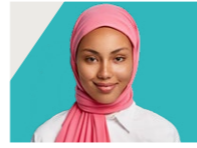




Everyone's business

APNA region



**Our global equality,
diversity and
inclusion strategy**



2022–27



Foreword by executive chair

I'm really proud to launch 'Everyone's business: our global equality, diversity and inclusion (EDI) strategy'. We chose this name as it emphasises that everyone in our employee-owned business will benefit from the time and energy we invest in becoming more diverse, equitable and inclusive. The name also acknowledges clearly and upfront that everyone will be accountable for our progress against this strategic business priority.

In 2020, I re-affirmed that Mott MacDonald's purpose is to 'improve society by considering social outcomes in all we do, relentlessly focusing on excellence and digital innovation, transforming our clients' businesses, our communities and employee opportunities'. Our ongoing commitment to EDI is fundamental to the realisation of this purpose; diverse teams will enable us to better understand and meet the needs of clients and communities across the globe, while more inclusive and equitable workplaces will provide fertile ground for learning, innovation and excellence.

Overcoming the major transformational issues of our day – not least the climate emergency and ongoing COVID-19 pandemic – requires a blend of our diverse skills, experiences and insights to turn the obstacles that our clients face into sustainable solutions. We understand that now, more than ever, businesses need to positively impact the communities in which they operate. As an employer of over 16,000 people, we embrace our ability to address the impacts of historic racial discrimination and wider employment inequalities that have come to the fore in recent years.

We will grasp the opportunity the pandemic provides to reshape our organisational culture in a way that aligns more closely with our purpose and our employees' values. Our ambition is to lead our sector by example, so clients, suppliers and employees want to work with and for us because we are known for having open, welcoming and inclusive cultures and behaviours. We want this reputation to apply worldwide, so we have agreed **one shared global EDI vision** (see page 4) and **one shared EDI playbook** (see page 15).

Use of this playbook will build on our progress to date and mature our approach by:

- hardwiring considerations of equity and inclusion into everything we do.
- ensuring our actions are built on a more comprehensive evidence base.
- monitoring the impacts of our actions so we can better understand 'what works'.
- learning from innovation in other fields eg the use of behavioural science.
- ensuring our work is adequately resourced and based on expertise and lived experience.

While the publication of this new strategy is an important milestone on our EDI journey, I know that the focus needed to translate intentions into action is what really matters. I will be using all the levers at my disposal, as executive chair, to make this happen.

Mike Haigh
Executive chair



Our APNA region

This is the Asia Pacific and Australasia (APNA) version of our new five-year global EDI strategy.

APNA inputs to 'Why this matters' (Pages 10 and 13)
APNA inputs to 'Where we are now' (Pages 25 to 28)
APNA inputs to 'Our priorities' (Page 32)
APNA inputs to 'Glossary' (Page 38)

Our strategy has been developed in collaboration with colleagues from across Mott MacDonald. While we have intentionally set out one shared global vision, including high-level strategic outcomes for every part of our business to aim for, we also acknowledge that different areas of the business do have very different starting points. As such, and in response to our regions' specific business needs we have regional versions of our strategy including additional regional EDI priorities and regionally specific information.

Teams across the APNA region will use the approach set out in the Playbook section of this strategy to build local, evidence-led action plans that help to move us closer to our EDI vision. It is also at this level that we will set more meaningful EDI goals as well as measure and monitor our progress.



This map is representative of our business regions rather than every country we operate in. Our full location list can be found **[on our website](#)**.

Section one: Our global EDI vision

During 2021 we engaged with key teams, colleagues, leaders and our Advancing groups across the business to develop a new global EDI vision and strategic outcomes.

Our global equality + equity vision

We will be an equitable business where everyone has a chance to succeed. We will achieve more equitable outcomes through fair, transparent and open decision-making processes.

We will know we have succeeded when:

1.

we use flexible, agile and accessible **policies and practices** that respond to the different needs, experiences and potential of our people.

2.

we have open, transparent and fair **communication, systems and decision-making processes** leading to equitable outcomes.

3.

everyone has the same unbiased/ barrier-free opportunity to progress and be **recognised and rewarded fairly** for their contribution.

4.

we **take action** where data demonstrates the need eg targeted development programmes for under-represented groups.

Our global diversity vision

We will actively recruit, develop and value our diverse workforce at all levels and take steps to build a diverse supply chain. This diversity will give us the fresh ways of thinking, skills, knowledge and expertise needed to deliver social outcomes in the communities we serve.

We will know we have succeeded when:

1.

our **excellence in recruitment** delivers a diverse workforce that reflects – within teams and at all levels – the communities we serve.

2.

we use open, transparent and fair **learning and career development** pathways to create diverse and strong talent pipelines.

3.

we respect, value and **harness the different experiences and perspectives** of our diverse workforce including factors not always considered eg socio-economic status, neurodiversity, needs of carers.

4.

we have a good understanding of the **demographics of our workforce**, the areas where we are making progress and those where more work is needed.

Our global inclusion vision

We will be open, welcoming and inclusive, taking a zero-tolerance approach to discrimination, harassment, victimisation and intimidating or offensive behaviour. We will attract new talent and business because we are known for our inclusive cultures, leaders, line managers and behaviours.

We will know we have succeeded when:

1.

we have **inclusive cultures** where people can perform at their best because we have high levels of trust, psychological safety, belonging, respect and fairness ([see our inclusion drivers](#) on page 8).

2.

our **inclusive leaders** are building their emotional intelligence. Their empathy, openness and curiosity increases feelings of belonging, letting people know they can speak up, share their ideas and influence decisions.

3.

our **inclusive line and project managers** have the skills and knowledge needed to support and develop our people, creating teams where people are encouraged to innovate, make mistakes, learn and grow.

4.

inclusive behaviour is the norm. We treat others with kindness and respect, showing sensitivity to cultural differences, and skilfully challenging prejudices, inequalities, biases, stereotypes and micro-aggressions.

