



**Mott MacDonald
Corporate Responsibility Report
2009/10**



MOTT MACDONALD WORLDWIDE COMMITMENT TO INNOVATION, SUSTAINABILITY, SAFETY AND EXCELLENCE

CONTENTS

- 04** Supporting our customers
- 08** Behaving ethically
- 10** Managing risk
- 14** Improving safety
- 16** Sustainable projects
- 20** Sustainable behaviour
- 22** Our staff
- 26** Our communities
- 30** Goals and progress
Vision, mission and values

Across all the sectors in which it works, Mott MacDonald is unique in the breadth of services offered and its global coverage. We work with our customers to realise their commercial, social and environmental objectives, using our worldwide resources and experience to:

- Plan, design, procure and deliver projects of any type on any scale
- Provide management and economic consultancy backed by a track record of technical and commercial achievement
- Shape and implement development policies and programmes
- Deliver optimum whole-life value
- Provide sustainable solutions

Through our projects we are involved in meeting the needs of the world's growing population and tackling many of the world's greatest challenges, including acute poverty, climate change and environmental degradation.

We are employee-owned and committed to securing our long-term future by making our customers successful.

12

Delivering projects across 12 core sectors: Buildings, Communications, Education, Environment, Health, Industry, International Development, Oil and Gas, Power, Transport, Urban Development, Water

1bn

£1bn global consultancy of unrivalled diversity

14k

Over 14,000 staff

150

Proud 150 year heritage

140

Work in 140 countries

Why corporate responsibility matters

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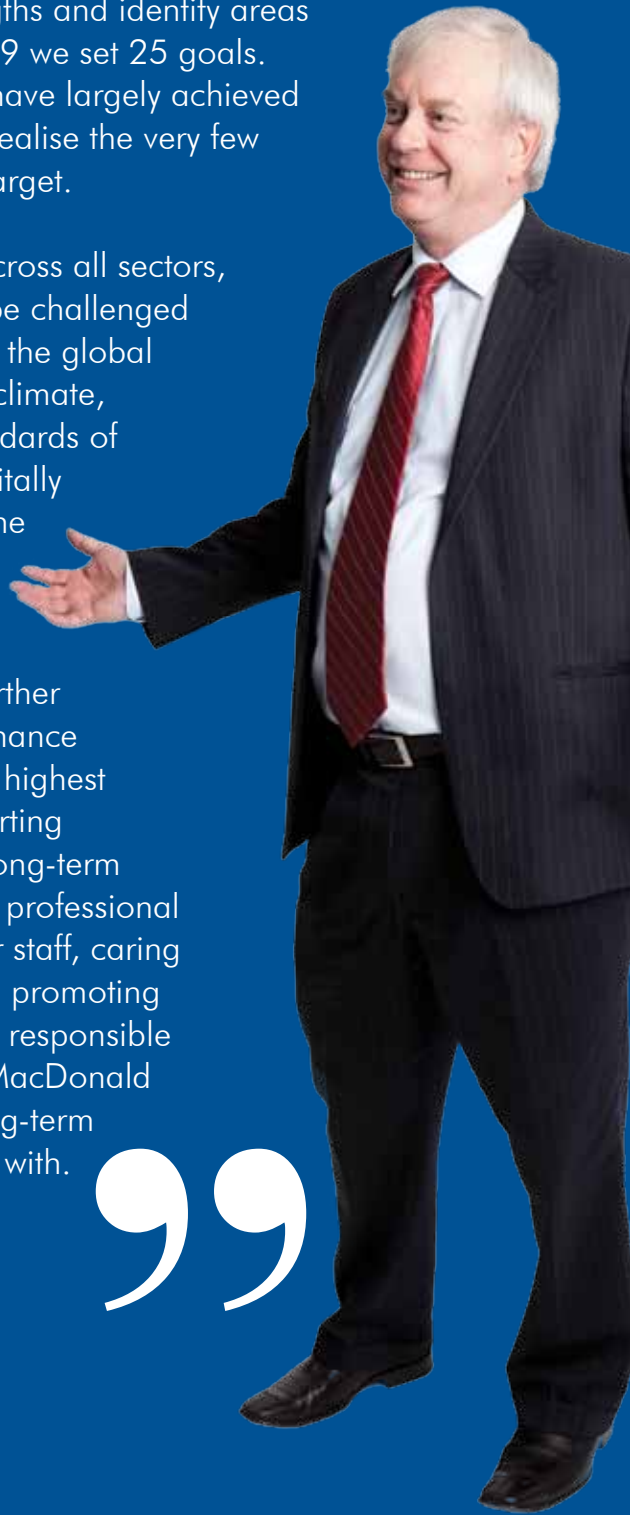
Mott MacDonald has a strong ethos of caring that goes hand-in-hand with our employee ownership and long-term strategic focus. We seek to make a positive difference through the projects we deliver and the way we behave. We believe that working to achieve the greatest benefit for our customers, staff, society and the environment contributes to Mott MacDonald's own success.

This is our fourth corporate responsibility report. Reviewing our performance annually enables us to evaluate our strengths and identify areas for improvement. In 2009 we set 25 goals. I am pleased to say we have largely achieved them and are acting to realise the very few goals that were not on target.

Around the world and across all sectors, companies continue to be challenged by ongoing difficulties in the global economy. In this testing climate, showing the highest standards of corporate behaviour is vitally important. Throughout the global Mott MacDonald family we are committed to upholding our PRIDE values (see page 30), further strengthening our governance systems, adhering to the highest ethical standards, supporting our customers through long-term relationships, promoting professional excellence, nurturing our staff, caring for our communities and promoting sustainability. By being a responsible corporate citizen, Mott MacDonald can contribute to the long-term wellbeing of all we work with.

Peter Wickens
Group chairman

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Customers

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In all we do, we firmly believe that if our customers are successful, we will be too. We set out to understand our customers' business drivers, their culture and the risks they face in order to meet their needs in the most effective way. Gaining best value for money has always been a fundamental aim and **we work with our customers to develop technical, commercial and management solutions providing the best possible performance.**

Mott MacDonald's pursuit of best value is supported by our unrivalled record of innovation and excellence. We work to constantly improve our knowledge management systems and staff development so that we can continue delivering industry-leading solutions to our customers.

Mott MacDonald's long-term strategy of diversification by geography and sector supports our pursuit of customer success. Through our global network of locally managed and staffed offices we are able to pursue long-term relationships with customers themselves, and also with other members of their supply chain, helping us to work in a co-ordinated way to realise efficiencies. Our local presence also gives us an in-depth understanding of issues on the ground.

At the same time, Mott MacDonald is emphatically a global company. Around the world we have many centres of excellence – the number is constantly growing. But no matter where they are, every one of our offices and each member of staff can call on the knowledge and experience of the entire Group. **This enables us to respond no matter how great the challenge, offering every one of our customers the same world class service.**

Keith Howells
Group managing director

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DRIVING EXCELLENCE

Culture of excellence

The drive to make our customers successful is led from the top of our organisation. Every year our senior managers meet to review Group strategy, methods and systems and identify ways to further improve the quality of our services and solutions. Our leaders cascade initiatives through the business, promoting innovation and best practice, safeguarding quality, protecting against risk and listening to the ideas of staff for further improving our business.

Worldwide quality

Project administration, knowledge exchange and safety are assisted by our global online quality, environment and safety (QES) management system. The aim of QES management is to instil

a culture of continual improvement. The system has been certified to ISO 9001 and ISO 14001, the international standards for quality and environmental management, by auditor LRQA. It is constantly enhanced to provide the best possible support to our customers and project teams, driving forward the standards we achieve.

Holistic solutions

Our world-leading technical skills are matched by award-winning capabilities in project finance and management. Mott MacDonald's unique diversity and depth of knowledge means we can meet the demands of even the largest projects, help our customers demonstrate the value of work they plan and secure funding. We also reassure lenders that their investments are safe.

83%

Our score for customer satisfaction

“This was a very impressive team performance. There could be no better example of our values ‘committed, purposeful, reliable and supportive’.”

David O'Reilly, managing director of major projects, Thames Water, UK

SUPPORTING INNOVATION

Thought leadership

We pride ourselves in bringing new thought to all the sectors we work in, finding better ways to solve existing challenges and the means to tackle new ones. On all projects where innovation is applied we capture and disseminate the new knowledge that arises. We undertake research and development in-house and work with many of the world's leading academic institutions.

Industry experts

Across Mott MacDonald we have numerous recognised industry experts. Through our practice management and leadership initiative we are harnessing their knowledge to better support our customers and the continuing growth of our business. Practice leaders are technically oriented, responsible for driving professional excellence and developing centres of expertise, leading timely project reviews, assisting with

risk management and sharing lessons learned. Leaders interact with practice managers who take a global view, acting as facilitators and identifying individuals with the most appropriate skills to solve particular challenges. The initiative was strengthened with several key appointments in 2009 and is being steadily expanded.

Global benefit

Mott MacDonald is continuing to invest in communication and knowledge management, enabling our project teams globally to get greatest benefit from the strength of the Group. Our communications systems allow us to draw in expertise from opposite sides of the world to assist with project development and delivery, from conceptual design to peer review. We encourage networking between staff worldwide through professional and technical forums as well as two major corporate events each year.

“Your support was indispensable, your advice timely and spot-on, and your availability unflinching. You played a crucial role in getting this deal done.”

Jerome Guillet, head of energy, Dexia Credit Local, Belgium

QARN ALAM THERMALLY ASSISTED GAS OIL GRAVITY DRAINAGE, OMAN

INNOVATION We are delivering key components of a steam injection programme that will increase output from the Qarn Alam oilfield by a factor of 25. It is the world's first use of this complex enhanced oil recovery technique across an entire field.

CLIENT Dodsall Engineering & Contracting for PDO

PARTNERSHIPS

Maximising benefits

We seek to develop long-term relationships and work in partnership with customers, contractors and other members of the supply chain. Our extensive experience shows that this creates opportunities to maximise the value of the solutions we provide. We engage, consult and work with stakeholders to achieve better rounded solutions for our clients and the communities affected by the projects on which we work.

