

The CUNDALL logo is positioned in the top right corner of the cover. The background of the entire cover is composed of four large, overlapping triangular sections in red, yellow, teal, and purple, meeting at a point in the bottom right corner.

CUNDALL

Laying the Foundations

2021 Diversity & Inclusion Report

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Introduction



Since publishing our first global diversity and inclusion strategy in January 2020 a lot has changed at Cundall, and much for the better. The Valuing Diversity Strategy was designed to respond to both feedback from colleagues across the global practice, and the widely recognised diversity challenges across the industry. The strategy articulated a clear plan of action. It acknowledged that although diversity and inclusion were increasingly recognised by colleagues as valuable and important to Cundall's success, the requisite levels of understanding of and engagement with these concepts were broadly lacking.

This report is informed by responses from Cundall colleagues to our 2021 staff diversity and inclusion survey, and the tangible progress we have made during this period as directed by the Valuing Diversity strategy.

Kieran Thompson

Head of Talent,
Diversity and Inclusion

Laying the Foundations

So where are we now? Over the last 18 months we have implemented a variety of initiatives aimed at making Cundall the most inclusive consultancy in our industry.

One of the most impactful steps we have taken to become more inclusive is the launch of our employee-led affinity networks dedicated to ethnicity and culture (Mosaic), and gender (GAIN), joining our longstanding Kaleidoscope network that provides a supportive forum for LGBTQ+ colleagues to connect. In recent months the networks have all screened well-attended lunch and learn documentaries on subjects including (anti)racism, white privilege, LGBTQ history, gender identities, and trans experiences; each supplemented by thought-provoking Q&A discussions. The networks have also been influential in challenging and informing a range of internal policies and processes, pushing for greater inclusivity across the practice.

Through our work with Stonewall we have also introduced a truly industry leading Trans Equality Policy that explicitly states our commitments to trans and non-binary inclusion. We have also made significant progress with regard to how we support neurodivergent colleagues at work, and in the last 12 months launched our first neurodiversity policy, alongside in-house training "An Introduction to Neurodiversity".

Diversity and inclusion were integral to the design of our new recruitment policy launched earlier this year. The new policy ensures that we no longer make any recruitment decision, at any level (including interns and placement opportunities) on the basis of nepotism or cronyism. All recruitment decisions at Cundall are made via open, competitive campaigns that encourage applications from the widest pool of talent. We also proactively approach candidates with suitable experience from underrepresented backgrounds and identities to apply for opportunities, ensuring we are 'casting the net' as widely as possible, and reaching traditionally overlooked communities.

The same policy has also committed us to adopting the Rooney Rule as a method to proactively increase the representation of women, gender minorities, and people of Black and minoritised ethnicities - particularly within leadership roles.

Our Inclusion Library initiative has placed collections of equality-related literature in communal areas of our offices for colleagues to access and take home at their leisure. Titles include *Natives* by Akala, *Delusions of Gender* by Cordelia Fine, *White Fragility* by Robin DiAngelo, and *Talking to my Country* by Stan Grant.

We work with a number of organisations and charitable bodies to widen participation in engineering. One such example is our ongoing and longstanding partnership with the IET Horizons Bursary Scheme. Every year we provide financial support, work placements, and mentoring opportunities to 5 engineering students who have experienced financial difficulties or personal obstacles.

We have celebrated and held events to mark a diverse range of occasions, including Black History Month, LGBT History Month, Eid, Diwali, International Women in Engineering Day, Disability Awareness Day, and Neurodiversity Celebration Week. The "Building an Inclusive Culture" community on our Yammer platform has become hugely popular, with colleagues generating and contributing to discussions around a wide array of topics including privilege, bias, mis-naming, the myth of meritocracy, microaggressions, positive action, and reasonable adjustments.

The increased prominence of diversity and inclusion since the launch of the Valuing Diversity strategy has generated vital, (and sometimes necessarily uncomfortable), dialogue between colleagues at all levels. Structural and cultural barriers to inclusion are certainly not a thing of the past; but they are no longer unchallenged. In generating a safe environment for challenging conversations to take place we are laying the foundations for the more difficult work to come. Moving forward we must translate good intentions into tangible action. This will require (among other things) proactive leadership engagement, commitment, and accountability.



Cundall Birmingham

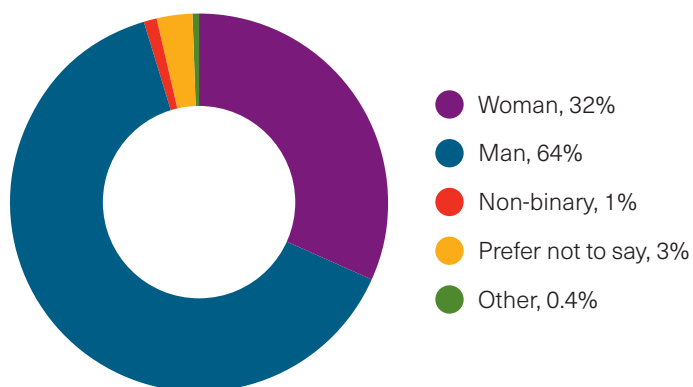
About the Report

The survey was completed by colleagues across all disciplines, services, and operating levels, throughout Asia Pacific, Europe, and the MENA regions. As such, findings reflect diverse regional and cultural perspectives. This report offers insight into how our people around the globe experience and perceive Cundall.