Spotlight on...

inclusion drivers

The actions needed to realise our inclusion vision will be dictated by the drivers of inclusion. A review of the research in this area identified **six key drivers** that we used to shape our inclusion index and will continue to use to direct our actions going forward.

Our sources included:

- [Belonging at work](#)
- [Creating cultures where all engineers thrive](#)
- [How to measure inclusion in the workplace](#)
- [Inclusion measurement guide](#)

1.

Trust

People believe that...

- communication is open and honest.
- they can rely on all their colleagues to consistently do what they say they will.
- leaders role model inclusive and respectful behaviour.

4.

Respect

People believe that...

- their contributions are valued.
- their colleagues are kind and polite.
- there is zero-tolerance on bullying, harassment and discrimination.

2.

Psychological safety

People believe that...

- it's ok to try new things, make a mistake and learn.
- they are safe to speak up about inappropriate behaviour without fear of repercussions.
- the workplace is open and welcoming.

5.

Fairness

People believe that...

- we have flexible, unbiased and barrier-free processes.
- they have fair access to opportunities.
- our decision-making is open and transparent.

3.

Belonging

People believe that...

- colleagues care about their wellbeing.
- they can be themselves at work.
- they are accepted by the people they work with.

6.

Diversity

People believe that...

- their identity and background are valued.
- their department is diverse at all levels.
- their commitment to diversity is shared by the business.

Section two: Why this matters

We know that focusing our resources on delivering our EDI vision is the **right thing to do** for our employees, our clients and our communities. Research and experience tells us that it will also deliver myriad business benefits.



Embracing diversity as a community clearly makes the world a better place. This is a priority for us at Mott MacDonald, and it's why we have a focus on any activities that allow diversity to shine. I feel privileged to be learning from the incredible diversity across our region in Asia, Australia and New Zealand.

We must focus on employment pathways providing opportunities on all aspects of our work, including the amazing projects we work on. We are committed to improving our gender balances all the way from our early career professionals to our leaders in the business. The recent development of our Inclusive Networks for Women are a clear demonstration that giving everyone an equal voice, which is respected, can have a significant impact on all our people.

Creating diversity in our business is much more than a reporting process. It's empowering for all as we listen, learn and act.

David Johnson
Regional general manager APNA



Business benefits

Diverse teams

Having more diverse teams will mean we become a **supplier of choice**, with higher levels of **creativity and innovation** allowing us to better understand client needs and solve their complex infrastructure challenges.

Diverse teams also help to improve performance through **better decision making**, reduced costs and overruns, and by opening opportunities with connected thinking.

Diverse senior teams/boards

More diverse senior teams will push us towards more **commercial success** in relation to income, profitability, strategy and creating value. They will also be better placed to **deliver on Our Purpose** in terms of social outcomes, innovation and excellence.

Diverse teams

are more likely to be **objective**, check facts and encourage greater scrutiny of each other's actions.

outperform non-diverse teams because they process information more carefully.

bring new and different perspectives increasing innovation and creativity.

are more **aware of their own biases**, reducing the likelihood of errors in decision making.

make better decisions as they are less susceptible to groupthink and the pressure to conform.

are better able to understand and anticipate the **future needs of clients**.

Diverse senior teams/boards

make better quality and safer decisions.

consider a wider variety of strategies for creating value.

yield higher returns on equity and higher net-income growth.

are more socially responsible.

have better performance in relation to two primary responsibilities: 'monitoring and strategy involvement'.

are 36% more likely to have above-average profitability.

Business benefits

Showing that equity and inclusion are part of our organisational DNA will help us **attract the brightest and best global talent**. Their desire to make a difference will be met by the opportunities we create to deliver better social outcomes.

Taking a truly flexible approach to where and how we work and supporting the wellbeing and development of our people will **drive retention**.

Higher levels of engagement and psychological safety will give us the edge in terms of **sustained performance and supporting our clients**. Our inclusive cultures and behaviours will **empower our people** to make decisions, innovate, collaborate and ultimately transform our communities.

More equitable and inclusive businesses

Attract

can attract the increasing numbers of job seekers, especially millennials and Gen Z, who are **looking for an employer whose commitment to equity and inclusion matches their own**.

cater to potential recruits who, in response to the pandemic, **found a stronger sense of their own purpose and value** and are looking for employers who care about their wellbeing.

recruit those who are otherwise happy working elsewhere, by offering a truly **flexible response to location and hybrid working**.

are **winning the war to attract – and retain – talent** by excelling at emotional connection, recognition and communication.

Retain

retain existing employees who are now much more willing to **fight for their work-life balance** or quit if employers are not willing to be flexible.

are more likely to **retain key talent** through open and equitable recognition and career development.

are more likely to **survive the current high rates of attrition** because they have leaders who motivate and inspire their teams and lead with compassion.

will have reduced staff turnover; there is a **direct correlation** between levels of bias and inclusion, and the desire to leave an organisation.

Engage and empower

benefit from **stronger employee engagement**, heightened loyalty, and a greater willingness to recommend the company to others.

are more likely to experience increased retention and lower sickness absences as both are highly **correlated with increased levels of employee engagement**.

will have **higher levels of psychological safety** and will therefore be more successful at helping employees through the individual and collective impacts of the COVID-19 pandemic and other times of crisis.

experience additional benefits to innovation and **decision making**. Employees are **150% more likely to share new ideas** and try new ways of doing things.

APNA region

Business benefits of an EDI focus

In Australia, less than 14% of the engineering workforce is female and less than 17% of domestic students commencing university-level study in an engineering programme are female. A recent study by the Australia Council of Engineering Deans, Engineering Futures 2035, highlights that a combination of business, government and academic programmes are needed to redress this imbalance.