Relationships are key

The personal and corporate relationships that partnership promotes contribute to easy and open communication, co-operation and teamwork, with everyone working toward a common goal and tackling shared challenges. Close relationships enable us to better understand our customers' needs and constraints, and respond to them most effectively. Pooled knowledge and experience, critical review and advice help to refine solutions, delivering best performance across all phases of project development. This yields benefits in

terms of whole-life cost, speed and safety of project delivery, efficient and safe operation and maintenance, and sustainability.

Addressing wider issues

Strong, long-term relationships enable us to collaborate in addressing wider issues such as training and skills. For example, with input from Transport for London we have led development of a new qualification, creating a new skills base in the UK capital. You can read more on page 27. We also help our customers to build up the in-house capability they need to successfully manage ongoing work or change programmes.

International support

Many of our major customers are globally mobile. We support them in delivering their projects wherever in the world they may be, building on our understanding of their needs and culture as well as our local market knowledge. In this way we are able to assist them in realising their goals more quickly and cost-effectively than might otherwise be possible.

LEADING IN IT

We are delivering time, cost, environmental and operational efficiencies through leading-edge use of IT, integrating design, cost modelling, scheduling and collaboration tools in a process known as building information modelling (BIM).

Design of buildings and infrastructure is traditionally done in two dimensions. Using three-dimensional design, potential problems such as structural and building services clashes or complex construction details can be identified and resolved early in project development. In addition to 3D design, BIM includes cost data. Design variations are priced as they occur, giving unprecedented visibility to affordability and value for money. BIM makes it easy to integrate suppliers, contractors, fabricators and operators in design, enhancing constructability and operational performance. Construction scheduling functions enable projects to be broken down week-by-week and day-by-day. This shows contractors and suppliers what activities, materials, equipment and labour are required from start on site to completion.

INDUSTRY RECOGNITION

The professional and technical excellence of Mott MacDonald's projects and people are recognised by the many awards won – 75 in 2009 and a further 70 up to August 2010. In addition to external awards, we run a number of hotly contested internal competitions giving recognition for and rewarding outstanding achievements in customer care, technical and commercial innovation, and research and development.

75

75 awards won in 2009 for innovation and excellence

LEADING-EDGE TUNNELLING

Beacon Hill Station, Seattle, USA

Hatch Mott MacDonald pushed tunnelling boundaries to create an 18m diameter cavern for platforms and 1.6km of twin tunnels in extremely challenging soft soils – a first in North America. The achievement won the project a Platinum Award from the American Council of Engineering Companies (Washington Chapter). Beacon Hill forms part of Seattle's Sound Transit light rail system.



TOP GLOBAL FIRM THREE YEARS RUNNING

International Consultant of the Year

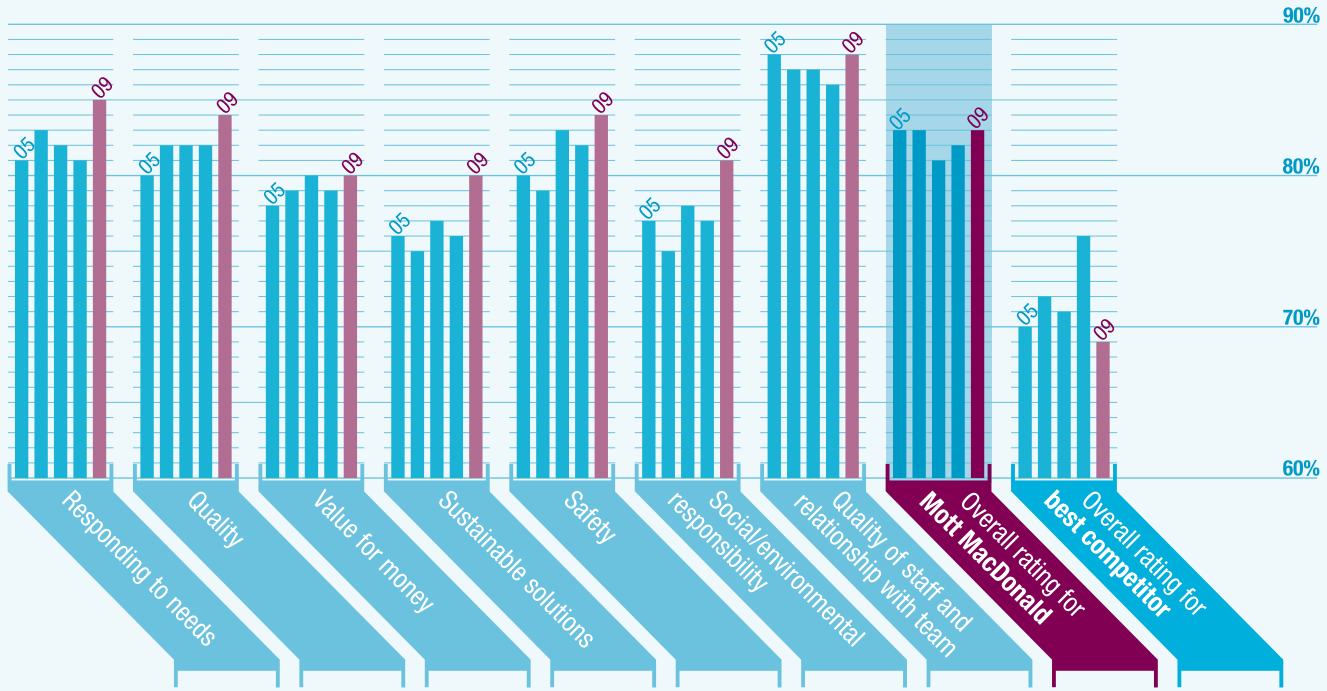
For the third year running Mott MacDonald was named top international firm at the 2010 New Civil Engineer/ Association for Consultancy & Engineering Consultants Awards. Judges praised the company's strategy of diversification and strong ethical stance, noting the key roles they have played in enabling Mott MacDonald to weather the global economic storm in 2009.

CUSTOMER SATISFACTION 2005–2009

Talking to our customers about how we are performing informs our efforts to achieve continual improvement. In 2009 our customers gave us an overall performance score of 83%, up 1% on 2008. This contrasts with a score for

our best competitor of 69%, down from 76% in 2008. It is our aim to improve by a further 1% or more in 2010. In previous years our customer satisfaction score has been based on feedback gathered internationally by our UK-

based business units. Figures for 2009 reflect scores gathered by our global business. We are in the process of strengthening our systems for gathering customer feedback and expect this to impact on our scores in coming years.



FIFTH YEAR AS PPP/PFI WORLD LEADER

Best Technical Advisor

For the fifth time in six years Mott MacDonald was named Best Technical Advisor at the Public Private Finance Awards. We brought 20 UK projects worth £9 billion to financial close in 2009 and worked on 75 PFI projects in 33 countries – including the new Le Mans Stadium, France (right). Judges praised the company’s ability to deliver bankable solutions and provide reassurance to project lenders in a highly risk-averse market.



“Mott MacDonald relentlessly pursues innovation across all aspects of its business, proactively encouraging new ideas, with support and follow through into implementation.”

London Excellence Awards judges. Mott MacDonald won the Innovation and Learning category in the 2010 awards

WINNING PARTNERSHIP

Wing Water Supply, Rutland, UK

We worked with our client Anglian Water and the project team to develop a delivery, procurement and commercial strategy for this major abstraction project. It incentivised collaboration to achieve whole-life efficiencies and minimise commercial, environmental and safety risk. The project won the Partnership Initiative of the Year Award at the Water Industry Achievement Awards.



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Globally, we follow a clear-cut rule: we do not engage in unethical behaviour. The company is committed to fairness, openness and honesty in all its dealings. We firmly believe that by upholding the highest standards of behaviour we serve the best interests of our customers, of society and government and of our own business and staff.

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Ethics is led from the top of Mott MacDonald by our chairman. It is a standing item at the top of the agenda for every regional and management board meeting. Morally sound behaviour is enshrined in our PRIDE values, pledging us to act with integrity. All who work for Mott MacDonald – subconsultants and suppliers as well as employees – are required to behave in accordance with our principles. Our ethics training course, introduced in 2010, is mandatory for all staff and ethics now forms a component of development programmes for all graduates, professional staff and managers.

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Mott MacDonald is actively engaged with global organisations involved in promoting transparency, setting industry standards and monitoring ethical behaviour, including Transparency International and the Anti-Corruption Forum. Our firm stance on ethics already marks us out as a company that international blue chip customers and financial institutions want to work with. As a fundamental part of our wider approach to risk management and reduction, our position on ethics contributes to the strength and success of our projects, our company and everyone we work with.

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Richard Williams
Group development director

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SETTING AND UPHOLDING STANDARDS

Mott MacDonald is an industry leader in acting to promote ethical behaviour. For many years we have had an ethics policy supported by directives and procedures. These are regularly reviewed to stay abreast of international best practice and address any changes in legislation, our own structure and operations and the markets in which we operate, or any weaknesses detected in our systems of protection.

Showing leadership

Group Board directors show strong personal leadership on ethics, emphasising their and the company's commitment to the highest behavioural standards at corporate events, when talking to colleagues, at meetings and through letters to staff. Board members speak regularly at conferences and events on the issues facing international businesses.

Safeguarding compliance

Our managers and directors are required to declare annually that they and the parts of the business for which they are responsible comply with the Group's code of conduct and anti-fraud policy. The Group's dedicated risk director and

head of compliance, William Mathieson, is responsible for auditing parts of the business to verify that no unethical activities are taking place.

Engaging our supply chain

We evaluate suppliers, subcontractors and business partners to assess risk. We do not deal with prospective partners where there is any suspicion of corruption and seek contractual arrangements that allow us to withdraw in the event of unethical behaviour. Our template contracts with subconsultants stipulate that their work must be performed in accordance with our policy.

