

UN Global Compact

Communication on progress 2021



The COVID-19 pandemic has made 2021 a challenging year for everyone, but as a business we have remained focused throughout on sustainability, climate change and social outcomes.

[Reaffirming our commitment, 2021](#)

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The 10 principles in the UN Global Compact are embedded into our strategy, culture and day-to-day operations. This is captured in our purpose, values, proposition, philosophy and people promise.

Our purpose is to improve society by considering social outcomes in everything we do; relentlessly focussing on excellence and digital innovation, transforming our clients' businesses, our communities and employee opportunities. Our PRIDE values guide our behaviour, shape our culture and inform our relationships with our clients, stakeholders and each other, while our proposition summarises how we go about doing this, and our philosophy sets out how we support our clients and their end-users. Our people promise is our commitment to all employees and our expectations of them.

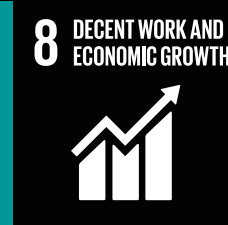
As a business we are engaged in collaborative projects to advance progress towards the UN Sustainable Development Goals (SDGs). By always looking to develop the social, environmental and economic opportunities on our projects, we believe each one can yield value far beyond its immediate benefits. It means we can confidently say we contribute to all 17 goals."

Mike Haigh
Executive chair, Mott MacDonald





We are committed to respecting the human rights of everyone who works for us, with us, or who lives in the communities we operate in.



Human rights

Find out more:

[Social outcomes](#)

[PRIDE values](#)

[Our people promise](#)

[Slavery and human trafficking statement 2021](#)

[Slavery and human trafficking policy 2021](#)

[Ethics policy 2021](#)

[Health, safety and security policy 2021](#)

[Risk management policy 2021](#)

[Safeguarding policy 2021](#)

[Social responsibility policy 2021](#)

[Supply chain policy 2021](#)

[Sustainability policy 2021](#)

Principles:

1 Businesses should support and respect the protection of internationally proclaimed human rights

2 Businesses should make sure that they are not complicit in human rights abuses

+570

employees attended global social outcomes forums in 2021

9

human rights assessments and due diligence reviews for clients in 2021



Human rights

Our approach to respecting human rights is informed by the United Nations Global Compact and the Guiding Principles on Business and Human Rights. We are committed to respecting the human rights of everyone who works for us, with us or lives in the communities we operate in.

Our approach to respecting people, our suppliers and our communities is embedded in our policies and is fundamental to our PRIDE values – Progress, Respect, Integrity, Drive, and Excellence. These guide our behaviour, shape our culture and inform our relationships with our clients, stakeholders and each other.

All our staff receive training on ethics and complying with our values, directives and processes. Any inappropriate behaviour or suspected safeguarding, compliance, ethics or human rights issues should be reported to a manager or through our Speak Up helpline - a comprehensive and confidential reporting tool provided and managed by an independent third party.

We are committed to creating an organisational culture that safeguards children, young people and adults at risk from harm wherever we work. We conduct due diligence on our

clients, partners, contractors and suppliers to ensure they follow the same approach to human rights, including the reporting of any instances of suspected human rights abuse, and are implementing comparable systems of due diligence for their supply chains.

Social outcomes are at the heart of our purpose, in which we commit to improve society and deliver benefits for the communities in which we work. Our ambition extends beyond identifying, mitigating and minimising adverse impacts. We aspire to create a positive impact and seize every opportunity to deliver transformational change.

We are cognisant of the impact of climate change on our value chain, the communities we serve and wildlife. We take an active and ambitious approach to climate change that centres human rights and social outcomes.

On our projects, we never knowingly cause or contribute to any activity or relationship that violates human rights and will address adverse human rights impacts if they occur. We have a dedicated team of social scientists with a diverse range of social and human rights safeguards and impact assessment experience.

Recent developments

- In September 2021, we are launching a new Code of Conduct for our staff and those who work with us. It is called Our Code - Delivering with PRIDE and sets standards and expectations for the issues most relevant to our company and is a guide for making good choices and living our PRIDE values. Our Code will be rolled out to all employees with a clear expectation that this will be adopted. Our Code will also be made available to suppliers and will highlight our desire to work only with those that can meet our standards and expectations. Our Code will help all those who work for us and with us to improve their understanding of human rights and modern slavery, among other topics, and how to raise concerns, should they come across any.
- We recently updated our Speak Up helpline to include an increased number of in-country numbers for the countries in which we work and dedicated helplines for our hub countries.