The 2018 Deloitte Millennial Survey shows that 74% of millennials believe their organisation is more innovative when it has a culture of inclusion. If businesses are looking to hire and sustain a millennial workforce, diversity must be a key part of company culture. Malaysia is a good example – the country has one of the world's most diverse cultural and ethnic mixes and has outperformed most of its regional partners with consistently high annual GDP growth since independence.

According to a Hays 2019 report, Asian employees surveyed believe **diversity and inclusion has the most positive impact on the following three key areas of business:**

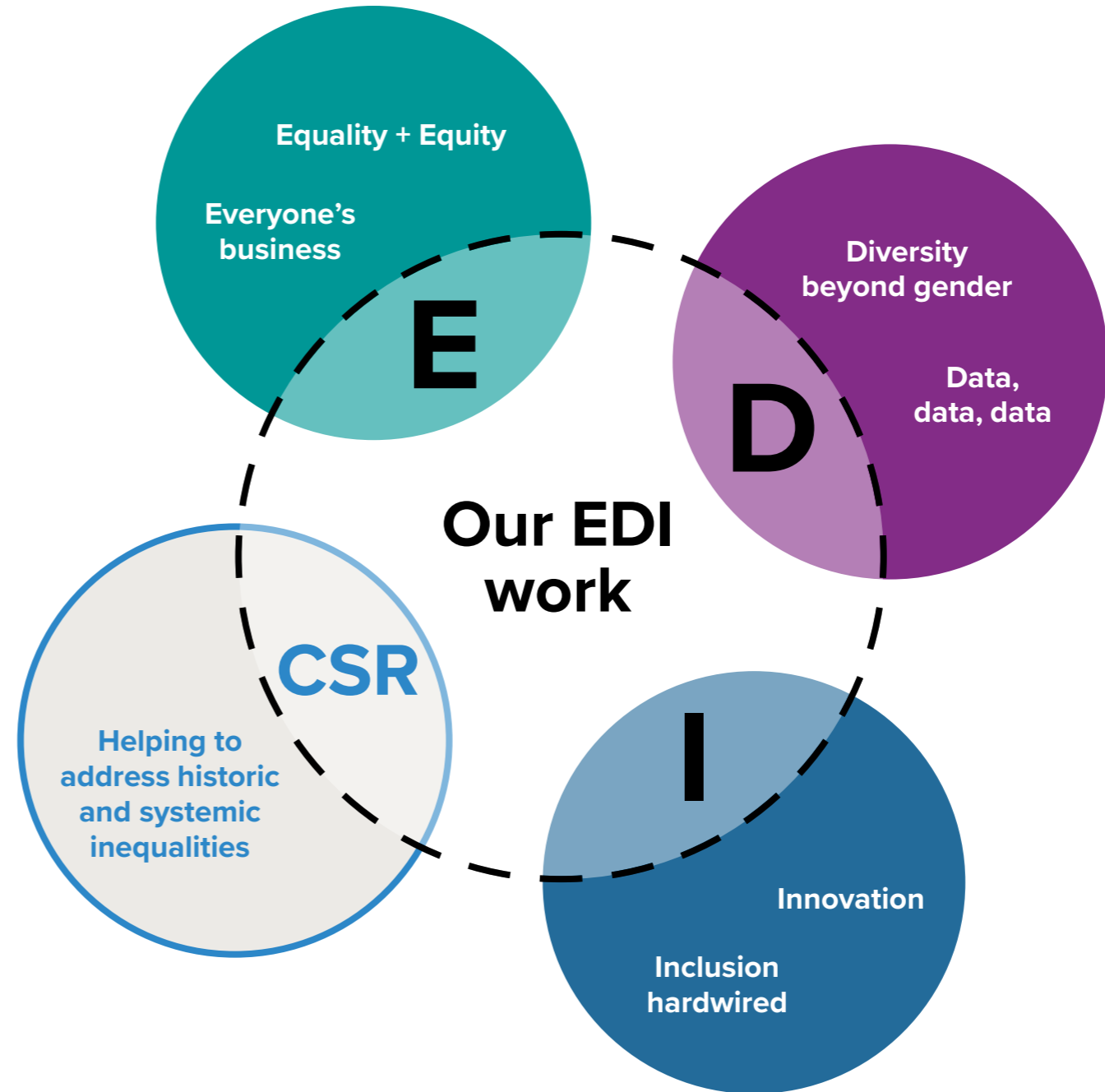
- Company culture (76%)
- Innovation (59%)
- Retention of talent (53%)

Section three: Our global EDI playbook

Our global EDI playbook

The priority areas for action will be different across different parts of Mott MacDonald, as determined by cultural contexts, strategic business objectives and varying levels of maturity on the EDI journey.

That said, as a business with excellence at its core, we will adopt a consistent and best practice approach to implementing our regional-, unit- and team-level EDI plans. We call this approach our 'global EDI playbook'.





E

Maturing our approach

Equality + equity

We want to take our approach from equality – treating people the same – to **equality + equity**. This means understanding when we need to respond differently to the specific needs and experiences of our people so that everyone has a fair chance to succeed. Our aim is not just to ‘level the playing field’, but to improve the playing field for all.

While EDI events (PRIDE, Black History Month etc) can play an important role in raising awareness of deep-seated cultural barriers, we need to mature our thinking from a view that EDI is mainly about events, to one where we are also **hard-wiring** considerations of equality, equity and inclusion into **everything** we do.

Everyone's business

Often those with **lived experience** are expected to shoulder the responsibility for change. We understand that progress requires insights drawn from lived experience and **EDI expertise**.

We want to move from a reliance on EDI managers and the Advancing groups to an approach that holds **everyone** – every line manager, leader, process owner, project manager, resource manager and HR professional – accountable for progress.

This means helping those from majority groups become powerful allies for change. Everyone has some expertise on how our business culture and processes work (or don't). Leaders and allies need to be curious about who things don't work well for and why, then take steps to drive change.