Confidential reporting and advice

We require staff to report any instance of bad behaviour, whether within Mott MacDonald or in other parts of the project team. Turning a blind eye is not acceptable. For several years we have operated a confidential helpline, enabling staff to seek guidance if they encounter a potentially difficult situation. In 2010 we appointed an external service provider to operate the helpline. This gives absolute assurance that any member of staff calling the helpline will be treated without prejudice, receive impartial advice and that appropriate follow-up action will be taken.



Group development director Richard Williams speaking in June 2010 at the Ukraine Anti-Corruption Forum. The event was attended by members of the European Business Association, the European Commission and the Ukraine Ministry of Justice.

STRENGTHENING OUR BUSINESS

Protection plan

Our response plan for managing a potential breach of policy and preventing a recurrence involves notifying senior management, internal investigation and, if appropriate, external investigation and disciplinary or legal action. If our client is potentially affected we will inform them and agree a course of action. Once the issue is fully addressed our head of compliance and legal department will recommend changes in procedures to prevent recurrence and improve detection of similar incidents in the future.

Meeting the highest standards

In advance of the new UK Bribery Act, which comes into force from April 2011, we have scrutinised our policies and systems for managing ethics risk and are confident that Mott MacDonald is fully prepared. The Act

covers the global activities of companies headquartered in the UK, meaning all who work for Mott MacDonald are subject to this UK legislation. Unlimited fines or prison sentences can be applied to those found guilty of offering or receiving bribes, or to companies that fail to prevent bribery by a person working for it. While there are many different laws to combat unethical behaviour around the world, the UK Bribery Act is recognised as being the most stringent. By doing our utmost to assure compliance with the Act, we believe that Mott MacDonald's ethics standards stand up to international scrutiny.

However, we are not complacent and continue to reinforce the importance of good behaviour across the Group, with the aim of managing ethics risk diligently and effectively.

“Commendable integrity, transparency and efficiency. The importance of your involvement cannot be emphasised enough.”

Lee Sarkin, deputy chair, Private Sector M&E Health Committee, South Africa

RISK

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To minimise our customers' and our own exposure to risk we have developed a holistic approach to risk management, encompassing the company's strategy, its processes and procedures, and the attitudes and behaviours of its staff. We see safety, product and service quality and commercial performance as interlinked. By working to safeguard against loss in any one of these areas, we aim to deliver success in them all.

Our long-term vision and internal ownership make the company inherently robust, meaning we are able to weather fluctuations in local markets or sectors and respond to our customers no matter where they are. Our strategic response to risk constantly evolves to take account of human, political, economic, legislative and environmental conditions everywhere the company works.

We see the management and reduction of risk as a journey. We believe Mott MacDonald is well advanced but we know we can go further. By making risk an everyday concern of each and every one of our people we can continuously improve the success of our projects and our customers.

William Mathieson
Group risk director

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CLASS – OUR UNIQUE RISK MANAGEMENT SYSTEM

Mott MacDonald has developed a unique approach to risk management called CLASS that sets out five fundamentals of behaviour (see below). CLASS is designed to prevent systemic failure, extreme examples of which include the Chernobyl nuclear disaster, the collapse of US energy giant Enron and the recent major oil spill in the Gulf of Mexico.

Systemic failure does not always result in a major incident but we emphasise that all losses, great and small, share common causes. The elements of CLASS provide layers of protection against failure and subsequent loss. If any one of them is not in place and properly managed opportunities for failure are opened. By ensuring that all the CLASS elements are actively and effectively managed we are able to close off possible routes to failure and loss.

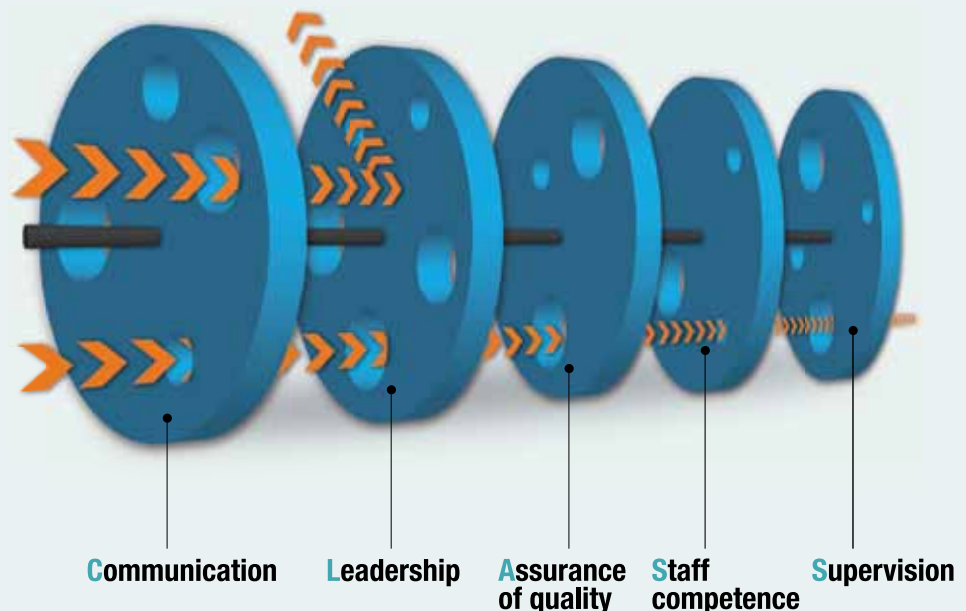
We want risk to be an everyday concern for Mott MacDonald staff. We expect our managers

to show strong leadership in applying CLASS appropriately and effectively. Every employee is required to question what they can do to improve their own behaviours and attitudes to risk.

Our approach to risk management has contributed to Mott MacDonald's industry-leading safety record (see page 14), continuing growth in the face of challenging global economic conditions, strong performance in delivering award-winning projects and high levels of customer satisfaction – 13% ahead of our nearest competitor.

CLASS – CLOSING ROUTES TO POTENTIAL FAILURE AND LOSS

To effectively safeguard against failure, five fundamental elements have to be in place: strong Communication and Leadership, Assurance of quality, appropriate Staff competence and effective Supervision. Each element provides a layer of protection. When any one element is not properly managed 'windows of opportunity' are opened. If one or more windows are open and aligned, failure can occur. Effective management closes windows, protecting our projects, customers, the environment, the public and our people.



EMBEDDING THE RIGHT BEHAVIOUR

In 2009 we conducted a major drive to ensure that every Mott MacDonald employee had completed the company's mandatory training in risk awareness and management. Training consists of three core components.

• Circles of protection

In this DVD, survival expert and UK television personality Ray Mears draws parallels between his own survival planning and Mott MacDonald's projects, setting out the importance of effective risk management to

the success of both. Ray explains why every individual plays an important role in mitigating risk. He introduces Mott MacDonald's CLASS principles, illustrating how each element plays a part in successful project delivery.

• Remember Charlie

This powerful first-hand account by oil man Charlie Morecraft explains how his poor attitude to risk resulted in a terrible accident. In interactive sessions staff examine their own approach to the safety of themselves and others, and consider the consequences.

• Systemic management failure

Before joining Mott MacDonald, Group development director Richard Williams was drafted in to deal with the aftermath of the 1988 Clapham Junction rail crash in south west London. Drawing on his experiences, Richard explains the importance of effective management in controlling risk, emphasising the importance of ensuring all of the elements of CLASS are in place. He has a clear message for all managers: by your actions you make a significant contribution to delivering projects more safely and effectively.

ROBUST AND RESILIENT

Independence and diversity

Mott MacDonald is internally owned with a strong balance sheet, giving us complete freedom to set a course that is in the best interests of our customers and our staff. Our business plan is mapped out in a rolling five year strategy, updated annually with input from our senior management team. Diversification over many years has created a broad base to our business, protecting Mott MacDonald as a whole against local market fluctuations around the world.

Proven systems

Our systems for identifying and managing strategic risk are tailored to the markets in which we work and we remain constantly vigilant. Project specific risk is underpinned by our integrated quality, environment and safety management system, which is compliant with international standards ISO 9001 (quality), ISO 14001 (environment) and OHSAS 18001 (safety).

Project-specific risk control

Our Peer Assist approach to project review complements the Group's mandatory quality, environment and safety project risk management system. In timely and interactive meetings, an experienced mentor invites the project team to express any concerns and exchange ideas. Through presentations and detailed challenging of assumptions, Peer Assist helps to flush out and resolve safety, technical and commercial issues.

Strengthened by industry-leading IT

We have invested heavily in information technology. Group-wide IT systems provide common working platforms and methods, promoting cohesion across our global operations, strengthening our internal management processes, enhancing knowledge exchange and aiding efficient project delivery. Regional IT teams provide technical back-up, supporting our staff and customers everywhere in the world.

Major components of our IT toolkit include:

- Our Project Information Management System (PIMS), which ensures that everybody is working from the same set of up-to-the-minute documents and that a complete audit trail of project documentation is kept.
- Our E-forms system, making project and business administration more efficient.
- Agreements with our principal design software suppliers Bentley Systems and AutoCAD, providing unlimited global access to the latest software, technical support and training. These deals further promote consistency in our working methods and standards, and improve collaborative working both internally and with our customers and other project partners.



PORT MANN/HIGHWAY 1 UPGRADE, VANCOUVER, CANADA

RISKS ADDRESSED The CA\$2.46 billion, 37km highway upgrade needs to deliver greater capacity with improved traffic flow. Construction has to be carried out with minimum disruption to road users. Leading design of onshore works, we have modelled the whole route and simulated traffic flow, and are working with contractor Kiewit/Flatiron General Partnership on sequencing of works.

CLIENT Province of British Columbia



MBOMBELA STADIUM, NELSPRUIT, SOUTH AFRICA

RISKS ADDRESSED Our customer for this 2010 World Cup stadium had a fixed budget and an immovable deadline. By keeping structural steelwork to the minimum we kept costs low. To allow fast, safe construction we provided a modular solution. Steelwork was assembled into modules at ground level and then lifted into position using mobile cranes, minimising work at height.

