



OUR INCLUSION PLAN



Message from James Harris, Executive Chair

At Mott MacDonald, our success is powered by the brilliance and diversity of our people. Inclusion isn't just a value, it's a strategic imperative that drives innovation, strengthens our culture, and positions us for sustainable growth. As we look to the future, we recognise that creating an environment where everyone feels empowered, respected and valued is fundamental to delivering excellence for our clients and communities.

Over recent years, we have made significant strides in advancing inclusion and diversity across our business. This progress reflects our commitment to continuous improvement and our belief that diversity of thought and experience is essential to solving the world's most complex challenges. Now, we are building on that momentum with an updated global inclusion plan. One that sets ambitious goals and reaffirms our responsibility as leaders in our industry.

Our focus is clear: to embed inclusion deeply into our culture and operations, ensuring it shapes how we attract, develop, and retain the best talent. We aim to increase representation at every level, offer equitable opportunities for growth, and set the standard for an inclusive workplace that enables colleagues to thrive personally and professionally.

Thank you for joining us on this journey as we continue to make inclusion a defining strength of our business and a source of pride for our people.



OUR PRIORITIES

We believe that building diverse teams enables us to better understand and serve our clients and communities, strengthening our ability to innovate and deliver solutions tailored to complex challenges.

By prioritising inclusivity and wellbeing, we create a workplace where every individual can thrive, fuelling a culture of learning, excellence, and innovation.

1

REPRESENTATION

Our people will reflect the diversity of the communities we serve, enabling greater connection and understanding with our clients and stakeholders.

2

ACCESS AND FAIRNESS

Our policies, processes, and practices will promote fair access to opportunities, building trust and confidence in equitable treatment across all levels.

3

INCLUSIVE CULTURE

We will create an environment where everyone can share their views and talents, building mutual support and collaboration across teams.

OUR ACTIONS

To turn our priorities into meaningful actions we will embed key principles across all areas of our organisation; driving positive change that reflects our values and enhances our ability to support clients and communities effectively.



TARGETED INITIATIVES

We'll implement regional and local actions that drive positive inclusion and social outcomes, focusing on breaking down barriers, promoting fair treatment, and creating a thriving environment for diverse talent.

SHARED OWNERSHIP

Every employee will be responsible for upholding our priorities of fostering a culture of inclusivity and positive wellbeing across our business.

EMPLOYEE SUPPORT AND DEVELOPMENT

By investing in our people's growth and supporting our employee resource groups, we will promote a culture of continuous learning, enabling everyone to actively contribute to our inclusion and wellbeing goals and feel a true sense of belonging.

CELEBRATING OUR PROGRESS

We'll openly share our achievements in inclusion to build confidence among our teams, clients, and communities, reinforcing our commitment to being an inclusive, forward-thinking organisation.

DATA-DRIVEN DECISIONS

Our choices will be guided by accurate data, ensuring our inclusion efforts are effective and responsive.

OUR PROGRESS

At Mott MacDonald, our commitment to building a globally diverse and inclusive workforce is grounded in shared values that unite our teams worldwide, ensuring that wherever our colleagues work, everyone feels part of a culture rooted in inclusion and equal opportunity.

Our latest engagement survey reflects this progress: 78% of colleagues agree their input is valued, even when it brings a different viewpoint, and 83% express pride in working here and feel respected for diverse perspectives. These results demonstrate our ongoing efforts to create a workplace where everyone feels recognised and empowered. Additionally, we scored 72% on our inclusion and wellbeing index, a 6% increase from the previous survey, showing that our people genuinely feel the impact of our efforts.

Since 2022, we've made steady progress in increasing gender representation, growing the number of females in senior roles from 20.5% to

24.18%, and expanding racial and ethnic diversity in the UK*. This growth supports our aim to build a workforce that reflects and connects with the communities we serve.

Listening to feedback, we broadened our positive intervention reporting categories to include wellbeing actions. In 2024, 15,000 interventions were reported globally, highlighting the care and support colleagues show for themselves and each other. These reports demonstrate proactive steps to improve physical and online working environments and call out unacceptable behaviour. They are now used as learning tools to promote inclusive behaviour, psychological safety and wellbeing.

Our approach to inclusion is embedded at every level, with each employee taking responsibility for shared goals. Inclusion and wellbeing objectives are now part of performance discussions and can be added as formal goals, making inclusion not just a value but a

shared action. We've enriched our resources including a newly developed inclusive etiquette guide, webinars and employee-led networks that create an open, supportive environment for all. Regular office events celebrate the diversity of cultures, backgrounds and lived experiences, reinforcing our commitment to an inclusive and forward-thinking workplace.