D

Maturing our approach

Diversity beyond gender

We will embrace a much broader definition of **diversity**, looking beyond gender and ensuring that our workforce better represents the communities in which we operate.

This means acknowledging that societal inequalities and discrimination can create employment-related barriers for many groups and individuals, especially where these issues intersect (for example, Black women may experience compounded race and gender barriers at work).

This will include a focus on **disability and neurodiversity**, which means making the changes needed to create more accessible workplaces – an area of EDI that often gets overlooked.

Data, data, data

Being evidence-led is a cornerstone of our approach and is crucial to our ability to tailor our actions to local challenges and needs. Having **reliable EDI data** is also an essential part of understanding and evaluating what works, enabling us to measure our progress towards our vision and strategic outcomes.

Our work should be based on **robust data** that considers the whole employee lifecycle and a range of diversity characteristics. We know that our ability to build **reliable levels of data** is based on trust. One of the key principles of our approach to EDI data is therefore to restrict access to individuals' data to the minimum possible number of people, while sharing more aggregated data to inform better decision making.





Maturing our approach

Inclusion

By shifting our focus more towards hardwiring **inclusion** into everything we do, we can better identify the shared barriers experienced by minority groups, especially those related to culture, behaviour, line management and leadership, as well as the very specific and real issues of racism, sexism, disablism, colourism, ageism, homophobia, biphobia, transphobia and discrimination based on marital status, pregnancy, parental status, class, caste and religion.

Inclusion also helps open up EDI conversations to majority communities within our workforce eg men talking about masculinity, or White people talking about race. We want everyone to strive for '**conscious inclusion**' (see page 19). This is about disrupting the role that bias can play in our decisions and processes to make them more equitable.

Innovation

Having identified the **key drivers of inclusion** (see page 8), implementing these to become more inclusive and equitable requires **innovation**. We are committed to staying up-to-date on the latest best practice and research in terms of changing cultures, behaviours, systems and processes to deliver our EDI vision.

Innovation may mean changing the way we have always done things so that they work better for more people. While this kind of change is not always comfortable, our commitment to EDI gives us the **integrity** and credibility we need to be an organisation whose purpose includes embedding social outcomes in everything we do.

Spotlight on...

conscious inclusion

(With credit to: Kahneman 2012
and Kepinski & Nielsen, 2020.)



Maturing our approach also means moving from reliance on unconscious bias training, to focusing more on how we can design systems, processes, cultures, technologies, workplaces and environments that interrupt our biases and **help to make our behaviour and decisions more inclusive.**

We are not rational

Our behaviour and choices are primarily driven by the automatic subconscious system of the brain called 'system one' or 'fast brain'.

We use mental short-cuts (biases) to cope with the complexity of information we are bombarded with. Errors often occur.

More than 200 cognitive biases have been identified. Using these unconsciously is universal.



Understanding bias isn't enough

Knowing about bias in the rational and conscious ('system two') mind does not reduce the impact of bias by the unconscious mind.

This means that trying to convince people to be more inclusive simply by making them aware of their biases doesn't automatically change their behaviour.

We need to focus more on influencing system one thinking not just system two thinking.



Conscious inclusion

We need to design systems, processes, cultures, technologies, workplaces and environments that interrupt our biases and help make our behaviour and decisions more inclusive. This means designing practical interventions that steer the unconscious mind to make more inclusive choices, in line with our conscious intentions.

Organisations that focus on reducing the influence of bias in their systems and processes are **three times more likely** to deliver their EDI goals.

Corporate social responsibility

We are also maturing our approach to corporate social responsibility (CSR) to drive social outcomes and better support the delivery of our EDI strategy. This will be achieved by working with local people and like-minded organisations, including those which are not-for-profit. We will use our professional knowledge and skills to address some of the historic inequalities and injustices affecting our communities. We will be maturing our approach as follows:

From...

Charitable giving

Traditional volunteering

Supporting groups
local to our offices



To...

Charitable giving with a more strategic and sustainable mindset in conjunction with our EDI strategy, as well as our purpose and PRIDE values.

Developing relationships that offer opportunities for skills-based volunteering and pro bono support using our industry expertise.

Targeting more marginalised and disadvantaged groups linked to the communities in which we operate and/or in our EDI focus.

So that...

CSR becomes a natural extension of our purpose and commitment to EDI, leaving a lasting and measurable impact in the communities in which we work.

CSR enhances our culture, motivating and engaging our colleagues who see it as key to living out our PRIDE values and code.

We play our part in addressing some of the societal inequalities and injustices which impact our communities and/or our current and future workforce.

Section four: Where we are now

As with any programme of change, our success depends on knowing as much about where we start from as about where we want to go. Two major factors will determine our starting position: the first being **wider societal issues**, the second being our **EDI progress to date**.

Societal issues

As an employer we don't operate in a vacuum. The lives and opportunities of our potential and existing employees are impacted by the societies in which we work and the ways in which rights, discrimination, stereotypes and other barriers affect their access to education, careers, networks, social mobility and housing.

The COVID-19 pandemic

The pandemic has exposed, and **in some ways worsened**, a number of structural inequalities.

For women, the pandemic has led to an increase in the amount of unpaid care they are providing, often while managing paid work. Women with less secure jobs, migrants, younger and older people and the world's poorest have been **more likely to experience lay-offs and job cuts**.

One of the rare positive outcomes of the pandemic has been the acceleration, in some sectors, of a more flexible and hybrid approach to when and where employees are able to work. This has helped to overcome the barriers faced by many of our potential and existing employees, particularly disabled people and carers. If we continue to offer the opportunity for more people to work from home, we will also be able to attract a more diverse workforce who live further away from our offices.



Our health and the conditions in which we live and work determine our exposure to the virus and the severity of its health outcomes. The current pandemic interacts with pre-existing disadvantages, such as chronic diseases or bad housing conditions, further increasing health inequalities.