CLIENT Mbombela Municipality



SHOWING LEADERSHIP ON RISK MANAGEMENT – GROUP MANAGING DIRECTOR KEITH HOWELLS

Site visits enable senior managers to identify and understand project-specific risks and promote wider risk awareness. Their expertise and experience often assist in finding ways to manage risk better.

“Impressive quality and professionalism under pressure.”

Matt Dillon, principal project sponsor for national projects, Department for Transport, UK



“In more than 40 years I have not worked with better people – highly professional, competent, with a can-do attitude and keen understanding of delivery in terms of safety, quality, timescales and cost.”

Roy Crawford, project leader
Hinkley Point A, Magnox Limited, UK

SEARCH AND RESCUE HELICOPTER, UK

RISKS ADDRESSED Lenders wanted reassurance that the Soteria consortium is able to deliver a reliable rescue service over the course of a 25 year public private partnership deal. We provided a full audit, improving the bankability of the offer and contributing to Soteria’s selection as preferred bidder.

CLIENT Soteria (CHC, Sikorsky, Thales and Royal Bank of Scotland)

Key Take aways

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We aim to attain safety performance that sets the standard across the industries in which we operate – for example, in Oman our partnership with contractor Special Technical Services achieved 20 million hours worked without a lost time incident. Our practices are underpinned by proven and constantly evolving policy and systems. These recognise the health and safety laws of all the countries in which we work and meet the international standard for health and safety management, OHSAS 18001. Compliance is overseen and best practice disseminated by a network of regional safety managers. Each business sector has a director responsible for co-ordinating safety and every project is reviewed by a project safety advisor.

Safety forms part of our core training for all staff, from new recruits to senior managers. We want our people to behave safely in all work-related activities – whether in the office, in the field or travelling – and to care for the wellbeing of colleagues and members of the public as well as themselves. We emphasise that the behaviours to prevent a major catastrophe are just the same as those to prevent minor accidents.

We work with our customers, national and local government, safety regulators and enforcers, industry peers and professional bodies to share best practice, shape attitudes to safety and develop guidance.

We believe that safety transcends individuals and companies – improving safety is in everyone’s interests. Mott MacDonald is proud to play a leading role in achieving that goal.

Laura Hague
Group safety manager

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PROVIDING LEADERSHIP

By engaging with a broad spectrum of different organisations Mott MacDonald is advancing greater awareness and higher standards of safety around the world. Bodies we are working with include:

Consultants' Health & Safety Forum

Mott MacDonald is one of four founder members of the forum. Though UK-based, the forum's remit is worldwide. Through it we have achieved:

- Launch of a new international health and safety assessment targeted at Africa, Asia Pacific, Europe, India and the Middle East. The test introduces a set of safety standards for engineering consultants and contractors to work to, promoting cross-sector collaboration.
- Introduction of construction skills certification for professionals.
- Development with major clients of a simple red, amber and green safety warning system for construction projects.

- Sharing best practice on issues including driving, stress management, training, auditing, safety in design, certification and management systems.

Priorities for 2010-11 include:

- Working with the UK's Construction Industry Council to develop guidance for clients on promoting high standards of safety.
- Encouraging self-regulation.
- Further promoting health and safety in secondary and higher education by working with academia.
- Establishing a benchmarking system for safety in the consultancy sector.

Build Safe UAE

Build Safe is a not-for-profit organisation in the United Arab Emirates involving international and local developers, contractors, consultants, project managers and suppliers. It achieved significant

improvements in safety and worker welfare in 2009. Our regional safety manager represents Build Safe UAE in Fujairah.

The Health & Safety Executive's Construction Industry Advisory Committee

The UK government's safety enforcement agency is internationally respected. We have helped draft guidance for engineers and are consulted regularly.

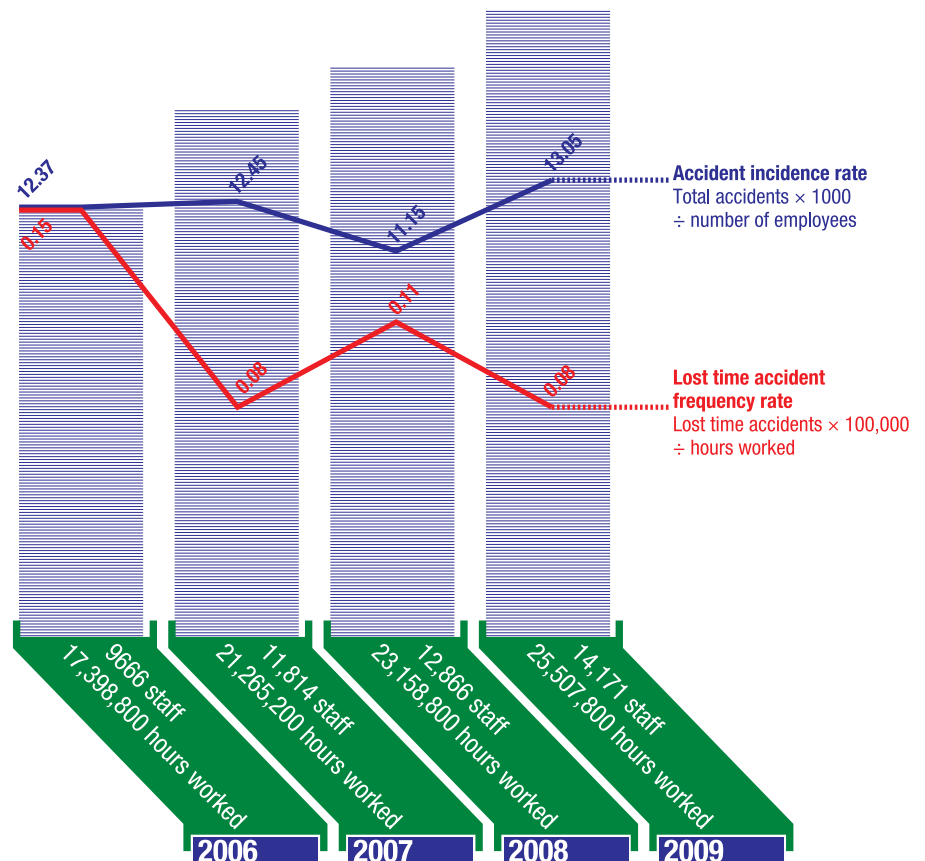
"This award demonstrates your outstanding control of risk and very low levels of error, harm and loss."

Royal Society for the Prevention of Accidents. Mott MacDonald has won Occupational Health and Safety Gold Awards for the last two years

KEEPING EVERYONE SAFE

Mott MacDonald's accident rate is low when compared to all other professional services sectors. Although total accidents rose slightly in 2009, the number resulting in absence from work fell, while the number of reported near misses – unsafe situations or acts that could result in an accident – nearly doubled. This shows progress in raising awareness. Recognising the potential for accidents is a crucial step towards avoiding them. By continuing to campaign for increased risk awareness and staff engagement in safety at all levels we expect to see further increases in the reporting of near misses.

We are acting to further reduce exposure to safety risk by addressing common causes of accidents. In late 2010 new guidance on driving safely will be provided for staff who use cars for business or to travel to work. We are also aiming to improve employee health, for example by introducing stress management workshops.



Sustainable projects

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Mott MacDonald’s vision and know-how is driving forward the sustainability agenda to address 21st century needs and pressures, and we have the experience to make the agenda work in practice. Across all our 12 core sectors, we are engaged in addressing challenges presented by population growth and rapid urbanisation, carbon emissions and climate change, competition for and depletion of natural resources, ecological stresses, and pressure on food production.

Whatever the scale of the project, we treat sustainability as fundamental to the development process. We work with our customers from the outset to balance economic with social and environmental demands to achieve solutions that will provide the best whole life performance.

Addressing sustainability during the inception stage can dramatically improve a project’s efficiency and success during delivery and in use, often saving time and money.

We are able to bring a holistic approach to design thanks to our multidisciplinary makeup, in which our technical strength is matched by our in-house master planning, economics and management capabilities. This contributes to projects that are efficient, socially beneficial and environmentally sound.

It means that we can help our customers to set stretching but achievable future targets supported by advice, strategies and solutions that fully recognise the constraints and opportunities – environmental, climatic, economic, cultural and behavioural. We identify and develop cutting-edge technologies to assist our customers in realising their goals. Throughout, we are focused on making sustainability deliverable and workable.

Paul Ashley
Group sustainability champion

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INDUS – SUSTAINABILITY INTEGRAL TO DESIGN

Mott MacDonald has developed a unique methodology called INDUS that integrates sustainability into the design process alongside 'traditional' technical, financial, statutory planning, safety and regulatory decision making criteria. INDUS has been successfully demonstrated on major projects in the Middle East, China and the UK.

INDUS assists our customers in bridging the gap that can exist between their aspirations and the performance of their projects.

- We set objectives for each project taking account of economic, social and environmental sustainability over the whole life of the project. The importance of each objective is weighted at the outset.
- This provides a reference framework and scoring system for decision making. As many or as few criteria as necessary can be established to gauge and guide performance.
- Key stages are identified over the course of project development at which major decisions are to be taken and scored.
- Definition and weighting of objectives is achieved through consensus with our customers and project stakeholders.
- Deciding to pursue sustainability at any stage of project development can improve performance. But we encourage our customers to set objectives at the outset to achieve the maximum possible benefit.

INDUS is supported by Mott MacDonald's unique portfolio of tools which we customise to suit the individual needs and objectives of each project and the different stages of project development. These tools enable rigorous comparison of design options and help our designers to challenge assumptions. They examine and score whole-life performance as well as initial costs and impacts, enabling a long-term view of sustainability to be taken and highlighting potential cost, environmental or social benefits. Decision making tools also assist with the selection of materials and methods of construction.