We are committed to creating an organisation where people can be themselves, feel valued and safe, and enabled to perform at their best. We celebrate our differences and treat everyone fairly and with respect.



Labour

Find out more:

PRIDE values

Our people promise

Equality, diversity and inclusion

Social outcomes

Social outcomes position paper

**Slavery and human
trafficking statement 2021**

**Equality, diversity and
inclusion policy 2021**

Ethics policy 2021

**Health, safety and
security policy 2021**

Safeguarding policy 2021

Social responsibility policy 2021

Social value policy 2021

Supply chain policy 2021

Sustainability policy 2021

Principles:

3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

4 The elimination of all forms of forced and compulsory labour

5 The effective abolition of child labour

6 The elimination of discrimination in respect of employment and occupation

Gender equality

16.4%

2020 mean gender pay gap in the UK, down from 19.8% in 2019

+3% staff

+6% management

+5% leadership

percentage increase in female representation globally from 2015-2020



Labour

We are committed to promoting ethical behaviour in our own operations and respecting the local customs and cultures of all countries where we work. We reject modern slavery in all its forms, and we provide a fair living wage for all our staff. We comply with equal opportunities legislation and aim to promote diversity and fair employment policies within the framework of local culture and laws.

Our new Code of Conduct reinforces our commitment to having a diverse workforce, whose talents are harnessed through inclusive cultures and behaviours. We are also focused on creating equitable, accessible and inclusive working environments where trust, respect and psychological safety are the norm. In line with our Global EDI policy, we do not tolerate any form of discrimination, bullying or harassment and value all colleagues and their cultures, celebrating our differences and treating each other with respect, kindness and fairness.

In our supply chains, we recognise our responsibilities to ensure suppliers comply with International Labour Organisation (ILO) conventions and that they show respect for the rights of people supplying services to them.

In line with our slavery and human trafficking policy, we only work with clients around the world who share our commitment to meeting the principles of national legislation and associated ILO regulation and best practice.

Recent developments

- Our new agile working guidance for each region provides our people with greater flexibility to do what's right for them, their teams and their clients.
- A new health, safety and wellbeing reporting process enables staff to report wellbeing positive interventions – steps they have taken to improve their own or a colleague's wellbeing.
- Following the murder of George Floyd in the US, we reviewed and renewed our commitment to racial justice. We provided safe platforms for colleagues to speak up about their experiences of race and racism and for others to listen, learn and commit to taking action. Regional actions include establishing a Mott MacDonald chapter of the National Society of Black Engineers in the US and, in Australia, producing a second Reconciliation Action Plan recognising Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationship to the land, water, and seas.

- In 2020, we rolled out modern slavery briefings to our global safety community to assist them in advising the wider business of our new processes for managing modern slavery risks.
- In 2020, we published risk management guidance for our project managers on modern slavery and mitigating actions and introduced a new project management requirement to ensure that modern slavery issues are considered at the start of projects, at the same time as health and safety risks.
- In 2021, we led on a new International Hydropower Association 'how-to' guide on labour and working conditions within the hydropower and construction industry.
- We are currently working on how we might use the Global Slavery Index to identify the specific areas in our supply chain that might pose a higher risk for modern slavery, looking at both location and sector.
- In the UK in 2020, we carried out spot checks for payments of a living wage with our total facilities management provider.
- With many of our workplaces closed during the pandemic, we ensured everyone had the tools, technology and connectivity to continue to work and participate in meetings and events.

Continued...