Centre for Global Health Inequalities Research

Accessibility

Over 1bn people (15% of the global population) live with some form of disability. Disabled people are more likely to live in poverty and often **do not have equal access to** education, healthcare, employment, housing, social protection systems, justice, cultural expression or participation in political life.

Participation of disabled people in society is often frustrated by physical environments, transportation, and information and communications systems that are not accessible.

Accessibility is also a key issue for the 15-20% of the world's population who are neurodivergent. We also know that people who are neurodivergent are more likely to work in science, technology, engineering and maths (STEM).



Inclusion of women

Employment rates for women vary across the globe and career choices still differ greatly across genders. Women are particularly under-represented in STEM industries.

Only 29% of the global STEM workforce and 15% of the global engineering workforce are women, despite many more choosing this area of study – for example, women make up nearly 43% of STEM graduates in India.

UNESCO has highlighted the need to attract women engineers as key to plugging the gap of 2.5M new engineers and technicians needed in sub-Saharan Africa to achieve the UN's Sustainable Development Goal of improved access to clean water and sanitation.

The **gender pay gap** remains at roughly 15%, often due to market forces increasing salaries in sectors where women are less likely to work, as well as lack of representation of women in leadership positions. Women also remain under-represented in the **management consultancy sector** where pay gaps can be even higher.

Inclusion of people from minoritised racial backgrounds

We are committed to playing our part in the delivery of **the UN's Sustainable Development Goals**, and tackling issues of racial inequality is central to that.

In many societies, those from minoritised racial backgrounds have lower employment rates and are under-represented in advisory and STEM professions. While there are many complex and structural reasons for this, we need to acknowledge that, **as per the UN declaration**, 'no country can claim to be free of racism, racism is a global concern, and tackling it requires a universal effort.'

The lives of our potential employees are impacted by these matters, as are the beneficiaries of our projects.

The lives and opportunities of our potential and existing employees will be impacted by the barriers they face because of their marginalised identities.

Inclusion of LGBT+ people

According to the World Economic Forum, at least 69 countries still criminalise LGBT+ identities. Only 77 countries have non-discrimination laws that protect the rights of LGBT+ workers.

Abuse, discrimination and persecution based on sexual orientation and gender identity not only violate universal basic human rights, they cost the global economy US\$100bn each year.

Our EDI progress

Since our decision to focus on EDI in 2015, we have made good progress – especially in terms of getting the right foundations in place.

75%

of colleagues told us they feel positively about our approach to EDI

Appropriate resources

We now have a team of EDI experts in place covering each of our regions and led by our Group Head of Inclusion. They have skilfully directed our approach, collecting over 25 award nominations or wins along the way. More importantly they have driven tangible changes within the business including increasing the diversity of our workforce, the fairness of our processes and systems, the accessibility of our ways of working and levels of inclusion within our business.

For example, we have increased the representation of women in our business from 24% to 30% overall and from 7% to 15% at senior levels. We will continue to focus on attracting more women into our business, especially at senior grades as well as supporting internal progression for existing colleagues. As our data collection improves, we will be able to understand and improve levels of diversity beyond gender.

Engaging everyone

Our employee EDI network (Advance) has grown considerably since we established our first regional Advancing group in 2015. By 2021 we had 18 groups across our four global regions. The groups have effected real change, especially in terms of raising awareness of the key barriers experienced by minority groups within our workforce. Over 50 events or awareness raising sessions were held in 2021 alone.

Using our annual staff engagement survey, we can now measure levels of inclusion using three different lenses:

1. How our workforce views our approach to EDI. Our November 2021 survey told us that our approach to EDI is one of the things that our colleagues are most positive about with a global score of 75%.
2. An Inclusion Index built on the 10 questions that best measure **our inclusion drivers** (page 8). The Inclusion Index was included in the 2021 survey for the first time and colleagues rated the index at 66%. We will use this measure as one way to track our progress as we deliver this strategy.
3. How each of our engagement questions and dimensions vary by demographics eg age, disability.

Learning and development

A key aspect of making progress on inclusion is our focus on learning and development (L&D). Between 2015 and 2022 we delivered over 20,000 EDI related L&D interventions. L&D is one of the ways we responded to the call for action on racial justice to all employers in 2020.

Our L&D work has also included the creation and communication of a wide range of written guidance and mentoring on key topics. Over 250 participants have taken part in our reverse/ reciprocal mentoring programme.

We have already begun the process of hard-wiring EDI into our talent management processes, for example – using balanced scorecards in one region to ensure a more holistic appraisal of those recommended for promotion, including their approach to EDI.

#EverydayInclusion

Finally, we have made progress using the concept of #EverydayInclusion – small changes that nudge our culture in a more inclusive direction. For example, using our email signature templates to encourage people to share their pronouns and provide guidance on how to pronounce their name.

APNA region

Our progress

Reverse mentoring

Our reverse mentoring scheme has been a success in its first run in Asia, receiving positive feedback from mentors and reverse-mentors alike.

Our reverse mentoring uses a reciprocal approach where, alongside a traditional mentoring relationship, senior colleagues are mentored by more junior colleagues on a specific topic or skill. In this case, women in the early stages of their career mentoring on EDI topics.

The scheme enables reverse mentors to have open and honest conversations with senior members of staff and we know from senior participants that they appreciated having access to the different perspectives their reverse-mentors were able to provide. In flipping traditional mentoring on its head, our senior leaders have the opportunity to take on the role of student again and gain new perspectives.

Equitable senior promotions

APNA executive have undertaken three consecutive equality impact assessments on senior promotion papers to ensure an equitable approach is applied to all candidates for nomination. Each paper is reviewed by an independent assessor and takes into account a range of diversity parameters including gender, age and cultural background. The review also challenges unconscious biases that may be present in assumptions about a candidate's contribution to our values. The most recent review of promotions for January 2022 found an increasing number of papers promoting candidates who are passionate advocates for inclusion of others, an important development in our EDI journey.