Whole-life cost and carbon calculator

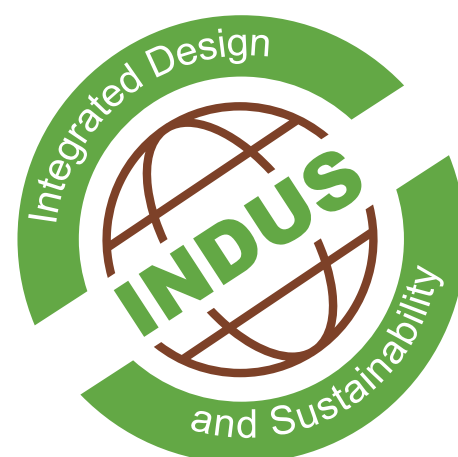
LifeCYCLE, our industry-first cost and carbon modelling tool, quantifies initial construction costs and embodied carbon by looking at all elements making up a building or piece of infrastructure. It also calculates the cost and carbon associated with every operation and maintenance activity over the asset's working life, enabling customers to make strategic decisions based on 'cradle to grave' financial and environmental performance.

Carbon cost books

We've produced the first ever price book to contain values for the CO₂ arising from different construction materials and activities – the annual Hutchins UK Major Works Building Black Book.

CapIT

Our innovative subscription-based, online estimating solution, CapIT, gives designers and customers easy access to up-to-the-minute cost and carbon information, allowing for quick, accurate estimating.



Underground thermal energy storage

We've developed a methodology using TRNSYS thermal energy simulation software for analysing the performance of a building and its heating and cooling systems. This includes underground thermal energy storage, enabling it to be incorporated in new build and refurbishment projects as part of the energy strategy.

Energy balance model

Our energy balance model, EBM, enables us to define and cost the renewable energy generating needs of cities and large developments. EBM is the only commercially available tool of its kind. It models the lifecycle cost of the whole development, the equipment required and the optimum locations for different technologies across the site. The system has been tried and tested on major urban development projects including Tianjin Eco-City in China.



TIANJIN ECO-CITY, CHINA

SUSTAINABILITY CHALLENGE To build a ¥100 billion city for 350,000 people that will act as an exemplar of sustainable construction and living. Our 10 year role involves developing a sustainability strategy and guiding its implementation, producing guidelines for green buildings and transportation, and leading design of two demonstration projects. Public transport and pedestrian-friendly urban design will limit use of private vehicles to less than 10% of journeys. A wetland will treat and recycle wastewater. Organic waste will be used to produce heat and power. Buildings will be 60% more energy efficient than current standards require.

CLIENT Sino-Singapore Tianjin Eco-City Administrative Committee/Global Environment Facility

SHAPING THE DEBATE

“Your energy, talent and enthusiasm lifted the level of the One Planet Swindon event. Your conviction combined with your reputation helped to drive the message home another 100%.”

Kevin McCloud
Channel 4 Grand Designs, UK

We have built outstanding strength in sustainable master planning and building design. Our skills and experience enable us to assist customers, planners, local and national governments and regulators in setting targets that are realistic but stretching. From developers to policy makers, many seek our expertise and guidance.

As part of our holistic approach to sustainability we address the role of behavioural change in meeting targets. We provide guidance for user and stakeholder engagement and education, and develop solutions that address social and cultural issues alongside environmental, economic and technical considerations.

Mott MacDonald is leading the development of new fields of thought and activity that will have

a major impact on sustainability. For example, in the power sector smart grids are key to providing the flexibility, efficiency and resilience needed to cope with diversified power generation, rising demand, changing use patterns and stretched transmission and distribution networks. Our portfolio of skills has been applied on smart grid projects in Europe, China and North America.

Setting standards

Our sustainability analysis and decision making capability is strengthened by many staff who are certified BREEAM and LEED assessors. The UK's BREEAM standard is the de facto measure for rating a building's environmental performance in many parts of the world. LEED, the US equivalent, is also used widely. We have played key roles in setting sustainability benchmarks and developing design and procurement guidelines in Hong Kong, the Gulf and the USA.

AWARD-WINNING SUSTAINABILITY WORLDWIDE



MAJOR INFRASTRUCTURE, MINIMUM ENVIRONMENTAL IMPACT

CROSSRAIL, LONDON UK

Two of our contracts on London's £15.9 billion Crossrail project have received CEEQUAL Excellent Client and Design Awards. Crossrail will create 118km of state-of-the-art railway. Our work on sprayed concrete lined tunnels for station platforms and concourses achieved a score of 84.6%. Our tunnel designs are minimising volumes of excavated material, reducing the quantities of construction

materials needed, improving safety and saving time and cost. Our preparatory work for integration of Crossrail into Paddington mainline railway station scored 78.9%. This involves relocating Underground lines and taxi ranks without disrupting station operations. CEEQUAL is an environmental sustainability award system for civil engineering projects. These two interim awards will contribute to the whole project award, covering everything from project inception to completion of construction.

CLIENT Crossrail



GOLD AWARD FOR ENERGY SAVING

INTEGRATED HUB, SINGAPORE

As mechanical and electrical designer for the landmark Integrated Cultural, Retail and Entertainment Hub, Mott MacDonald is contributing to major energy and carbon efficiencies, earning a Gold Award in the The Building & Construction Authority's Green Mark scheme. The scheme aims to drive Singapore's construction industry towards the delivery of more sustainable buildings.

CLIENT Rock Productions/CapitaLand Retail

Leading the industry

We have close relationships with industry bodies including the UK Green Building Council, which is involved in shaping government policy and advancing industry practices, and the UK government's Low Carbon Hub, which is leading the drive to make all new housing carbon neutral by 2016. With the UK's Waste and Resources Action Programme (WRAP) we are finding ways to reduce the estimated 120 million tonnes of construction, demolition and excavation waste produced in the UK every year. Our role involves designing waste reduction strategies and evaluating the economic benefits. We are the only consultancy firm to have signed up to the Hong Kong government's Carbon Reduction Charter, committing us to cut our footprint on work done for the government. Through our staff we have extensive links with academia, influencing the way sustainability is taught at universities.

Tackling climate change

We provide solutions to help our customers decarbonise their operations, helping to mitigate climate change. We also devise strategies for adapting to change, advising on institutional practices, resource management, decision making processes, policy, governance and behaviour, and on the way assets are designed and managed. Mitigation work addresses threats including flood, water and food security, extremes of heat and cold and social and economic issues arising from climate change. Our climate change teams work across all sectors.

Our staff attended the COP15 Copenhagen climate meeting in 2009 as observers and as advisors to national governments. We have an excellent insight into the policies, needs and programmes shaping national and global responses to climate change.

80%

Our customers gave us a score of 80% for delivering sustainable solutions



LOW CARBON AT THE LEADING EDGE

NATURAL HISTORY MUSEUM DARWIN CENTRE, LONDON

Mott MacDonald Fulcrum's low energy, low carbon heating, cooling, ventilation and lighting design for this state-of-the-art facility won it the Association for Consultancy & Engineering Building Services Award. The Darwin Centre provides archive, laboratory and visitor facilities within a sprayed concrete 'cocoon'. The low carbon building services design strategy harnesses the building's mass to provide

thermal stability, while an atrium insulates it from external air temperatures. Further energy and carbon savings are achieved by using spare capacity in the Natural History Museum's existing heating and cooling plant to meet the Darwin Centre's needs. This is complemented by energy recovery technology, providing the constant temperature and humidity conditions needed to preserve the museum's 20 million insect and plant specimens while reducing energy use and greenhouse gas emissions.

CLIENT Natural History Museum



WORLD OF DIFFERENCE

LOWER DNIESTER RIVER BASIN PROJECT, UKRAINE/MOLDOVA

Our management plan for restoration of wetland and forest in the 300sq.km River Dniester delta won us the CIWEM World of Difference Award. As well as changing land and water management practices to enable regeneration and improve biodiversity, proposals set out in the plan led to creation of a new national park.

CLIENT European Union

Sustainable behaviour

As a measure of our environmental sustainability, for the last three years we have been tracking Group carbon emissions with the aim of reducing CO₂ per employee by 5% year on year. Compared like-for-like with our 2008 carbon footprint, Group emissions in 2009 fell by 18% and emissions per person by 26%.

A number of factors have contributed to this dramatic improvement. We employed more people in 2009 than in 2008, resulting in higher utilisation of office space. Investment has been made in improving office energy efficiency. We have been encouraging staff to save energy, use fewer consumables and avoid travelling to meetings when practicable by using tele- and video-conferencing instead. In many offices, major performance improvements have been led by committed individuals.

Since we first began assessing greenhouse gas emissions in 2007 our data collection systems have become steadily stronger and more comprehensive – 2009 data covered 90% of our office-based staff. Assumptions for 2008 have been replaced by real data for 2009. We will strengthen our management and measurement of resource use further in the coming year.

It is through the quality of our solutions and the performance of our projects that Mott MacDonald makes the greatest contribution to sustainability. But we recognise that advancing sustainability within the company is good not only for our business, it benefits our many customers who count their suppliers' performance on their own triple bottom line.

Guy Leonard
Group property manager

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RESOURCE USE AND CARBON FOOTPRINT

As an employee-owned company Mott MacDonald is not required to publish data on its carbon emissions, but we do so because we believe in demonstrating leadership on resource use and climate change.

Like-for-like emissions in 2009 were down 18% for the Group and 26% per employee compared to 2008. This contrasts with 'as measured' emissions which were 4% lower per employee but up by 5% for the Group as a whole. The increase resulted from growth of our business and improvements in our systems for recording surface travel. In 2007 and 2008 we only had data for travel by air and personal car. Data for 2009 includes all forms of travel – a substantial number of journeys are made by train and company or hire car.

Offset against higher measured surface travel carbon, improved data for air travel nearly halved emissions from flights. Our office carbon footprint also fell thanks to better data on gas and electricity use and improved knowledge about the way our offices are heated. This revealed that in previous years we have over-estimated use of gas. Measured office energy use for the Group

was 23% lower in 2009 than in 2008, equating to a 30% reduction per employee.

Aims for 2010 are to further increase reporting of office energy use and business travel, expanding coverage from 90% of office-based staff in 2009. We expect to achieve further improvements in accuracy as more offices in multi-tenanted buildings install their own energy meters and improvements to our systems for recording travel make an impact worldwide.