The survey invited respondents to disclose demographic data, alongside the option to withhold such information if desired. The availability of demographic data has helped us to analyse the responses for demographic trends, and to understand how our policies and processes impact on different communities. Demographic categories included:

- Age
- Disability
- Ethnicity
- Gender
- Neurodiversity
- Religion / Belief
- Sexuality
- Socio-economic background *

*Socio-economic background was included as a new category for this year's survey. The reason for requesting information from colleagues relating to socio-economic background relates to the determining influence that a combination of factors such as family income, experience of education, and social background can have on career success.

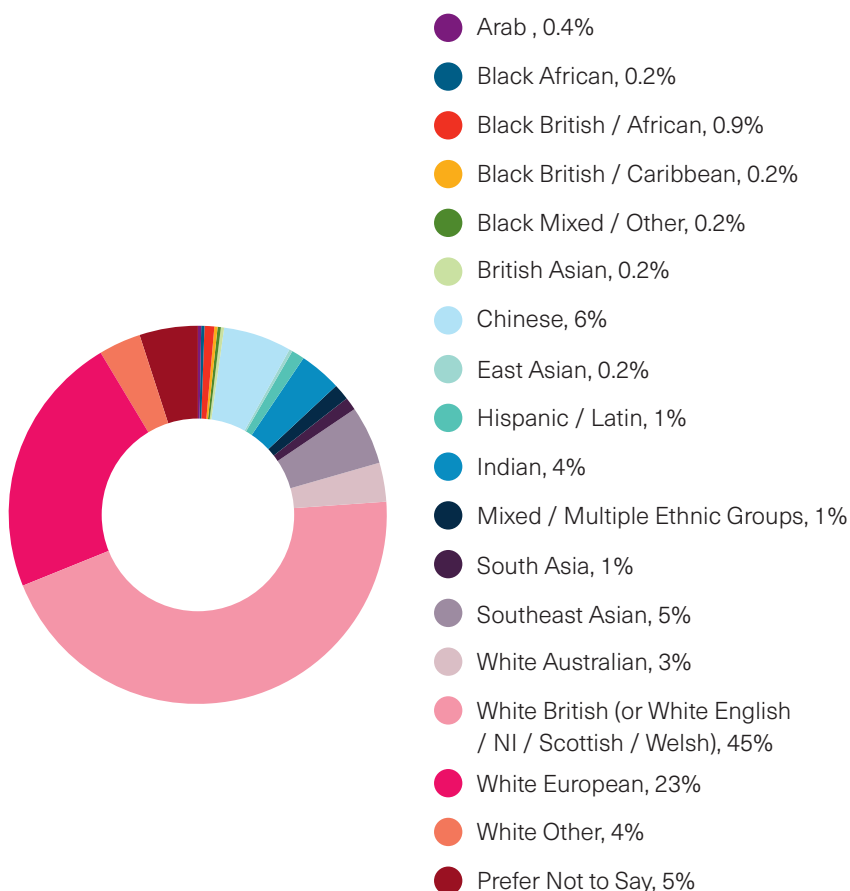


What is your gender identity?

We know that men make up the majority of staff at Cundall, and gender equality remains at the forefront of our diversity and inclusion strategy. There are a number of colleagues around the practice who identify outside of gender binaries, including those who are gender, genderfluid, and non-binary.

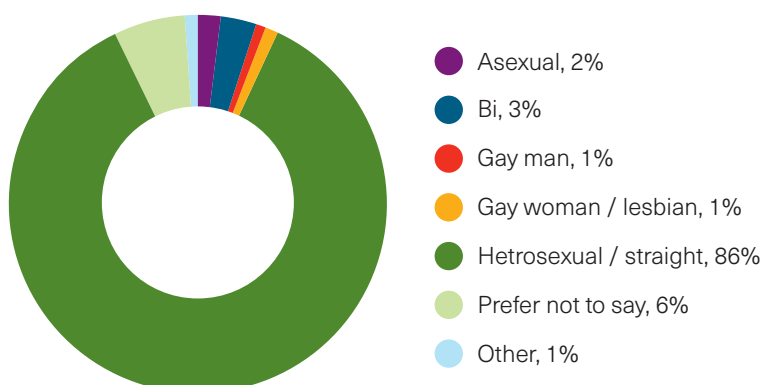
Which of the following most closely describe your ethnic identity?

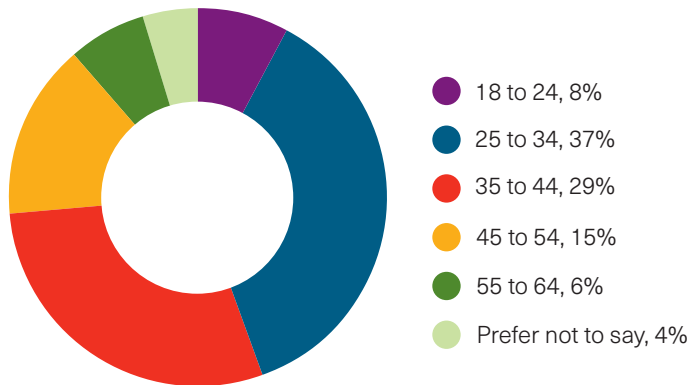
A wide range of nationalities, cultures, and ethnicities is represented at Cundall. Our European presence makes up a significant proportion of the business, but our entities in APAC and MENA regions are growing. Within many of our operating locations societies themselves are becoming more diverse, and we are committed to growing an organisation that is inclusive of all ethnicities, nationalities, and cultures, wherever we operate. By adopting inclusive culture and practices, we will better support colleagues from diverse backgrounds.