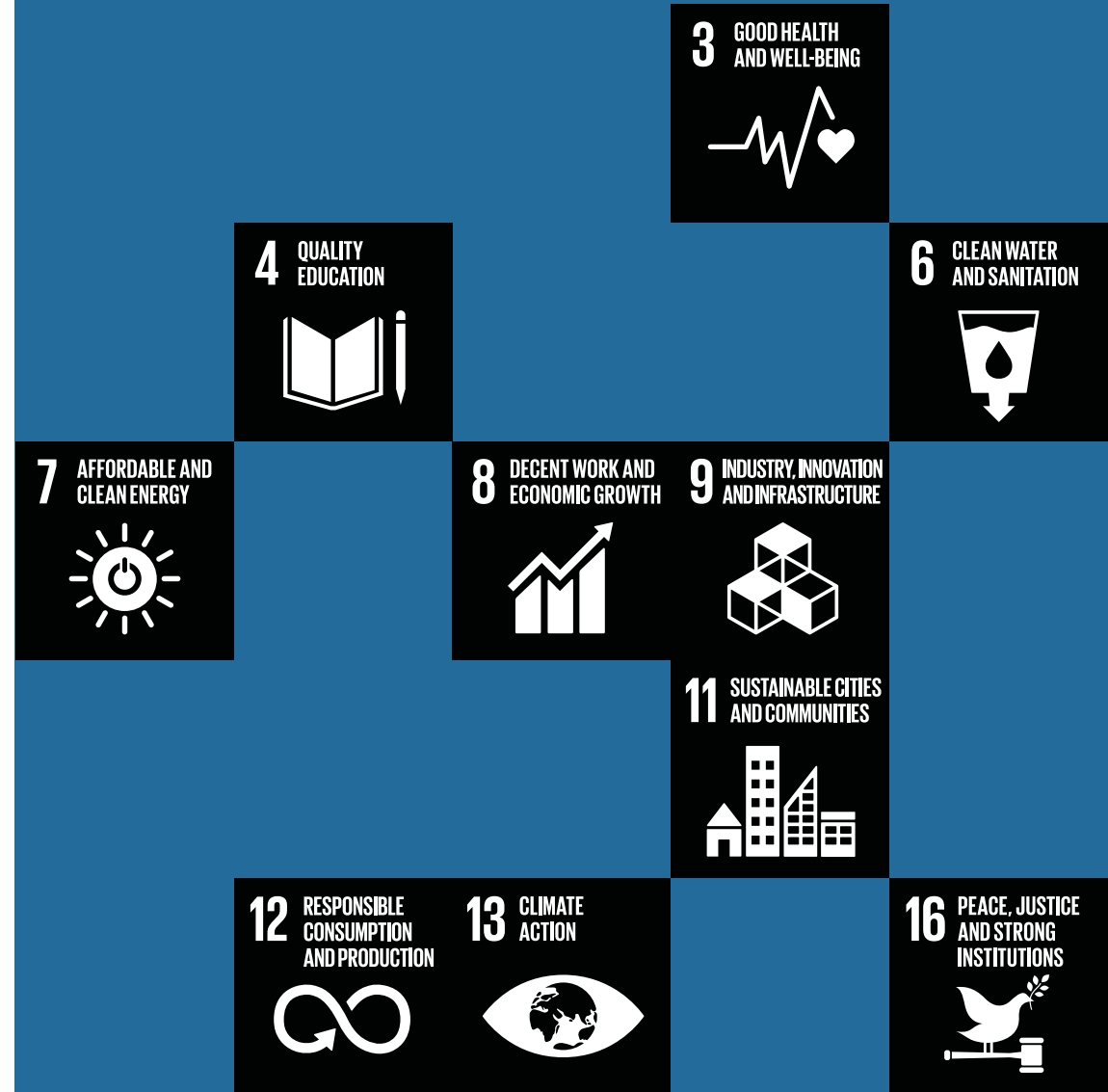
Labour

- Our dedicated employment programmes continued in 2021 to create opportunities for those groups facing the highest levels of discrimination, such as the long-term unemployed and refugees, while our Advancing EDI networks have spearheaded work on tackling disability discrimination, including training for our hiring teams on accessible recruitment and launching a 'Not all disabilities are visible' campaign.
- Over the past 12 months, we have also provided learning and development opportunities to help colleagues better understand issues of discrimination, equality, diversity and inclusion.
- To support women's careers and tackle discrimination, stereotyping and conscious and unconscious biases, our EDI networks have worked on improving leadership development and our promotion process, increasing the visibility of women on days like International Women in Engineering Day, and establishing networks aimed at influencing and championing opportunities for change and progress.
- We have introduced pronouns and name pronunciation to electronic signatures to help build a more inclusive workplace where everyone feels they belong.





We commit to being a leading global partner in advancing sustainability, creating positive environmental, social and economic outcomes that provide lasting value for all.