NEW MEASUREMENTS IN 2009

Water consumption

- **Group: 140,660cu.m**
- **Per employee: 9.98cu.m**

There are significant gaps in our knowledge as water in some parts of the world is not metered. Our Group total is extrapolated from consumption figures in similar local Mott MacDonald offices when metered measurements are unavailable.

A4 and letter paper

- **Group: 460,960kg**
- **Per employee: 32kg**

Our records enable us to set a Group target for reduction of 10% per employee.

DRIVING IMPROVEMENT

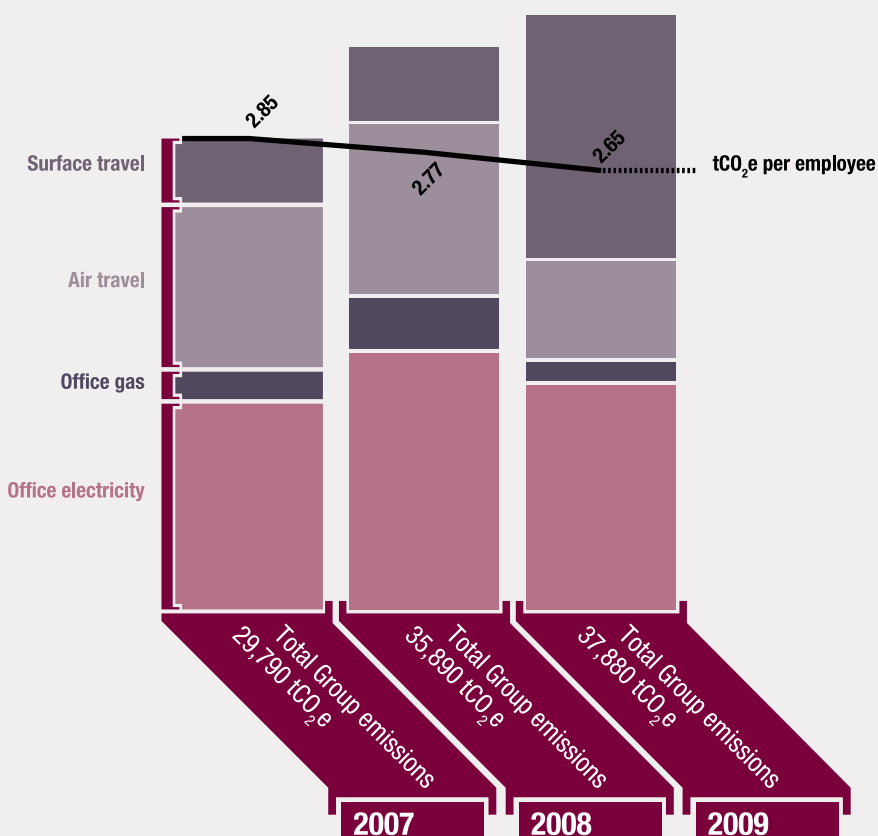
The Group's sustainability champion and regional carbon managers are responsible for driving policy, raising awareness and sharing best practice across our organisation. We have a sustainability task force involving experts from each of our businesses to help advance our sustainability strategy. Senior managers are tasked to pursue carbon reduction in our own operations and on our projects. Sustainability is a standing item on the agendas of all Board meetings in the company.

Each of our offices is required to set out strategies for managing and reducing energy and resource use in its own Local Environmental Practice Plan. These bespoke documents, updated annually, include building services management and procurement of cleaning services, IT equipment and stationery. Through our location-specific office transport plans we encourage staff to use the lowest carbon mode of travel for business journeys and travel to work, where practicable.

We engage with our suppliers to encourage them to reduce their own resource use and carbon emissions, and monitor their performance for continuous improvement.

OUR CARBON FOOTPRINT, 2007–2009

The increase in our measured carbon emissions over the last three years has been influenced by the growth of our company – from 11,800 employees in 2007 to nearly 14,200 in 2009 – and improvements in the scope of the data collected. 2009 data covers 90% of our office based staff. The substantial annual variations in emissions from different business activities reflect improvements in the accuracy and quality of data gathered. We expect to see further changes in coming years as our systems for gathering information improve further.



1st

Mott MacDonald scored 74% for working to protect the environment, the highest score of any firm on the 2010 Sunday Times Best Big Companies list

Mott MacDonald

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Our people are key to our ability to deliver projects that contribute to customer success, to our efforts to safeguard the environment and to our support of the communities we work in. Tough economic conditions continue to challenge companies across many of the sectors and markets in which Mott MacDonald operates. While we have not been immune, our strategy of diversification by geography, sector and discipline has enabled us to share work in thriving parts of the business with those that are less buoyant, protecting Mott MacDonald and its people overall.

Mott MacDonald is wholly owned by its employees and is strongly cash positive. This enables us to take a long-term view of our business, focusing on what is best for the company, our customers and our staff, rather than answering to external investors or lenders.

We continue to invest heavily in staff training and employee welfare with the aim of retaining and honing the skills that are so key to our continuing strength, growth and success.

Peter Wickens
Group chairman

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ENCOURAGING PEOPLE TO BUILD LIFELONG CAREERS

Our ambition is that the great majority of our people should have the opportunity to pursue a rewarding lifelong career with Mott MacDonald.

In pursuit of this goal, we undertake to:

- Engage openly with all colleagues so that they feel committed and that they belong to an organisation they respect.
- Protect the safety and wellbeing of all our colleagues and stakeholders through the quality of our approach and systems.
- Judge all of our colleagues solely on merit, with no discrimination, treating them fairly and consistently.
- Create an environment that develops the next generation of professional experts, managers and leaders and assists them in achieving their full personal and professional potential.
- Promote impartial policies that link reward to overall Group performance and provide a minimum level of key benefits for all.
- Exhibit honesty, integrity and trust in all we do.

Why being employee-owned matters

Our ownership model is consistent across the globe. Everything we earn is returned to the people who work for us through performance related pay or through shareholding. We are in the process of harmonising profit related pay across the Group. In the past this component of reward has reflected regional variations in the profitability of our business. From 2011 profit related pay will be the same for staff worldwide, emphasising that Mott MacDonald is an integrated global company, with shared responsibilities and rewards.

Employee ownership engenders personal commitment to colleagues and to the business overall. Our shareholders' committee holds Group management to account on behalf of the employee owners, maintaining Mott MacDonald on a stable course that benefits all the company's stakeholders. Remaining independent and internally owned is a fundamental commitment and we continue to expand the number of shareholders annually.

Promoting equality and diversity

Globally, we appoint and promote individuals on merit and support employees in their efforts to develop to their full potential. Most of our senior managers around the world are nationals of that country. Our staff reflect the ethnic and cultural makeup of the countries we work in. We are proud of our success in recruiting female employees at well above industry norms.

Every member of staff is challenged by our equality and diversity policy to live by our PRIDE values – our core value of Respect has been developed as a behavioural standard. Senior management around the world are expected to lead by example. The Group's commitment to equal opportunities for all is reinforced by a diversity development steering group under the leadership of a Group Board director. We are working with customers, professional institutions, trade bodies and fellow consultants to agree and promote standards for diversity monitoring and reporting.

Providing flexibility

If someone working for Mott MacDonald wants to change career direction, we try to help them achieve that within the Group. We also seek to assist individuals in balancing the demands of their work and home lives by enabling some flexibility in working patterns. In the UK our benefits package, Pebbles, can be tailored by each individual to their changing lifestyle needs over the course of their working life. Pebbles is being fine tuned and we plan to roll out a similar approach progressively worldwide.

Engaging our supply chain

We assess our suppliers' ethical standards regarding employment policy, diversity, business transparency and the environment when selecting who we work with. We engage with suppliers to promote their alignment with our values and monitor their performance.



NURTURING TALENT

Around the world, events for our graduates and young professionals offer the opportunity to build friendships, develop knowledge and get to know senior managers in an informal setting.

“Opportunities for people who work hard and show talent are limited only by the range of projects that Mott MacDonald works on. Increasingly that seems limitless.”

Staff feedback provided anonymously to the 2010 Sunday Times Best Companies survey

PERSONAL AND PROFESSIONAL DEVELOPMENT

Top 10 employer



For three years running Mott MacDonald has been among the top 10 Best Big Companies to Work For. We were placed eighth in the 2010 Sunday Times Best Big Companies to Work For list – the only firm of our kind among all those who made the list. More than 2000 staff were independently surveyed on our policies, performance, stance on the environment and community relations, work-life balance, their faith in the company’s leadership and levels of optimism about their own careers.



We have developed and continue to evolve a suite of training and development programmes to help our staff all the way through their careers with the company.

Graduate development

To assist our graduates towards professional qualification in their chosen fields we have developed an award-winning online portal, UpGRADE. This has dramatically improved the quality of dialogue between graduates and mentors, helps with planning and logging coursework and development goals, and makes it easier for assessors to track progress. UpGRADE is already used by 1000 staff and has been enthusiastically welcomed by all of the main institutions through which our staff will become qualified.

Helping our young professionals and managers

Our three year Horizons programme helps newly qualified professionals appreciate the diversity of opportunity and range of career directions within the Group, as well as developing their abilities to pursue their chosen career.