Which of the following most closely describes your sexual orientation? (%)

Sexuality is an important dimension of identity, and greatly influences our personal and professional experiences. Our LGBTQ+ network Kaleidoscope provide a safe space for LGBTQ+ colleagues around the practice to connect, and Cundall support the right of everyone to express their sexuality authentically, without fear of discrimination. We also recognise and meet our obligations where safeguarding and discretion are concerned, particularly in territories where diverse expression of sexuality is restricted by legal and cultural factors.



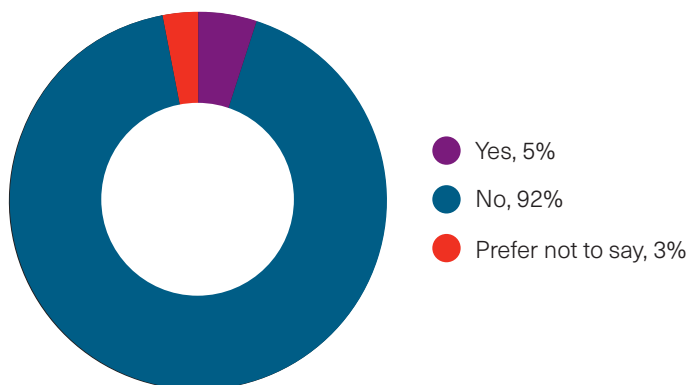
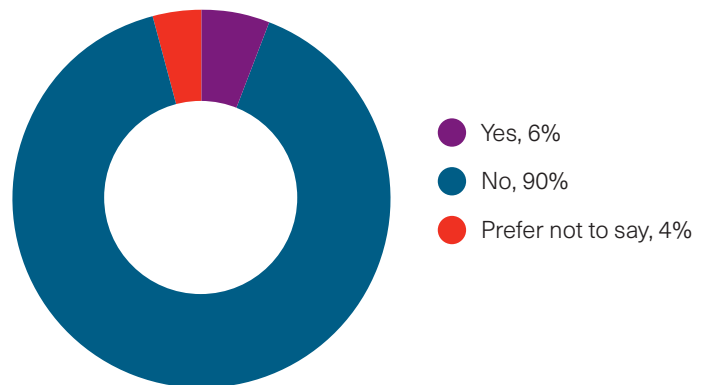


What is your age category?

We benefit from the perspectives of colleagues of all working ages, each of whom bring unique knowledge and experience. Age is no barrier to success at Cundall, where we value what our people do, not how long they have been doing it. We find inspiration in youth and experience alike.

Do you consider yourself to have a disability, impairment, or long term health condition?

We understand that workplaces and workplace practices are shaped over time by the non-disabled majority, and that this has consequence for colleagues with visible and invisible disabilities and health conditions. We are creating a disability inclusive practice by raising awareness of barriers to inclusion, and making the necessary adjustments to remove or mitigate these obstacles.

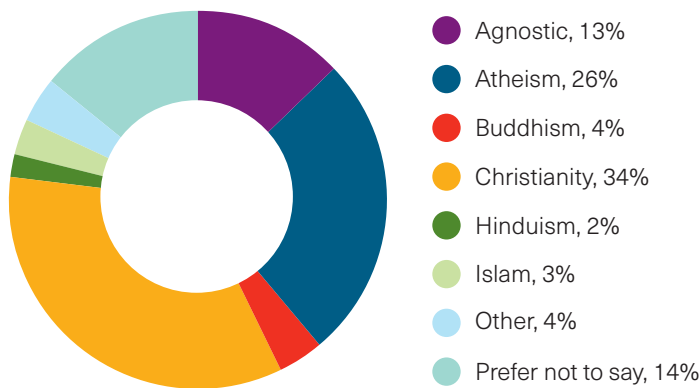


Do you consider yourself to have a neurodivergent condition (e.g. ADHD / autism / dyslexia / dyspraxia)?

We know that around 1 in 10 people are neurodivergent, but that many remain unaware and / or undiagnosed long into adulthood. We recognise that like all colleagues, with greater sensitivity to individual needs and strengths, those with Dyslexia, Autism, ADHD and other conditions that fall under the neurodiversity 'umbrella' will be integral to our success.



Cundall Perth

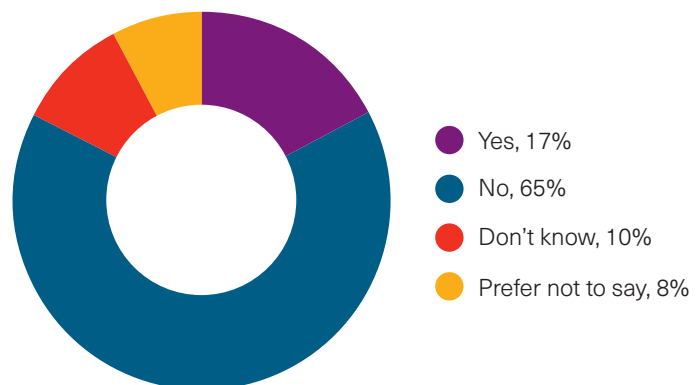


Which of the following best describes your religion / belief? (%)

As a global practice we have colleagues of a wide range of faiths (and none). As an inclusive employer we are respectful of all religions and related customs, and our colleagues are supported to practice their faith and to celebrate religious holidays.

Compared to people in your country of residence, would you describe yourself as coming from a lower socio-economic background?

Inequalities within the workplace are closely linked to inequalities within society, and that includes socio-economic (or class) differences. We recognise that socio-economic background can play a significant role in access to health, education, and employment. Through our outreach activities, recruitment practices, and employment policies we are widening access to careers at Cundall for all.



