace and scale of that disruption is increasing. Digitalisation can improve efficiency and the delivery of services as well as build resilience and new service offerings.

Organisations that do not adapt risk being left behind. To be part of the digital revolution, we have invested to put the components for digital in place. This is allowing us to shape new ways of working that are built on effective information management and the right capability, culture and leadership.

We have not only invested in our own capability, we have created **Mott MacDonald Ventures** to invest in innovative businesses that complement our drive for digital transformation in infrastructure.

We have instilled the principle across our business that we are digital by default, using digital tools as standard and the best of digital on the projects of our clients. We have developed a clear innovation process that enables ideas to be discovered, incubated and upscaled so that the step change improvements available from digital can be brought to projects and applied wherever needed.

As a consultant

With clients and partners that share our vision for digital, we will work to develop creative solutions that are domain-led and user-centred: practical, sustainable, focused on real challenges and meeting people's needs. We will demonstrate how digital capability can enable better decisions, based on better information, leading to better outcomes and value for money. We will use digital capability to continually enhance our existing ways of working and processes to become more efficient. We will combine our digital capability with our domain expertise to drive the pace of change with our clients and partners.

We recognise that governments, clients and partners are at different stages in their digital journeys and we will support them in setting and meeting their goals. This requires every employee to think how digital can be best applied to unlock opportunities and address project challenges.

Our approaches will be underpinned by the belief that data should be used to create value for society. We will collaborate with others to put in place the appropriate technology, privacy and security arrangements to safely share and continually improve the quality of data.



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As an employer

We support people in finding enjoyable and purposeful work where they can fulfil their potential. We will use our digital capability to undertake that work efficiently through artificial intelligence and machine learning. We will provide opportunity to be involved in developing new and innovative digital solutions, enhancing existing ways of working, and creating new ways of working.

We provide a structured framework for colleagues to continuously develop skills for the digital age. We provide information, illustrate the opportunities, and share the benefits to encourage and ease the change journey for colleagues across the company.

As a global influencer

Social and economic infrastructure exists to serve people. It underpins how they live their lives, their inclusion in society, their access to essential services and employment, and their wellbeing. We recognise that this infrastructure is composed of many interconnected and interdependent assets and systems – a system of systems. We also recognise that digitally enabled infrastructure can be managed more effectively and deliver better service to society. Therefore, we will use our position as a leading global company to raise the profile of digital in our core territories. We will work with clients, partners, regulators and governments to improve access to digital tools among underrepresented groups, and to support the use of digital to solve today's challenges and anticipate those of tomorrow.

As a business

We will continue to adapt. The disruption that digital brings is an opportunity, not a threat. We will use digital to relentlessly drive efficiency and excellence in what we do, and to improve productivity in the sectors in which we work. Today's innovation will become tomorrow's business as usual. As commoditisation occurs, we will use connected thinking to address new challenges, develop better solutions, open new value streams, and shape markets. We will continue to invest in digital technology, skills and support, equipping our people to maximise the opportunities digital can open for them and our business.

Our actions

1. We will always question the potential for digital to deliver better client and societal outcomes. To enable this, we will continue to strengthen our digital network so that every employee has clear access to digital expertise.
2. We will be challenge-led rather than technology-led, deploying our understanding of our clients' issues to identify, prioritise and solve them. We will not use technology for technology's sake but only where it delivers value to our clients, society and our people by providing better solutions.
3. We will take an information driven approach in running our business and delivering solutions to our clients. On all projects, we will work with our clients to apply the appropriate best practice for information management.

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4. We will treat information as a valued asset. We will manage and take appropriate measures to secure information, whether owned by Mott MacDonald or a client. This will form a core part of our technical excellence frameworks.
5. We will use innovative processes to develop new value propositions for our clients. We will deliver these by creating, partnering and investing in new digital solutions that we then apply, at scale to our projects. Using our digital platform Moata, we will strive to create at least one new digital value stream every year in each of our defined sectors.
6. On suitable major projects, we will consider the use of digital twins to equip our clients with information-rich solutions they can use throughout the lifecycle of the assets or programmes that we help deliver for them. We will assist our clients in joining up their digital twins to create ever more sophisticated and useful data, enabling better decisions and outcomes.
7. We will evaluate our internal and project delivery processes company-wide, using our digital capability to improve productivity, consistency, quality and risk management, with a goal towards achieving a 5% improvement year on year.
8. We will take measures so that no Mott MacDonald employee is digitally excluded for any reason. We will promote the digital literacy and excellence of all our people by having defined learning paths and assessed training programmes for key digital skills. We will work with individuals to identify their needs and map their personal digital transformation journeys.
9. We will find the optimum balance between human and technology, using automation to free people's time and creativity, and drive efficiency across the lifecycle of projects, programmes and assets.
10. We will seek out, initiate and contribute to initiatives that use digital to enable the outcomes that we believe we and our clients and partners must pursue to achieve appropriate business and societal outcomes.



Mike Haigh
Executive Chair