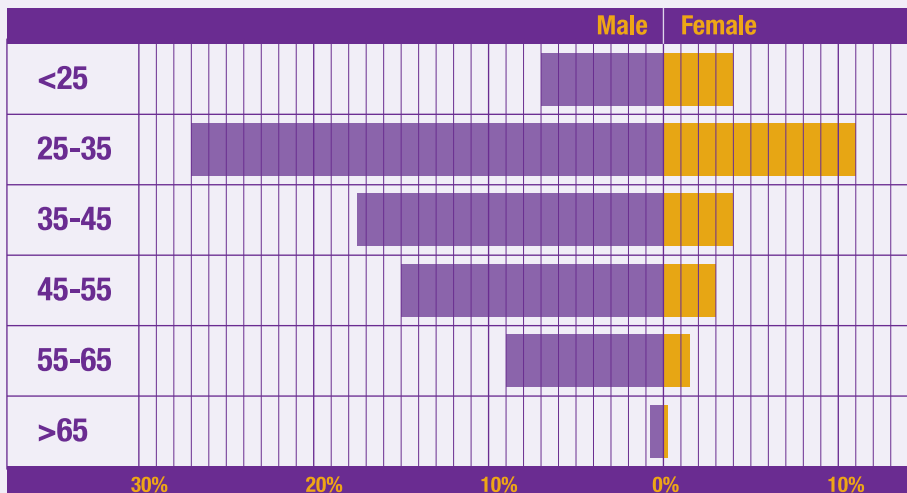
Navigator is an 18 month programme for mid-career managers who are now taking responsibility for managing larger teams of people. Its fundamental aim is to deliver ‘better people, managing people better’. Both programmes are run jointly with leading academic partners in each of their regions of operation. They are in their fourth year in the UK and are now running in North America, with plans to roll out relevant local versions in other regional centres.

New qualifications

From 2011 our management consultancy colleagues will be able to attain professional qualification with Mott MacDonald through the Institute of Business Consultancy by achieving the internationally recognised Chartered Management Consultant qualification. This is also a valuable qualification for many staff chartered through other professional institutions and offers a route to professional qualification for all support staff. We are now able to offer all of our employees a route to relevant professional qualification.

Mott MacDonald has also led development of the UK’s first advanced apprenticeship for civil engineering technicians. The first trainees enrolled in September 2010. For more detail please turn to page 27.

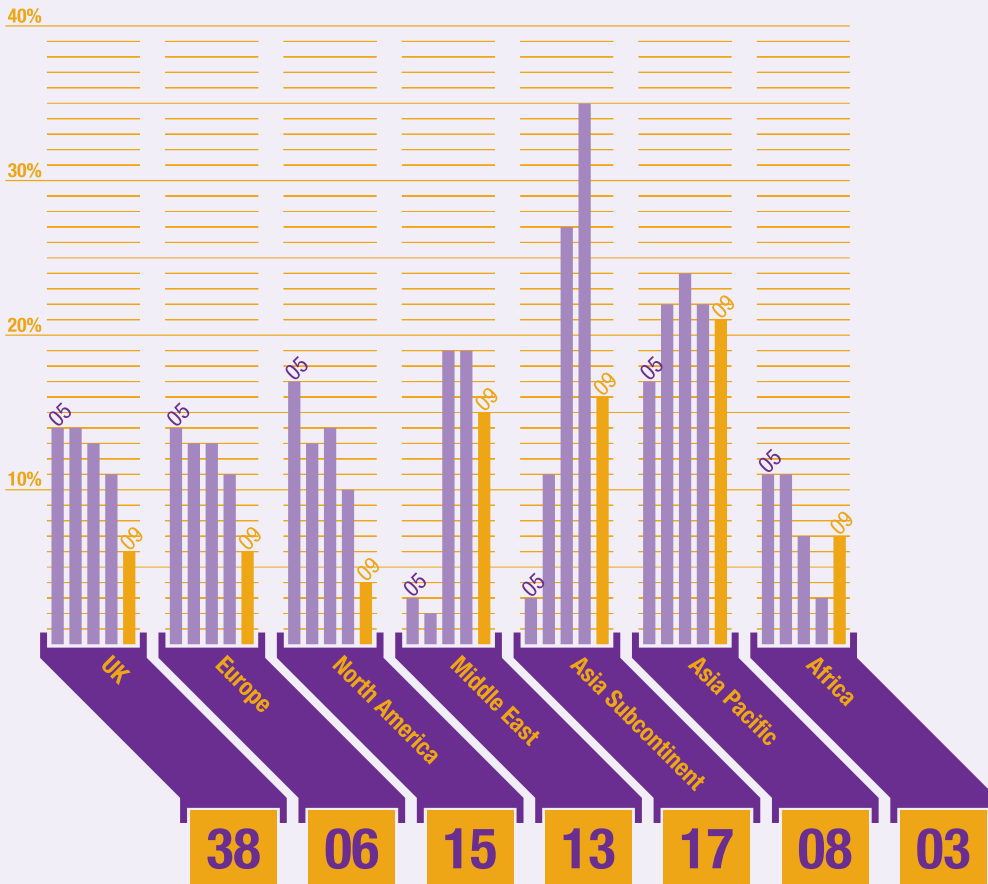
Age and gender 2009



“Mott MacDonald’s graduate portal UpGRADE is open, easy to use and delivering impressive results. There’s no other tool like it – it’s literally in a class of its own.”

Judges – Graduate Development Network Awards 2010. Mott MacDonald won the Innovation in the Use of Online Development Tools category

Staff turnover by region 2005–2009



Global staff distribution %

8/10

Staff satisfaction rating
(finding from confidential
staff survey, April 2010)

Open, accessible learning

From anywhere in the world, Mott MacDonald staff can meet training needs as and when required by choosing from nearly 100 online learning and development courses available via our intranet portal, LearningPoint. Key new courses on safety, ethics and sustainability were added in 2009.

Strengthening communication

English is increasingly the language of international business. It is the common platform for communication across Mott MacDonald and is our designated business language. Among the most popular of our online courses is 'Global English', providing a sound foundation in business English. Courses for native and non-native English speakers in improving written English skills were launched in early 2010. In the UK we provide support for staff with dyslexia through the National Dyslexia Association.

Knowledge sharing

All our operations have busy schedules of training, lectures and seminars – increasingly online. Many organise conferences attended by staff, subconsultants and customers. Our innovative global staff directory and discussion groups allow people to quickly find others with the expertise and experience to help them solve specific technical or professional queries.

Seeking constant improvement

Employee groups help us to gauge the impact of working patterns and practices, test strategies and obtain feedback on our policies and initiatives. Every year we conduct a confidential worldwide staff survey, looking at conditions of employment, training, personal and professional development, pay and benefits, and management. Findings help us to prioritise funding, develop new welfare strategies and tackle specific local weaknesses.

CARING COMPANY, HONG KONG

For two years running the Government of Hong Kong has awarded Mott MacDonald a Caring Company Certificate, recognising the company's performance on staff welfare, safety and environmental sustainability.

"A global organisation with an international sense of family."

Anonymous staff response to the 2010 Sunday Times Best Companies Survey

Communities

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Across all our fields of activity, one of our fundamental desires is to make the world a better place. Mott MacDonald has a strong ethos of caring which is enshrined in our PRIDE values, committing us to respect the communities in which we work and value all peoples and cultures. As a large, multinational organisation Mott MacDonald has the potential to make a significant local impact. We recognise the importance of being a good neighbour and demonstrating responsible corporate citizenship.

Many Mott MacDonald employees put huge energy into voluntary, charitable and academic activities. Where we can we offer support, for example by providing working arrangements that suit the individual's needs, matching funds raised by staff, and providing assistance in kind.

Each part of our business has its own corporate responsibility response, reflecting local community needs and the concerns that are of uppermost importance to its staff. Allied with this, the Group is embracing new approaches to community engagement, for example through the UK's Incredible Edible project which is achieving remarkable success in promoting community participation in urban food production, and through a long-term reciprocal relationship we have developed with the village community of Kpone Saduase in Ghana. We hope to report more on these initiatives in the coming year.

Community engagement at all levels provides our staff with experience that enriches the Group as a whole and enables us to support our customers' own corporate responsibility aims and ambitions.

Chris Trinder
Group marketing director

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SHARING KNOWLEDGE CREATING OPPORTUNITIES

Spanning school visits, lecturing at universities, apprenticeships and advanced research and development, Mott MacDonald staff are involved in developing knowledge, sharing experiences and encouraging younger generations to see the wealth of opportunities that are open to them across the fields in which we work.

Liaising with schools, colleges and universities

Across the world, many of our offices organise work experience placements for schoolchildren and college students. Many staff attend school careers events, give presentations and run workshops. We conduct mock interviews for students preparing to graduate from school to help them improve their presentation skills in preparation for the world of work.

We have close links with universities. Staff contribute to academic programmes as visiting lecturers and professors and work with students on research and development projects. In the UK we awarded 86 bursaries to students in 2009. Many of our offices provided vacation and industrial placements.

Apprenticeships

Leading a consortium of consultancy firms, we have launched the UK's first advanced apprenticeship in civil engineering. The first trainees enrolled on the three year programme at South Thames College, London, in September 2010 and will work towards the Institution of Civil Engineers (ICE) Technician Engineer qualification. This sustainable, demand-led initiative shows how private sector employers can work for the good of society and industry by creating opportunities. It provides a local response to a local issue, focusing on unemployment in London and widening the capital's skills base. The programme, developed with the National Apprenticeship Scheme, the ICE and Transport for London, has been welcomed by the Engineering Council and the Confederation of British Industry.

Leading best practice

The Group funds two not-for-profit enterprises. Cambridge Education Foundation promotes global partnerships contributing to development and dissemination of education best practice. Our health think-tank HLSP Institute works to inform debate and influence policy on international development in pursuit of the Millennium Development Goals.

1st

Mott MacDonald scored 78% for making a positive difference to the world, the highest score of any firm on the 2010 Sunday Times Best Big Companies list

“The company’s real concern for improving the lot of people around the world is inspirational.”

Staff feedback provided anonymously to the 2010 Sunday Times Best Companies survey



THOUGHT LEADER

Our technical director Gordon Hudson is Enterprise Chair in Sustainability at Northumbria University, Newcastle, UK.



REACHING OUT

Hatch Mott MacDonald graduate engineer Shawna von Stockhausen is one of our many staff worldwide who share knowledge and experience, enriching the learning experience of local schoolchildren.

CHARITY AND VOLUNTEERING

Through a number of initiatives we support our many staff who are highly committed and involved in charitable and voluntary activities outside work. In 2009 our direct charitable giving increased slightly to £430,000. The value of gifts in kind was over £150,000.

Community Support Programme

Since 2008 we have been helping development projects nominated by our staff to get off the ground through our Community Support Programme. As well as providing financial help the programme contributes the expertise of the Group's worldwide staff. Projects are selected by the Group Board according to need, benefits and viability, measured against logistical, financial, technical, social and political criteria.