Mapping the Margins: An Intersectional Insight

The emergence of the term intersectionality is attributed to a 1989 paper by lawyer and civil rights activist Kimberle Crenshaw. Crenshaw proposed that experiences of racism are shaped by multiple factors including gender, class and sexuality, and that sexism cannot be reliably understood without due consideration to 'race', class, and sexuality.

This section offers a snapshot of how colleagues responded to key survey questions differently according to different identity 'intersections'. The demographic combinations presented below are far from exhaustive, but nonetheless offer insight into how identities relate to experiences and perceptions.

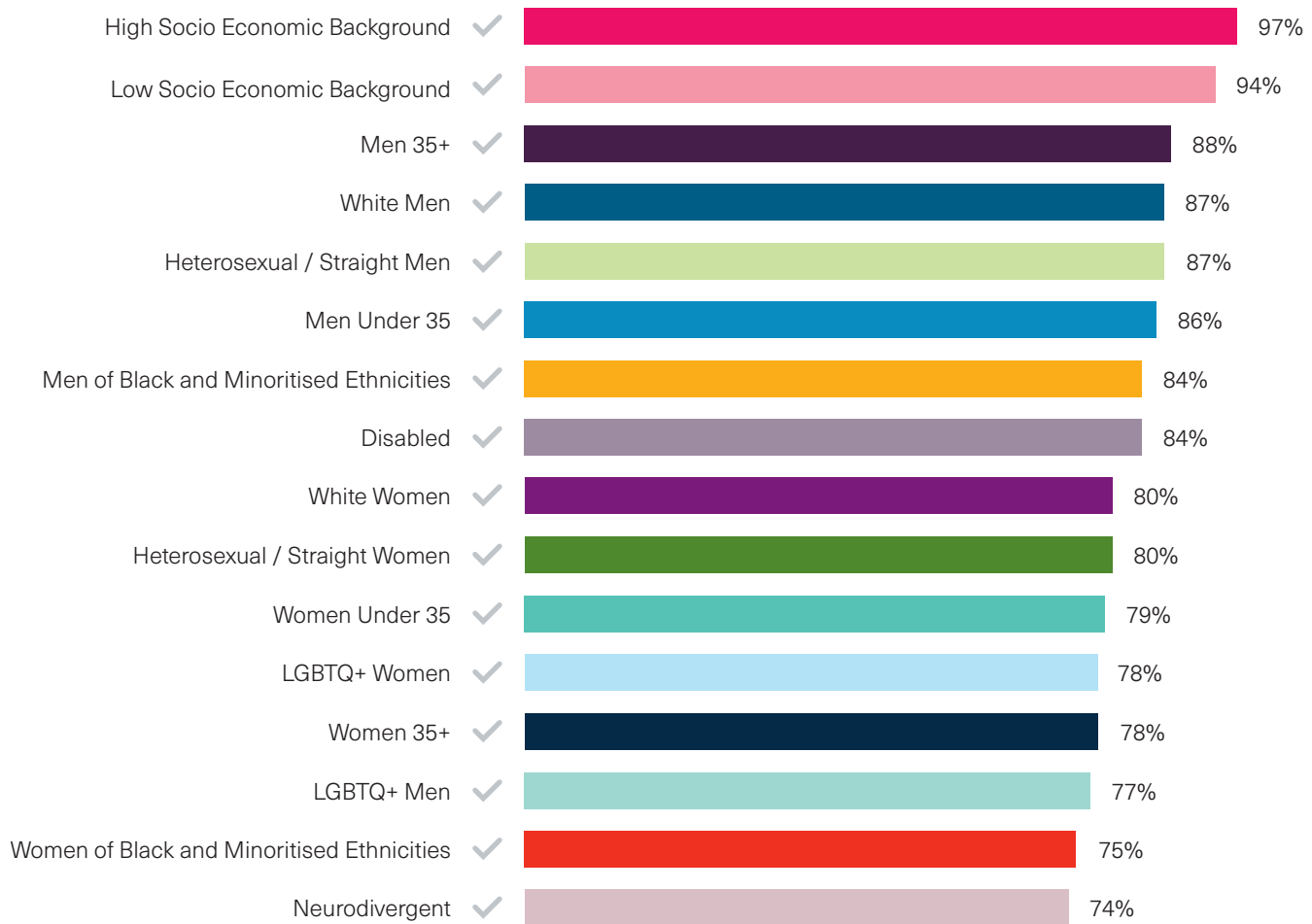
Notably, we have only included 'statistically significant' data in this section (data underpinned by sufficient volume of respondents to be considered a fair representation of any given group). For instance, responses from disabled, neurodivergent, and low/high socio economic categories have been included but not split by gender, and non-binary data has been omitted altogether (but is reflected in the Global Survey Responses 2021 section).

This section offers a useful reminder that our unique identities are important, and that by embracing them we can build a better business for everyone.

