



# People

## Purpose

Our purpose is to help Mott MacDonald be and remain a company that attracts and retains the best and to ensure that Mott MacDonald remains a company that people love. Our promise is to:

- Create a nurturing environment where people can be themselves, feel valued and be safe.
- Develop people on worthwhile projects that inspire us to be the best we can be.
- Stay connected as a family of passionate innovators, problem solvers, doers and thinkers.
- Make a difference to people's lives and to the planet's future.
- Celebrate our differences and treat everyone fairly and with respect.
- Take ownership for our growth and for finding the right opportunities for ourselves.
- Remain generous with our knowledge and work together to solve problems for our individual and collective success.
- See change, no matter how big or small, as an opportunity to learn and improve.

## Commitment

The Group seeks to provide services that meet our clients' expectations through deploying diverse teams with the capabilities that allow us to fulfil our promises.

The principles of equal opportunity and mutual respect are embedded in Our Code and values of Progress, Respect, Integrity, Drive and Excellence (PRIDE) and formalised by its policies and processes.

Our goal is to develop and maintain a diverse and inclusive global workforce whose recruitment and subsequent career development are based on merit.

## Responsibility

An Executive Board director, supported by the Group head of people, is responsible for promoting and monitoring the Group employment policies.

Directors and senior managers are responsible for the day-to-day implementation of the policies.

All employees responsible for recruitment, selection, training, development and promotion fully understand their responsibilities under this policy and under local legislation.



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## Approach

We aim to be the employer of choice in every market in which we work, offering competitive total compensation and benefit packages.

Staff are recruited through a structured selection process and are trained in Group expectations and culture through a formal induction procedure. Individual learning and development needs and opportunities are identified through regular dialogue. We encourage all staff to achieve their potential.

Alongside regular, open and honest employee communications and formal staff consultation, direct staff involvement in the success of the business is achieved through bonus schemes and share ownership.

All staff are aware of, and comply with, our Business integrity policy.

Corruption goes against our values, is morally wrong, illegal and will not be tolerated.

Every member of staff is treated fairly and with respect.

Decisions affecting staff are based on mutual trust, fairness and equality of opportunity for all.

We provide the opportunity for staff to use our communication channel, Speak Up.

This is an independent and confidential facility where concerns of any nature can be raised and then investigated.

We are committed to meeting our expectations for mutual respect between all members of the Mott MacDonald community. We will not tolerate poor behaviours that infringe the safeguarding of people at risk of harm.

We provide learning and development to build the skills we need to deliver our services and to create our future professional, management, technical and leadership talent.

We encourage all staff to develop long-term careers with the Group.

Developing the next generation of professional experts, managers and leaders is a key responsibility of all managers. Staff are challenged with opportunities to stretch them and ensure they develop their careers.

We encourage regular two-way dialogue between manager and employee. This is facilitated by regular 'connected conversations' between a manager and employee.

A handwritten signature in black ink, appearing to read 'James Harris'.

**James Harris**  
Executive Chair