The result has been a raised awareness of including diversity in decisions important to our business, and improved diversity in our senior promotions. An APNA EDI guide for senior promotions has been created, along with a gendered-language checklist, to further this awareness and embrace diversity in our workplace.

Case study:

STEM Outreach in New Zealand

Our talent acquisition and HR teams in New Zealand/Aotearoa have identified the need for investment in under-represented New Zealanders in our industry, specifically women and people from a Māori and Pasifika background.

Recent efforts have seen us partner with the Staples Education Foundation to assist young men from a variety of backgrounds, including Māori and Pasifika, to provide them with opportunities through our intern and graduate programmes.

As part of an initiative called the Vaka Experience, we hosted 50 high school students from Pasifika backgrounds from various schools in south Auckland. Our people shared stories and insights on the engineering and consultancy sector, including discussions with our current graduates about what it's like to work in the industry, what subjects to study and how to apply yourself at university.

Our objective over recent times has been to invest in these initiatives to attract a more diverse range of voices to our graduate and intern programs. With this focus, we seek to listen to our new interns and graduates and support an inclusive working environment that reflects the communities in which we work. This is an area of continuous improvement for our People team which is still looking for new organisations to partner with and new ways to encourage local diversity and representation of core groups of New Zealanders across our business.

Acknowledgement of Country

We acknowledge the traditional custodians of the lands across Australia, on which our offices stand and our members work and live. We pay respect to Elders past, present and emerging. We acknowledge the sorrow of the Stolen Generations and the ongoing impacts of colonisation on Aboriginal and Torres Strait Islander peoples. Importantly, we recognise Aboriginal and Torres Strait Islander resilience, strength and pride.

Action on reconciliation

Our Innovate Reconciliation Action Plan (RAP), officially endorsed by Reconciliation Australia, was created in recognition of our commitment to reconciliation in Australia and acknowledges the important role that we play on this journey.

Over the last 12 months, our RAP team has grown to include state chapters with local representation in each of our offices across Australia. We have engaged with local Aboriginal representatives who have generously shared their stories, helping to raise our collective knowledge and awareness of Aboriginal lived experiences.

We are currently prioritising a number of initiatives to further reconciliation in Australia, including investing in indigenous employment and communities.

About the artwork

This artwork was created in 2019 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.



Having our Innovate Reconciliation Action Plan endorsed by Reconciliation Australia in 2021 was a massive step for us. We are excited to continue engaging with local First Nations communities and businesses into 2022, including through our roll-out of cultural awareness training to all team members in Australia, working with our CareerTrackers interns, and participating in cultural events such as NAIDOC Week and National Reconciliation Week.

Conrad Lindner
RAP committee member, Victoria and net-zero advisor
(he/him)

APNA Inclusive Networks for Women

The APNA Inclusive Networks for Women have been established to create and support the development of a number of networking groups that can influence and champion opportunities for change and improvement for women across APNA. The goal is to encourage more support, collaboration and promotion of women within our business, with the aim to listen, learn and act on the range of matters that are front of mind for women at Mott MacDonald.

These networks are open to anyone, no matter their gender, who is interested in facilitating more support, collaboration and promotion of women within our business. The steering committee will offer guidance and support with the intention of empowering the networks to foster rich discussions and to organise local events that align with the purpose of the Group.

Our vision is of a wider network that can influence and champion opportunities for change and improvement, while profiling some of the amazing work women are doing within the business.



After a career of more than 20 years, I am excited to be involved in the APNA Inclusive Networks for Women initiative. I would like to support and encourage all female colleagues to feel that we can still be heard and progress our careers in a male-dominated industry. The network wants to ensure that all women in the organisation receive support to achieve and raise their profiles. I am very positive about this initiative and by getting support from the networks and champions, I am confident we can achieve success together.

Rekya Eckersley

Singapore lead for the Inclusive Networks for Women initiative
(she/her)

APNA region

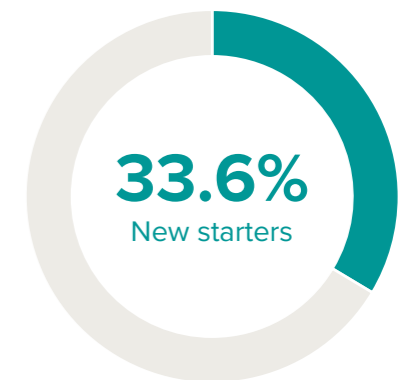
Our data

Our existing data has informed the initiatives we have undertaken and will in the long-run deliver benefits across many other aspects of EDI.

Our data collection on EDI in APNA does not yet include all EDI categories. We are committed to using the opportunity that our new global HR system will provide to gather more EDI data from early 2022.

Please note disability data is voluntary and is likely to be an under-representation of the actual numbers.

Female representation in our APNA workforce as of October 2021



Disability representation in our APNA workforce as of October 2021



Section five: Our priorities

We have used our existing data as well as engagement with our Advancing groups, regional EDI teams and colleagues across our business to identify priority areas for action. We will keep these priorities under review as we build our EDI evidence base and as we evaluate where we are making progress.

Our five-year global priorities

Foundations

- Improve our **EDI data collection**, confidentiality and coverage.
- Raise awareness of our **new Inclusion Index** and support teams to use it to build EDI action plans.
- Develop new interactive **EDI dashboards** to inform action, track outcomes against key metrics and monitor progress.
- Ensure we have **appropriate resources** in place to deliver this strategy and increase the membership and remit of the Advancing groups.

Equality + equity

- Review our approach to **talent, succession and promotion** through an EDI lens, identify improvements and roll out.
- Review our approach to **learning and leadership development** through an EDI lens, identify improvements and roll out.
- Review our approach to **benefits and reward** through an EDI lens, identify improvements and roll out.
- Create and implement a globally consistent **adjustments/ accommodations** policy and process for disabled staff.