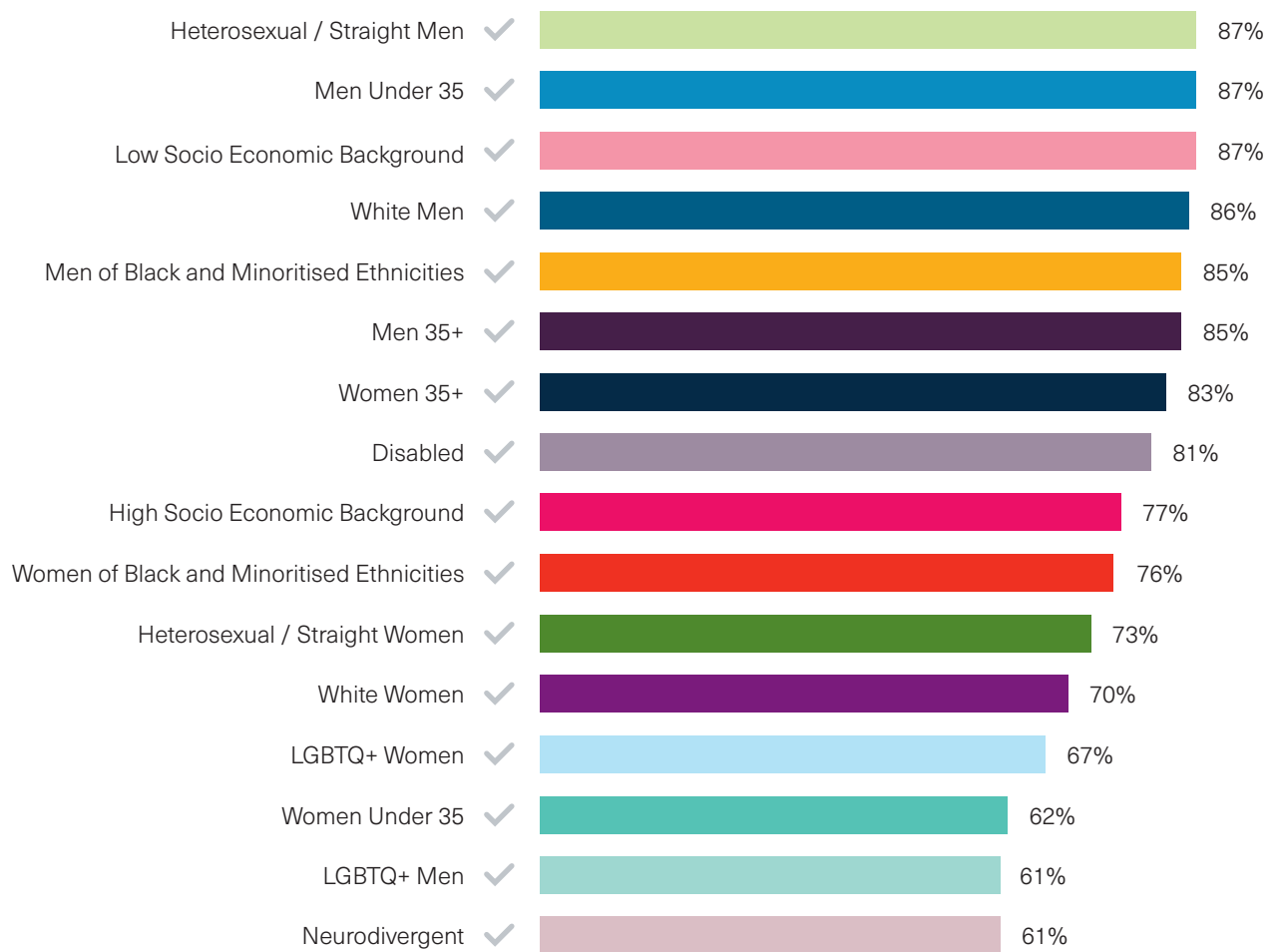
Cundall Hong Kong



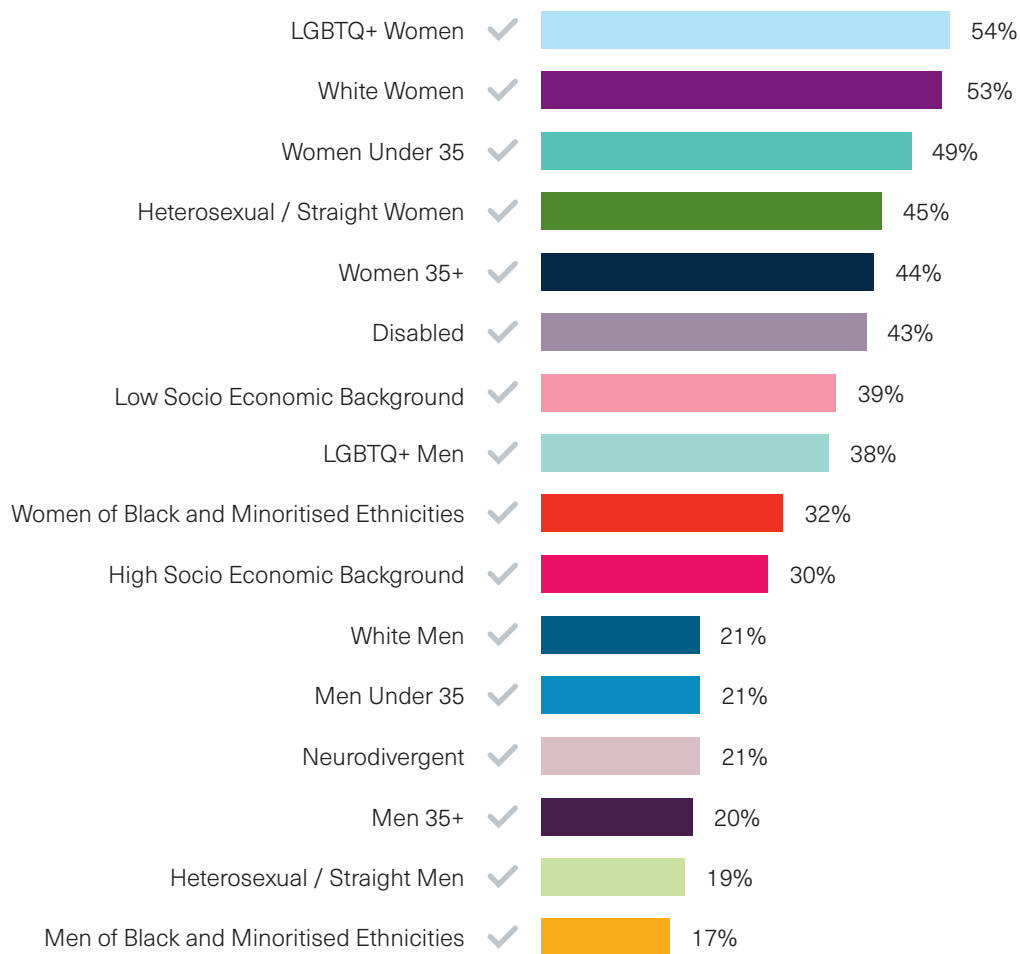
When I speak up, I feel like my opinion is valued (% Agree)