Environment

Find out more:

[Net-zero position paper](#)

[Living with climate change position paper](#)

[Digital innovation position paper](#)

[Social outcomes position paper](#)

[Our journey to carbon neutral](#)

[Carbon neutral qualifying explanatory statement](#)

[Moata Carbon Portal](#)

[Moata People and Planet Environment policy 2021](#)

[Social responsibility policy 2021](#)

[Social value policy 2021](#)

[Supply chain policy 2021](#)

[Sustainability policy 2021](#)

Principles:

7 Businesses should support a precautionary approach to environmental challenges

8 Undertake initiatives to promote greater environmental responsibility

9 Encourage the development and diffusion of environmentally friendly technologies

45%

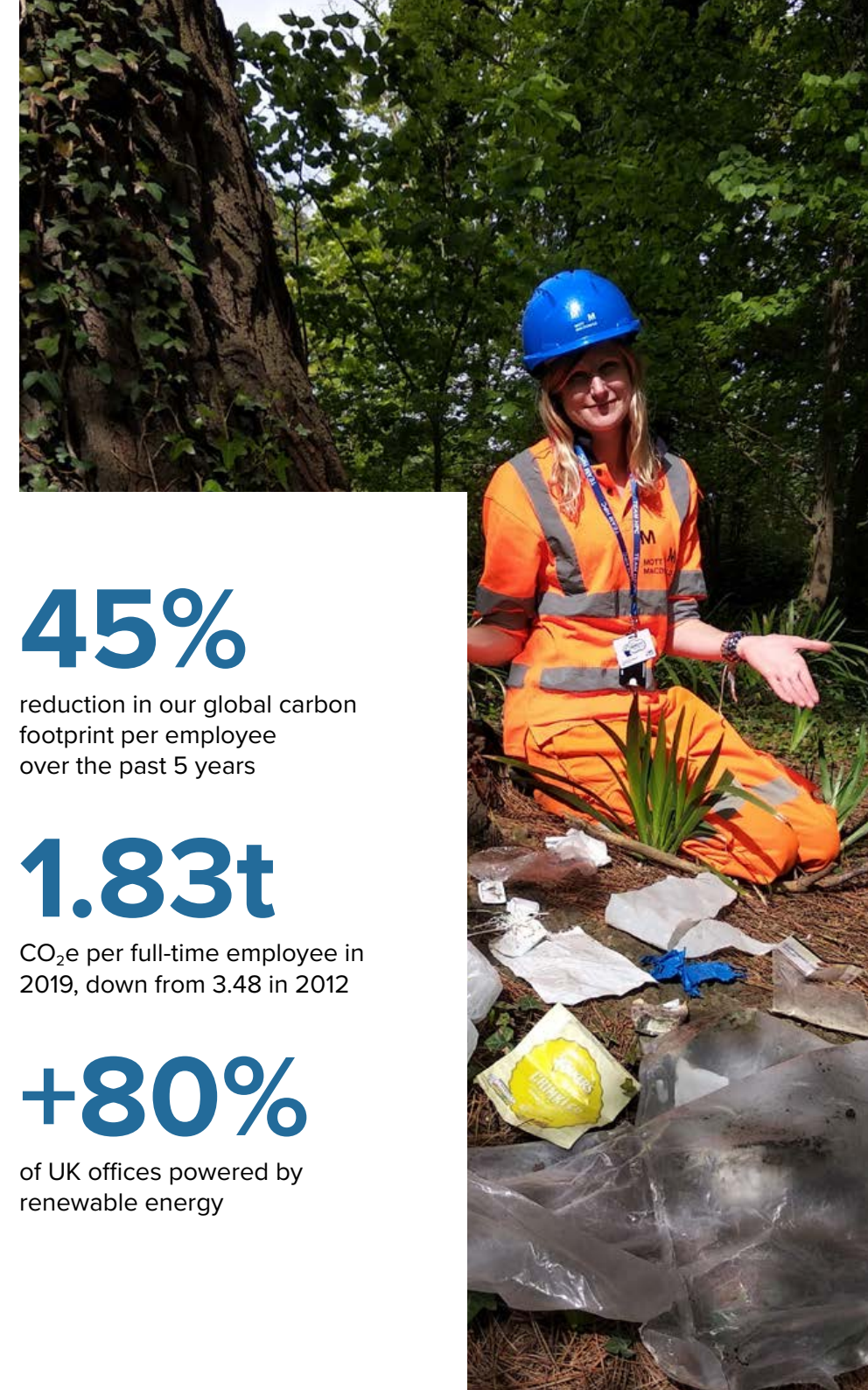
reduction in our global carbon footprint per employee over the past 5 years

1.83t

CO₂e per full-time employee in 2019, down from 3.48 in 2012

+80%

of UK offices powered by renewable energy



Environment

We commit to making a positive difference for our planet and to being a leading global partner in advancing sustained economic, social and environmental wellbeing to deliver lasting value for all. To achieve this, we have placed sustainability at the core of our purpose and promote company-wide alignment with the United Nations' Sustainable Development Goals (SDGs). Our activities are governed by a formal sustainability policy and sustainability principles are embedded in our corporate values.