Diversity

- Curate and share regionally sensitive **'what works' guidance on recruitment** of a diverse workforce at all levels – including diverse teams.
- Support procurement of new **HR systems** to support innovation eg enhance our ability to collect diversity data, 'blind' applications instead of CVs.
- Promote continued use of **agile working** as a new 'hygiene factor' for recruiting and retaining a diverse workforce.
- Explore innovative ways to increase **'diversity at the top'**.

Inclusion

- Develop a set of new **EDI competencies** and embed into key people processes including recruitment, promotion, learning and development.
- Roll out new **EDI performance goals** using connected conversations, including guidance, support and communications.
- Develop new **learning and development pathways** that embed our competencies, code and other relevant skills and knowledge.
- Work with industry-leading experts to use **behavioural science** to progress inclusion, adding to the global knowledge bank of 'what works' on EDI.



Global roadmaps

In addition to our list of EDI priorities we have identified three areas which will require a more long-term approach focused on sector-wide **learning and collaboration**. We call these our global roadmaps.

Accessibility roadmap

Global and regional collaboration, internally and with clients and suppliers, to benchmark then take action to tackle the barriers that may impact the representation, retention, progression and inclusion of those with access needs, whether that is as a result of long-term health conditions, neuro-differences or disabilities.

Glass ceiling roadmap

Global and regional collaboration, internally and with clients and suppliers, to tackle the barriers identified to the progress of women and other under-represented groups into leadership.

Racial justice roadmap

Global and regional collaboration, internally and with clients and suppliers, to share learning on different approaches to tackling local issues of race equality, racism, reconciliation and racial justice in employment.

APNA region

12- to 24-month priorities

Hiring for diversity

- Continuing to enhance employment pathways for under-represented groups through internships and partnerships with external organisations focused on STEM and digital education.
- In order to ensure our workforce better attracts disabled people we will prioritise collaboration with colleagues across our organisation on the Global Accessibility roadmap.
- Improving data collection to better understand our workforce and meaningfully inform progress, gaps and pitfalls.

Engagement

- Engaging with communities through awareness-raising to celebrate and enhance a mutual understanding of our diverse region.
- Enhancing transparency in processes such as policy reviews, remuneration and promotion decisions.
- APNA Advance and associated networks to continue their success into the future, supporting connections across the region.

New initiatives

- Implementing a positive duty to prevent sexual harassment in the workplace, aligned with the groundbreaking Respect@Work in Australia and with an aspiration to align across region wherever possible.
- Pursuing recognition and accreditation by diversity organisations where available across APNA.
- Leveraging our projects to contribute to meaningful societal change, such as improving indigenous business opportunities and/or recognising the ethnic diversity of the countries that make up our region.

Section 6: Glossary

Our global core terms.

Foundational terminology

Culture

The values, norms, habits, symbols, expectations, stories, traditions and history that shape our business and our teams.

Playbook

An approach or strategy defining predetermined responses worked out ahead of time.

Equality

Usually viewed through the lens of characteristics such as age, disability, religion etc, equality means everyone receiving fair and unbiased treatment.

The term is often used to describe a situation where everyone is treated the same.

Inequality

The state of not being equal, especially in status, rights and opportunities.

Equity

Equity acknowledges that issues of discrimination (structural and individual) can lead to people having differing needs which need to be met in order to grant them equal access to opportunities.

Equity recognises the impact of existing and historic disparities and inequalities and attempts to respond to people's differences in a way that gives everyone the opportunity to succeed.

Diversity

Diversity means recognising, respecting and valuing individual differences, and understanding that the opportunities people have access to may be impacted by multiple characteristics, including those not protected by legislation.

Inclusion

Inclusion in the context of an organisational culture means showing people that they are valued, their efforts are recognised, their contributions and opinions are welcome, and their health, safety, wellbeing and careers matter. See [our inclusion drivers](#) on page 8.

CSR

Practicing good corporate citizenship to make a positive impact on communities and societies.

Challenges

Bias

Biases are the mental shortcuts our brains use to help us make decisions. Some biases may have been formed based on prejudice and stereotypes, and might therefore lead us to discriminate.

Prejudice

Refers to the (conscious/unconscious, positive/negative) attitudes and feelings one has towards an individual or group based on certain traits.

Stereotypes

A preconceived and oversimplified idea of the characteristics which typify a person, race or community which may lead to treating them in a particular way.

Discrimination

Occurs when you are treated less favourably than another person in a similar situation and this treatment cannot be objectively and reasonably justified.

Microaggression

Microaggressions are subtle commonplace statements, interactions or behaviours which communicate bias regarding a marginalised group (or groups). While often unconscious or unintentional they are – regardless of intent – a reminder to the person receiving them of a lack of acceptance or of the stereotypes that others apply to them based on their identity.

Pay gap

The difference between the average pay of two different groups of people, for example men and women, or groups from ethnically diverse backgrounds.

Our approach

Accessibility

Accessibility is the practice of, wherever possible, designing systems, processes, communications, technology, spaces and places, meetings and ways of working to be inclusive of as many people as possible from the start. This means taking into account the differing needs of those who are disabled or neurodiverse, as well as considering how issues such as gender, religion, parental status etc. can impact on a person's access needs. This area of work is also known as access and inclusion.

Psychological safety

Defined as feeling safe to be yourself, contribute ideas, admit and learn from mistakes, challenge others respectfully and try without fear of failure.

Adjustments and accommodations

Adjustments and accommodations are the ways in which we can make changes to the way we do things in response to the specific barriers faced by disabled or neurodiverse individuals.

In some parts of the world, we have a legal duty to make these changes where they are reasonable. Globally we are committed to making adjustments wherever reasonable because we use a social model of disability which explains that the disadvantages many people face are less a product of their condition(s) and more the result of attitudinal, environmental or system related barriers that arise when things are designed without considering their needs from the start.