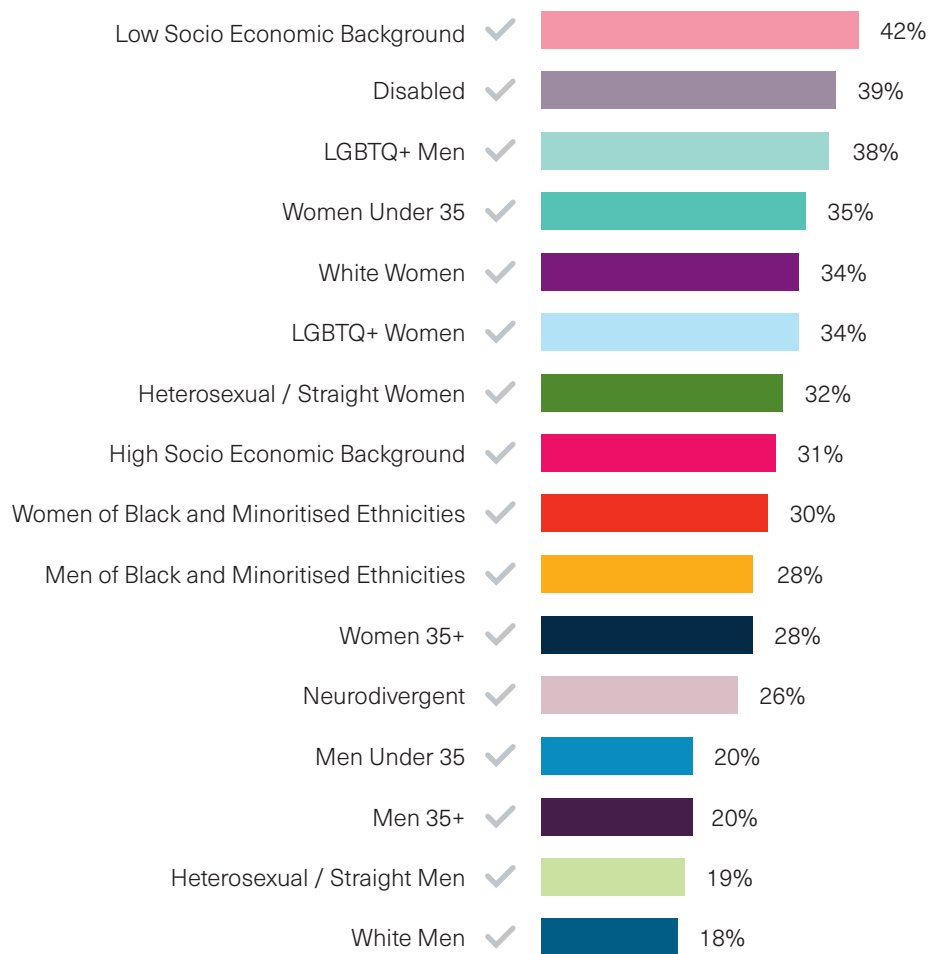
If I was personally subjected to discrimination,
harassment, or bullying I would feel comfortable raising
this with my line manager (% Agree)