Transparency remains central to our approach. We continue to track and share our progress through detailed data dashboards that capture insights on hiring, promotions, and retention. This data-driven approach helps us measure our impact, identify areas for growth, and celebrate achievements.

*For reporting purposes ethnicity representation data is limited to the UK.

Ethnic minority representation (UK)

2022

17.4%

2025

20.5%

+2.75%

Female representation (global)

2022

30.4%

2024

32.6%

Nov 2025

33.7%

INCLUSION IN ACTION

REGIONAL CASE STUDIES

Asia Pacific, New Zealand, Australia



Inclusive network for women mentoring program

The region's Inclusive Network for Women (INFW) is an employee-led initiative dedicated to strengthening support and development opportunities for female employees. In response to feedback calling for greater access to networking, career coaching, and visibility, INFW launched its mentoring program to women across the region with senior leaders and create meaningful learning experiences.

This mentee-led program welcomes participants from all levels, sectors, and disciplines across our 11 locations. It provides a platform for building relationships, sharing insights, and addressing barriers such as bias while expanding professional networks. Feedback has been overwhelmingly positive, with 100% of mentees endorsing the programme as enthusiastic advocates.

Recognising this impact, the APNA Executive has committed to making this diversity-focused initiative an annual cornerstone of leadership development and inclusive talent growth.

Europe and UK

Aspire: creating pathways to leadership

Mott MacDonald joined the first cohort of the Royal Academy of Engineering's inclusive leadership programme to address structural barriers to inclusion. Our data highlighted a clear drop in ethnic minority representation at senior levels, despite progress in early-career hiring.

Rather than rushing into quick fixes, we undertook a year-long evidence-gathering phase, analysing workforce data and engaging ethnic minority colleagues through surveys and focus groups. This revealed systemic barriers, including limited access to informal networks, sponsorship, and visible role models.

In response, we are partnering with an external organisation with specialist expertise to design a tailored development programme. The initiative aims will focus on building confidence, increasing visibility, and strengthening leadership readiness, creating the conditions for equitable progression over time.

Already, the process has deepened internal understanding, engaged senior leaders and shaped wider inclusion strategies across the organisation.



International Development, South Asia, Middle East and Africa



Brilliant people managers

Brilliant people managers, our inclusive leadership programme in India, equips managers with the confidence and practical skills to lead diverse teams effectively and drive meaningful change across the organisation.

The programme brought together more than 100 people managers from across our offices in Delhi, Mumbai and Bengaluru for dynamic, interactive sessions featuring real-world case studies and thought-provoking discussions designed to challenge perspectives and spark dialogue. The results speak for themselves: participants reported a 112% increase in confidence as inclusive leaders.

Insights and case studies from these sessions have been compiled into a vibrant learning resource now available to all our people managers. Looking ahead, we're building on this momentum by collecting real-life examples of how leaders are turning confidence into action. These stories of inclusive leadership are becoming a cornerstone of our Mott MacDonald approach, helping us attract top talent and strengthen our culture of inclusion.

North and South America

Opening pathways to leadership opportunities

We are committed to ensuring fair access to career opportunities and advancement to everyone. To achieve this, we continuously review our processes to identify and remove barriers to a truly merit-based approach. This commitment applies not only to external recruitment but equally to internal progression, ensuring all colleagues have equal access to growth.

Key actions include:

- Encouraging team members from diverse backgrounds and professional experiences to apply for internal opportunities.
- Using inclusive language in job postings to attract a broad range of talent
- Forming interview panels that include members without a direct interest in the outcome, promoting objectivity

This approach has expanded our leadership community and resulted in a richer diversity of perspectives. It has also positioned our technical and subject matter experts to enhance our business operations and project delivery benefiting both our clients and communities we serve.



LOOKING FORWARD

We are proud of the progress achieved since launching our inclusion and diversity plan and we are motivated to go further.

To build on this momentum, we have defined global priorities that will be delivered across all regions. These priorities align with regional action plans to ensure a consistent employee experience throughout the group. They reflect our commitment to creating a workplace where every colleague feels valued, supported and empowered.

Our focus is clear: attract, retain and promote diverse talent while cultivating an inclusive environment that drives innovation and diverse thinking. Positioning Mott MacDonald as an employer of choice means delivering measurable outcomes for our people that can be seen and felt.

For more details on regional actions, please visit our regional pages.