Agile working

We embrace the concept that every role can adopt degrees of agility with a balance between personal, project and business needs. Our approach to agile working enables colleagues to vary where and when they work without changing their employment contract, while still supporting business and client requirements. Our approach also connects people, processes and technology to improve our productivity while increasing job satisfaction and work-life balance.

Advance network

Mott MacDonald's employee-led EDI network.

Advancing groups

The Advance network is divided into groups, each with a focus on a particular strand of EDI (eg LGBT+, parents and carers). Focus areas vary by business region and we adapt our approach to suit local legislation and cultural differences. The groups provide opportunities for colleagues with shared identities and backgrounds to gain peer support and share insights with the business.

Advance champions

Each Advancing group is led by champions who ensure we are listening to our colleagues and who act as a conduit between network members and business leaders.

Ally

An ally is someone who is invested in supporting others and strengthening their own knowledge and awareness of oppression. They acknowledge the oppression of groups other than their own (in terms of race, gender, age, etc) and are actively committed to reducing their own complicity in that oppression.



Diversity dimensions

Carers and parents

Carer

A carer is anyone who provides unpaid care for a friend or family member who, owing to illness, disability, a mental health condition or an addiction, cannot cope without their support.

Parent

When considering how to create an inclusive workplace, it's important to remember that the group who have parenting responsibilities includes all those caring for dependent children whether that is by adoption, birth, family blending etc.

Class and socio-economic status

Class

Class categorises people based on their economic position in society. Different classes have different levels of power, status and influence.

Socio-economic status

A descriptive term for a person's position in society, based on a combination of occupational, economic and educational criteria, usually expressed as a hierarchy.

Disability and neurodiversity

Disability

Definitions of disability vary across the globe, as does the language used to talk about it. For example, in the UAE the term used is 'people of determination'. However, most regions consider disability to encompass far more than physical impairments. Our definition includes people with a wide range of long-term physical and mental health conditions and/or sensory and cognitive impairments. These will be substantial and create long-term challenges to a person's ability to undertake usual daily activities.

Neurodiversity

Neurodiversity describes the variety in human neurology, thinking, communication styles and expression. Neurodivergent conditions (also referred to as neurodifferences) include autism, attention deficit hyperactivity disorder (ADHD), dyslexia, dyscalculia, developmental language disorder and dyspraxia.

Ethnicity

Minoritised ethnicity

Minoritised groups in any society are those defined as 'minorities' by the dominant and numerically larger ethnic group. The term tries to capture the power relationship between dominant and minoritised groups who may prefer not to be labelled as a 'minority', especially if this suggests that they are 'less than'.

When referring to a person, culture and/or community, it is preferred to capitalise the first letter. For example: "While I may present as Black, I actually identify as biracial because my father is White and my mother is Black". Lower-case lettering does not recognise the significance that the discourse relates to a person and/or their lived experience.

LGBT+ or LGBTQIA2S

LGBT stands for lesbian, gay, bi and transgender. The '+' symbol is used to recognise that those four identities do not fully encompass all those who have marginalised sexual and romantic orientations or gender identities.

QIA2S is sometimes added to include queer or questioning, intersex, and asexual. 2S refers to 'two-spirit' an umbrella term used by some indigenous North Americans to describe those within their communities who fulfil a traditional third-gender ceremonial and social role.

APNA regional terminology

Aboriginal and/or Torres Strait Islander peoples and Indigenous Australians

Indigenous Australian is a general term that covers two very distinct cultural groups: Torres Strait Islanders, who come from the Torres Strait Islands north of Cape York in Queensland, and Aboriginal peoples, who come from all other parts of Australia.

‘Indigenous Australian’ is sometimes used interchangeably with ‘Aboriginal and/or Torres Strait Islander peoples’ (where the ‘and/or’ recognises that some individuals belong to both groups). However, many Aboriginal and Torres Strait Islander peoples do not like to be referred to as ‘Indigenous’ as the term is considered too generic. Aboriginal and Torres Strait Islander cultures and identities are also very diverse across Australia.

‘First Nations’

The term First Nations is sometimes used to recognise that Aboriginal and Torres Strait Islander peoples are the first peoples of Australia. The term has some general acceptance but can also be perceived as not adequately describing the Aboriginal and/or Torres Strait Islander peoples of Australia.

Reconciliation

In the Australian context, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians.

Welcome to Country

A Welcome to Country is a ceremony where Aboriginal or Torres Strait Islander Traditional Owners welcome others to the land of their ancestors. The practice is used to show respect for the Traditional Owners and Elders of a particular area or region. There are many ways to appropriately Welcome to Country for meetings, gatherings and events.

Acknowledgement of Country

An Acknowledgement of Country is an opportunity to show respect for Traditional Owners and the continuing connection of Aboriginal and Torres Strait Islander peoples to Country. It can be offered by any person at the beginning of a meeting, speech or event.

Māori

Indigenous people of Aotearoa New Zealand.

Aotearoa

The current Māori name for New Zealand.

Pākehā

A Māori-language term for New Zealanders primarily of European descent.

Pasifika

A collective term used to refer to people of South Pacific nations. It is inclusive of Island-born, New Zealand-raised, or New Zealand-born, and Island-raised people.

Ethnicity

A dynamic set of historically derived and accepted ideas and practices that allows people to identify or to be identified within a distinct group of people. These commonalities can include: language, history, nation or region of origin, customs, ways of being, religion, names, physical appearance and/or genealogy or ancestry. Ethnicity can be a source of meaning, action, and identity to many and can foster a sense of pride and belonging.

Ethnic diversity

Refers to the diversity of racial backgrounds and cultures in a country, as a result of historic movements or sub-divisions of people or more recent immigration.

Opening opportunities with connected thinking.

Talk to us. edi@mottmac.com

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