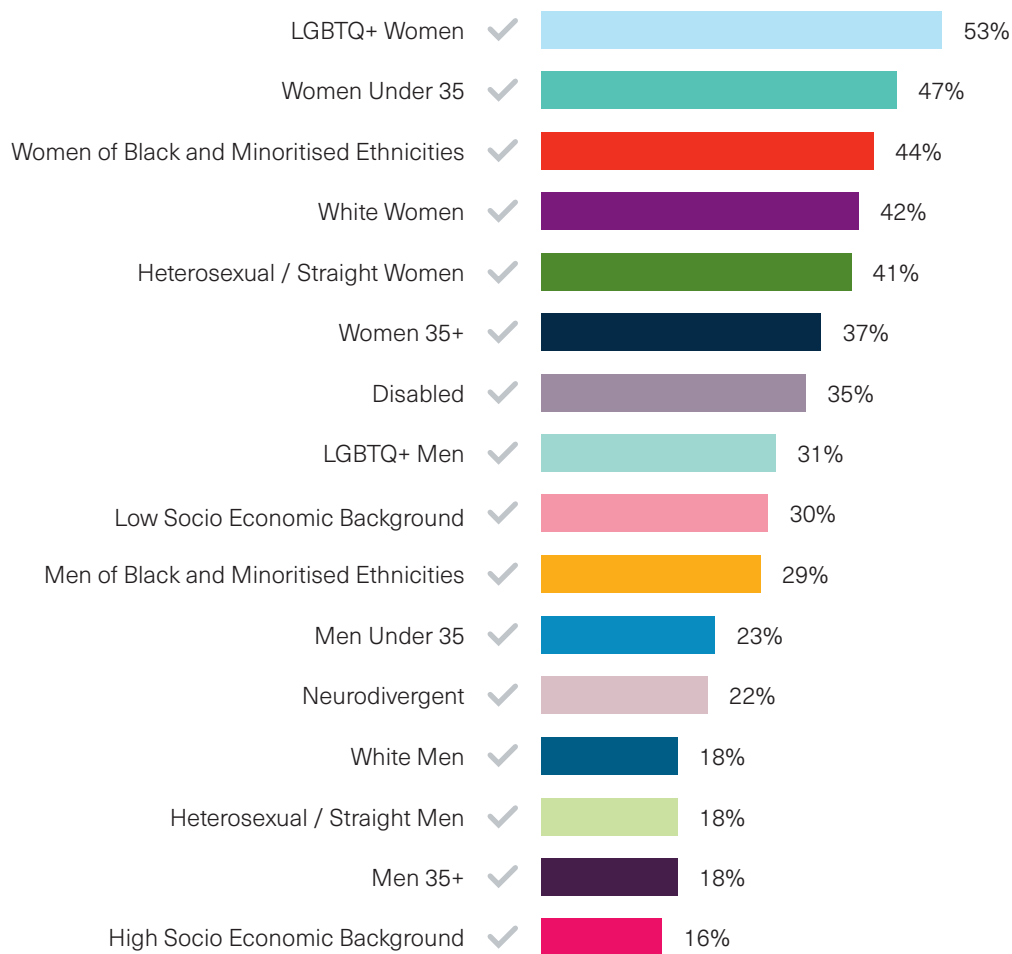
It is more difficult for women to reach leadership positions at Cundall (% Agree)



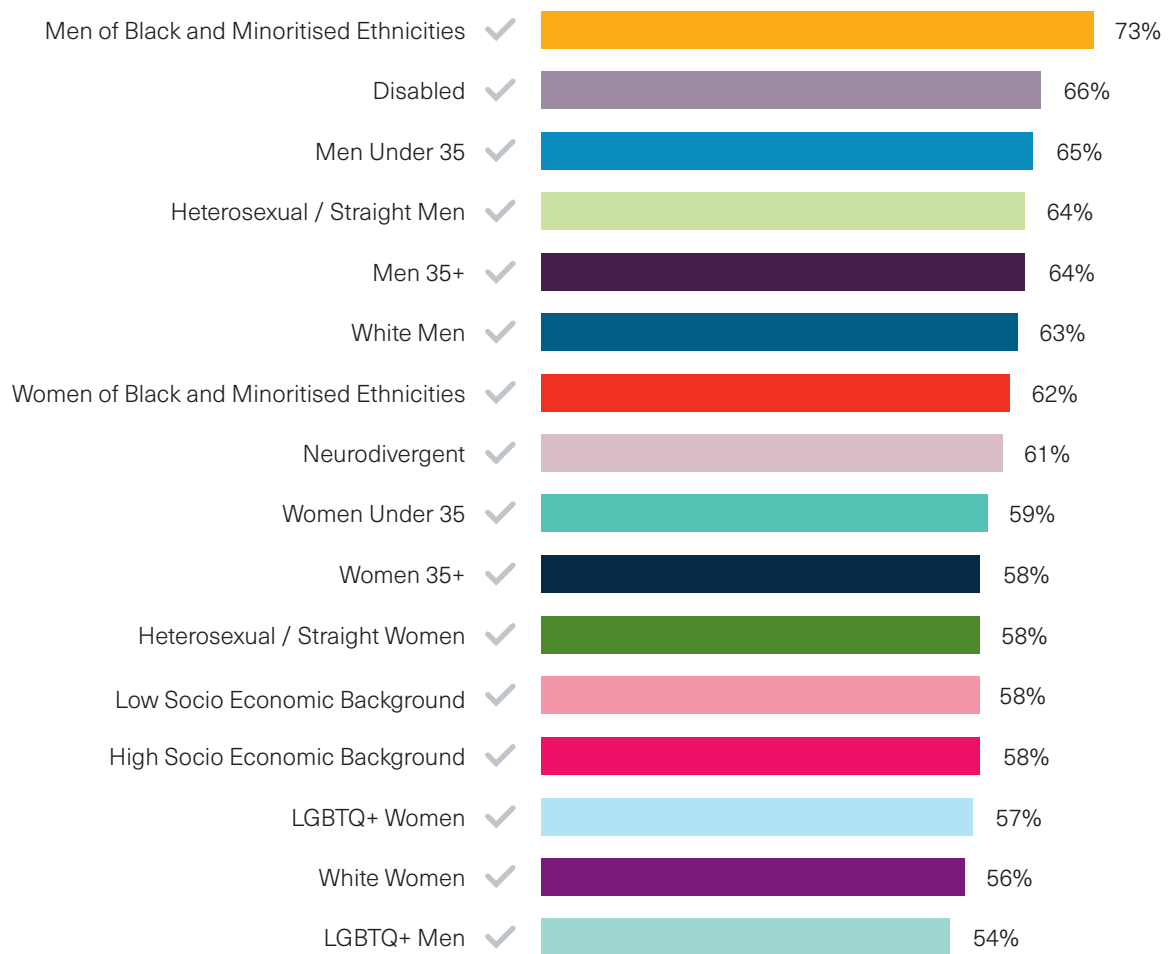
It is more difficult for people who are not white to reach leadership positions at Cundall (% Agree)