We are open and honest about our climate change agenda with our clients and our colleagues. We became certified carbon neutral globally in 2020, and we continue to make progress in line with our commitment to becoming a net-zero organisation by 2040. We have a robust Group carbon neutral plan in place, with activities to reduce our carbon footprint annually in line with our science-based targets, as well as a more detailed net-zero plan in development.

All employees are encouraged to come forward with new ideas to address the challenges arising from climate change, biodiversity loss and other environmental challenges. All new staff undertake sustainability onboarding training, which includes our approach to sustainability, why the SDGs are important to each one of us, and how they should embed sustainability into their day-to-day activities.

We take our environmental responsibilities very seriously and our ISO 14001 certified business management system requires that all projects are reviewed for potentially adverse environmental effects. Environmental considerations are integrated into our corporate activity and we implement a process of continual improvement in this regard to encourage sustainable opportunities on all our projects. We carry out projects to high environmental and social standards wherever possible using international good practice benchmarks, and we work to align our project to the SDGs.

We promote sustainability in all of our offices across the globe, and conduct Environment Impact Assessment and deliver Local Environmental Practice plans for each office.

Recent developments

- Over the course of 2021 and ahead of COP26, we have been running several engagement campaigns, including a social media campaign on 'COP26 & Me', as well as a UK-Bangladesh Climate Partnership Forum virtual series bringing together experts and leaders from Bangladesh and the UK.
- In 2021, we launched a new global climate change training as well as working to develop regional-specific sustainability and climate change training for our staff.

- We continue to improve the sustainability of our offices by improving energy efficiency, switching to renewable energy, minimising our waste, and reducing single-use plastics. Currently, more than 80% of our UK offices are powered by renewable energy.
- In 2020, the Science Based Targets initiative (SBTi) certified that our carbon emission targets are aligned with a 1.5°C pathway.
- In 2021, we joined Race To Zero, a UN initiative to rally leadership and support from businesses, cities, regions, and investors for a healthy, resilient, zero carbon recovery.
- In 2020, we introduced a new screening process to identify projects with significant environmental and social risks and also introduce climate risk assessment for projects over a certain size.
- Our annual Sustainability Week goes from strength to strength. The 2021 event – exploring how sustainability applies to the spaces, places and systems where we and our clients work, and what a sustainable future holds for us as a business – was the largest yet, with 95 sessions and activities across all regions and units, and 3800 single signed-on attendees.



Our business is built around fairness, openness and honesty. Simply, we do not tolerate any form of bribery or corruption.

4 QUALITY EDUCATION



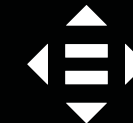
5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



13 CLIMATE ACTION



3 GOOD HEALTH AND WELL-BEING



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Anti-corruption

Find out more:

PRIDE values

Tax strategy

Ethics policy 2021

Supply chain policy 2021

Sustainability policy 2021

10

Principles:

Businesses should work against corruption in all its forms, including extortion and bribery

1st

consultancy to be certified to BS 10500, now ISO 37001, the international anti-bribery standard



Anti-corruption

We are committed to countering all forms of bribery and corruption and operate a strict ethics policy and code, which promote the highest standards of ethical behaviour in everything that we do. This is reflected in our PRIDE values, and our business management system is certified to the ISO 37001 anti-bribery management quality standard.

We comply with all anti-bribery and corruption laws and will never engage in any corrupt practice, including offering or accepting any bribes, kickbacks or other improper payments. All allegations of bribery or corruption are taken seriously, and any suspected incidence must be reported to a manager, our legal team or through our Speak Up helpline. Every allegation is investigated, and we will always take appropriate follow up steps, including reporting the matter to relevant authorities where appropriate.

We seek to work only with those who share our anti-corruption values, act responsibly within their own supply chains, and operate consistently with our code. To ensure our standards can be met, we conduct appropriate due diligence checks on our clients, suppliers and partners. Our expectations are communicated, and we monitor performance, taking action to address issues when they arise. This includes withdrawing from contracts if suppliers fail to meet our standards.

Anti-bribery audits and risk assessments are conducted for all projects in line with Project Anti-Bribery Risk Assessment (PABRA). Our business management system, STEP, also includes an anti-bribery overview document as part of the project process.