• Cyclone shelter, Titkata, Bangladesh

In November 2007 a tropical cyclone hit Bangladesh, destroying the secondary school in the village of Titkata and killing many from the community. We are supporting reconstruction of the school which will double as a cyclone shelter, improving education and saving lives. The project is due for completion in December 2010.

• Grinding mill, Koutulai, Uganda

We are supporting Engineers for Overseas Development (EFOD) – a charity sponsored by Mott MacDonald – with a project to enable the Koutulai Charity Farmers' Group co-operative to become economically self-sufficient. A grinding mill was built in the last quarter of 2009 to process crops grown by the co-operative. It will also be used to mill crops for other local farmers, generating income. The mill won the Team Achievement and Overall Project Award at the UK Institution of Civil Engineers West Midlands Awards. EFOD has a programme of work that will take several years to complete. In 2010 Mott MacDonald water and environment staff have been contributing to sanitation and water supply improvements.

• Clinic, Kpone Saduase, Ghana

In 2010 we committed to assist the village of Kpone Saduase near Accra, Ghana, in constructing a new building for visiting health workers, enabling improved medical care. Building design is being carried out by EFOD volunteers. EFOD will also work with community members to manage the build.



PROJECT PLUS

Tanzanian villagers received medical help thanks to staff working on a biodiversity project on the Malagarasi River. The company provided medicines and mosquito nets.



TAKING SHAPE

Construction of the dual purpose school and cyclone shelter in Titkata, Bangladesh.



CELEBRATING SUCCESS

Opening of the Koutulai mill in Uganda. Work is now under way on water supply.

DEVELOPMENT AND DISASTER RELIEF

Community Awards

There were 29 successful applications for our Community Awards in 2010. Launched in 2006, the awards recognise the voluntary work our staff undertake. Each successful applicant is awarded financial assistance of up to £1000 for the charity or organisation that they support. Awards made in 2010 support projects ranging from construction of a primary school in Pakistan and housing in El Salvador, to assisting the Special Olympics Development Committee in recruiting and training volunteers who will play a vital role in this world event for athletes with learning disabilities.

Haiti earthquake response

Staff responded to the devastating earthquake that struck Haiti in January 2010 by rapidly raising £30,000 to provide essentials such as water, medical supplies, food, shelter and clothing. The Group donated £2500 to disaster relief charity RedR to mobilise an immediate investigative task force to the disaster area and also matched the first £5000 raised by staff.

We sponsor a number of development and disaster relief charities and support our many staff who raise funds or take time out of work to participate in development or relief work.

Engineers for Overseas Development

Founded by Mott MacDonald director Ian Flower in 2001, the company has supported Engineers for Overseas Development for the last decade. It enables individuals to work with local communities to realise pressing needs without taking lengthy breaks from their careers.

Engineers Without Borders

This rapidly growing student-led charity links young engineers with developing country communities. As well as using technical know-how to resolve development needs, the charity is helping embed a global social consciousness in young professionals.

WaterAid

The company sponsors WaterAid, the international non-governmental organisation working to transform lives by improving access to safe water, hygiene and sanitation in the world's poorest communities.

RedR

Mott MacDonald is a patron of disaster relief charity RedR, which recruits and trains engineers to assist on humanitarian and disaster relief projects. RedR supports aid agencies by supplying skilled professionals in the wake of major events.

“The £600 you’ve raised will provide a young carer with an opportunity not usually available to a person with the responsibility of looking after someone with MS.”

Trish Khoury, Multiple Sclerosis Society

“Sincere thanks for your donation of £750. It will support our new ‘Train the Trainer’ programme, which will deliver two seminars to 50 Special Olympic volunteers this year.”

Karen Wallin, Special Olympics Great Britain



WEARING RED FOR REDR

Mott MacDonald staff worldwide get involved in supporting disaster relief charity RedR. In our Croydon office, UK, energetic fundraisers in 2010 included (standing, left to right) Christina de Burgh-Milne, Anne Rowe, Ingrid Buchanan, Christine McNeill, Debbie Williams and (kneeling) Helen Keaveney and Sharon Chamberlain.

“This organisation endeavours to bring about betterment in society and to enhance the lives of individuals.”

Feedback provided anonymously to the 2010 Sunday Times Best Companies survey

Goals and progress

To maintain our industry-leading position in a rapidly evolving world we have set targets against which to review the Group's performance and progress year on year.

GOALS FOR 2009/10

OUR CUSTOMERS

- Achieve a 1% improvement in customer satisfaction.
- Maintain ISO 9001 certification for quality management.
- Extend practice leadership networks to all regions to improve the quality of service.
- Continue encouraging and recognising innovation and excellence through awards.
- Recruit talented staff and continually train them to ensure availability of cutting-edge expertise.

SUSTAINABILITY

- Reduce carbon emissions per employee by 5%.
- Maintain ISO 14001 certification for environmental management.
- Ensure every office has an environmental action plan.
- Use available tools to measure the whole-life carbon footprint of projects.
- Spread best practice on integrating sustainability into project planning and implementation.

OUR STAFF

- Maintain and improve availability and quality of training.
- Extend diversity monitoring to the entire Group.
- Carry out staff surveys and act on the results.
- Improve attractiveness of Mott MacDonald as the employer of choice.
- Be aware of the Group's cultural and linguistic diversity and act to assure inclusion and integration.

OUR COMMUNITIES

- Progress three Community Support Programme projects and identify a project to start in 2011/12.
- Continue providing support for the charitable activities of staff.
- Match or exceed 2008 charitable donations in 2009.
- Continue promoting our professions to young people through school and college programmes.
- Work with customers and partner organisations to maximise the local benefits of projects.

RISK, SAFETY AND ETHICS MANAGEMENT

- Embed the CLASS management system throughout the Group.
- Reduce lost time accidents and further improve reporting of near misses.
- Extend certification to OHSAS 18001 for health and safety management.
- Continue to strengthen Group guidance on ethical behaviour.
- Make decisions based on knowledge of the risks.

Vision

Mission

Values

To be the consultant of choice
in our global marketplace

To provide customer satisfaction through professional
excellence, giving commercial success and employee fulfilment

Our global family shares the same PRIDE values
of Progress, Respect, Integrity, Drive and Excellence

COMMENTARY

GOALS FOR 2010/11

OUR CUSTOMERS

All goals attained. Two new practice managers were appointed. Our projects and people won 75 external awards for innovation and excellence in 2009 and 70 up to August 2010, including one for our online graduate development portal.

- Improve customer satisfaction by 1% or more and strengthen systems for customer feedback.
- Maintain ISO 9001 certification for quality management.
- Extend our network of practice managers and leaders to enhance knowledge management.
- Encourage and recognise innovation and excellence through internal and external awards.
- Retain and grow our global talent to maintain our unrivalled expertise.

SUSTAINABILITY

All goals attained. Compared like-for-like, carbon emissions per employee were 26% lower. We launched our sustainable design methodology INDUS in 2010, backed by industry-leading carbon and cost measurement tools.

- Reduce carbon emissions per employee by 5%.
- Maintain ISO 14001 certification for environmental management.
- Strengthen office environmental action plans to achieve reduced energy and resource use.
- Extend use of tools to measure the whole-life carbon footprint of projects and report on benefits.
- Widen use of our INDUS design methodology and report on benefits.

OUR STAFF

All goals attained. We have extended access to courses for young professionals and managers. Diversity monitoring is in place globally. We are in the Sunday Times' list of the 10 best big employers for the third year running.

- Maintain and improve availability and quality of training.
- Improve the quality of data from diversity monitoring across the Group.
- Carry out staff surveys and act on the results.
- Further improve attractiveness of Mott MacDonald as the employer of choice.
- Be aware of the Group's cultural and linguistic diversity and act to assure inclusion and integration.

OUR COMMUNITIES

Three Community Support Programme projects are in train. Charitable giving rose slightly. We continue to support staff engaged in community initiatives. We have developed an apprenticeship scheme benefiting local people as well as Mott MacDonald.

- Complete the first Community Support Programme project and identify a replacement.
- Continue to support the charitable activities of staff, matching or exceeding 2009 donations in 2010.
- Continue promoting our professions to young people through school and college programmes.
- Work with customers and partner organisations to develop local skills and opportunities.
- Work with customers and stakeholders to maximise the local benefits of projects.

RISK, SAFETY AND ETHICS MANAGEMENT

All goals attained. CLASS workshops have been held worldwide for all staff. Reported near misses have doubled while lost time accidents have reduced. Ethics training is mandatory and a director is responsible for ethics compliance.

- Further reinforce our CLASS approach to risk management throughout the Group.
- Further reduce lost time accidents and further improve reporting of near misses.
- Extend certification to OHSAS 18001 for health and safety management as appropriate.
- Continue to strengthen Group guidance on ethical behaviour.
- Make decisions based on knowledge of the risks.

PROGRESS

**We aim for continuous improvement and to respond quickly to change.
We promote the principle of sustainable development.
We seek to lead the development of our professions.**

RESPECT

**We respect our environment and the communities in which we work.
We value the rich diversity of all peoples and cultures.
We treat each other with respect.**

INTEGRITY

**We promise only what we can deliver.
We behave ethically and take responsibility for our actions.
We promote a culture of safety.**

DRIVE

**We endeavour to exceed the expectations of our customers.
We work hard and encourage fun and fulfilment.
We work for, and expect, success.**

EXCELLENCE

**We uphold high technical, professional and safety standards.
We seek to innovate and develop creative solutions.
We are proud of our achievements.**

8/10

Staff satisfaction rating
(finding from confidential
staff survey, April 2010)

1st

Mott MacDonald scored 78%
for making a positive difference
to the world, the highest score
of any firm on the 2010 Sunday
Times Best Big Companies list

83%

Our score for customer
satisfaction

75

75 awards won in 2009 for
innovation and excellence

80%

Our customer score for
delivering sustainable solutions

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