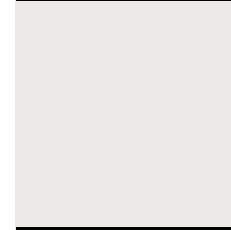
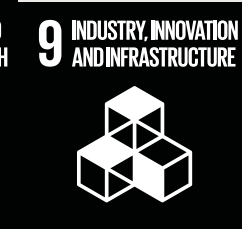
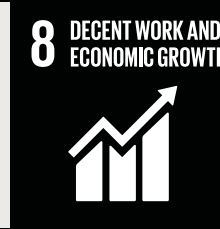
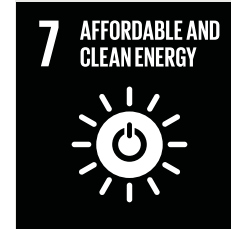
In terms of taxation, our Group policy is to comply with all domestic and international laws, rules and regulations, including those relating to tax.

Recent developments

- In 2021, we launched an improved conflicts of interest process for our people. Our proactive approach to managing conflicts of interest enables us to identify all actual, potential and perceived conflicts as early as possible, and to discuss these with line management. All conflicts of interest are entered into our conflict of interest management tool to ensure proper management action is taken. We train our people on this as part of a module on integrity and ethics.



Our vision is to be a leading global partner in advancing sustained economic, social and environmental wellbeing. We aim to do this by putting the UN Sustainable Development Goals at the heart of our business.

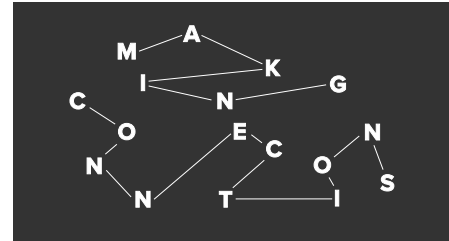


Collaboration for the SDGs

Find out more:



Working towards the SDGs
– Mott MacDonald



Making connections
– Mott MacDonald



This is the future
– Mott MacDonald



Our Corporate Social Responsibility



Sustainability awards
– Mott MacDonald



In their own words **1** and **2**



Collaboration for the SDGs

Our purpose is to improve society by considering social outcomes in everything we do, relentlessly focusing on excellence and digital innovation, transforming our clients' businesses, our communities and employee opportunities.

The SDGs are embedded across our business, and we recognise our responsibility to work towards meeting them. This is why we have designed our social outcomes framework to align with the SDGs, not just to demonstrate our commitment to this important international agenda, but to integrate the social aspects of sustainable development in our projects and operations.

As a global engineering, health, education and development business, our projects have direct and indirect impacts on SDGs 1-16, while building partnerships, SDG 17, is simply the way we operate. By spotting and developing social, environmental and economic opportunities, we believe each project can yield value far beyond its immediate benefits.

We are committed to operating responsibly and being a trusted member in our communities. This includes respecting the local cultures, traditions and customs where we operate, with corporate social responsibility (CSR) closely aligned to EDI.

Recent developments

- Our **Making Connections** campaign – launched in 2020 to encourage our staff and partners to find and make connections between the 17 SDGs and to deliver projects that maximise their contribution to the goals – continued to expand in 2021 to include more project stories of how our work contributes to the achievement of the SDGs.
- In 2021, we launched our **This is the Future** campaign. It is focused on the future we can create to make a positive difference, and we regularly share new visions and describe the steps we see as being necessary to realise them. By doing so, we aim to inspire imagination, start discussion and foster ambition. Each vision is aligned to the SDGs.
- In 2021, we launched our renewed innovation framework to ensure the outcomes we seek are aligned with our social outcomes framework and the SDGs.
- Continuing our commitment to foster external partnerships to drive targeted contributions towards the goals, we became a platform partner of the World Economic Forum in 2021, where we are actively contributing to initiatives such as the Net zero carbon cities initiative and the Alliance of CEO Climate Leaders.
- Our approach to CSR continues to mature and was adapted during the COVID-19 pandemic. This included:
 - increasing our digital and remote engagement with not-for-profit organisations and our communities;
 - signing the Literacy Business Pledge with the National Literacy Trust in UK to tackle the gap in literacy and improve social mobility;
 - and being awarded a silver medal from EcoVadis in India, placing us in the top 25% of companies for managing 21 issues in four themes (environment, labour practices and human rights, ethics and sustainable development).

**Opening
opportunities
with connected
thinking.**