Lack of diversity among leadership is a barrier to progression at Cundall (% Agree)



It is possible for me to achieve a rewarding career AND a healthy work-life balance at Cundall (% Agree)



Global Survey Responses 2021

This section displays the results of our 2021 global diversity and inclusion survey. As with the 2019 survey, the 2021 survey was split into four sections:

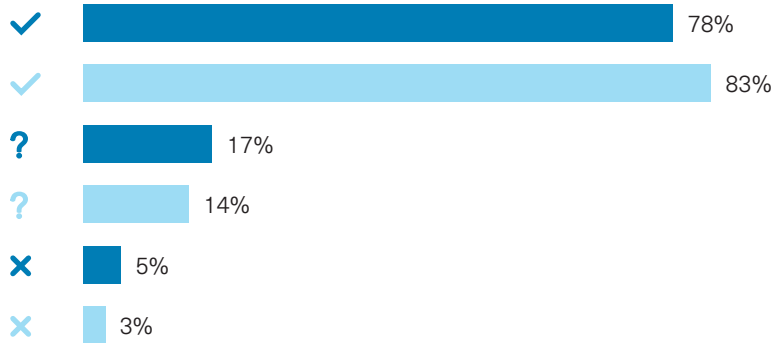
1. Culture
2. Inclusive Leadership
3. Career Development
4. Recognition & Reward

Respondents were asked to respond to multiple choice statements, and provided with the opportunity to submit written comments and suggestions at the end of each section. Although individual comments and suggestions are not included in this report, they will be shared (with due attention to sensitivity and anonymity) and discussed with colleagues during internal briefings scheduled for shortly after this report is published. While this report focuses on the overall/global responses, these separate internal briefings will be held regionally, and will cover regional response data and themes. This survey was designed to ensure the anonymity of respondents at all times.

Cundall Manchester

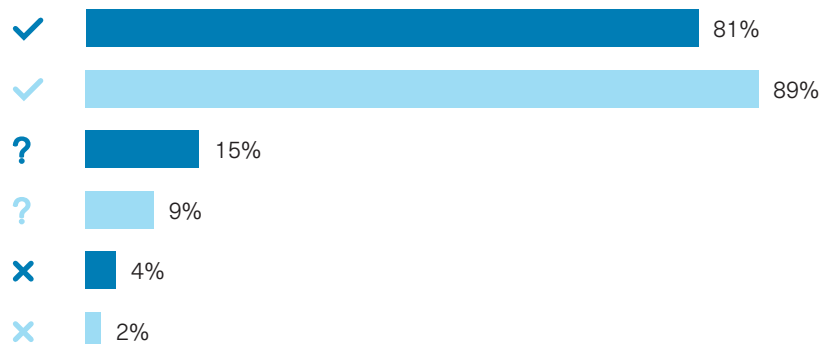


When I speak up, I feel like my opinion is valued

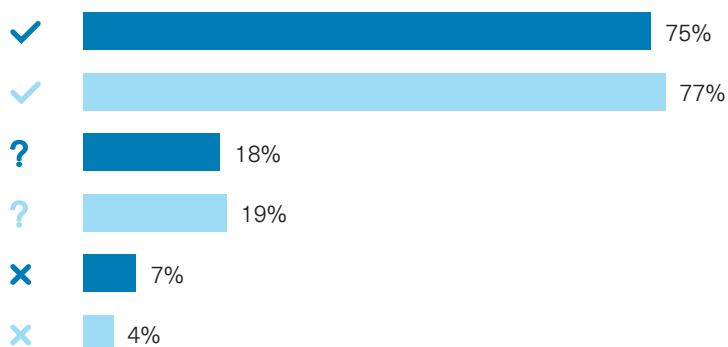


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

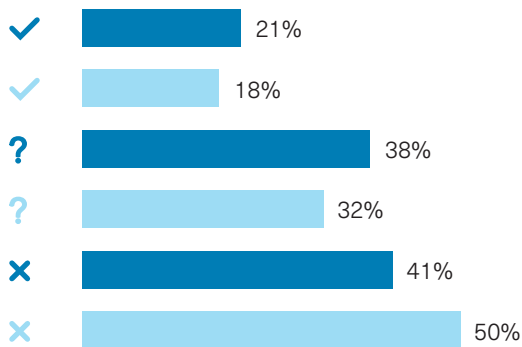
Overall, I feel respected by the people I work with



In my experience, Cundall has a workplace culture that encourages discussion and diversity of thought

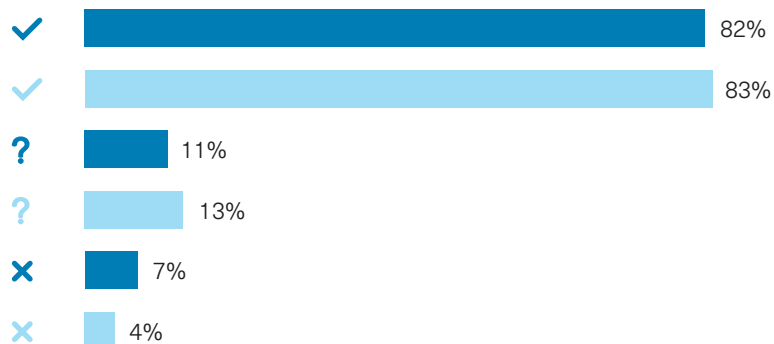


Challenging the status quo / cultural norms would jeopardise my career opportunities

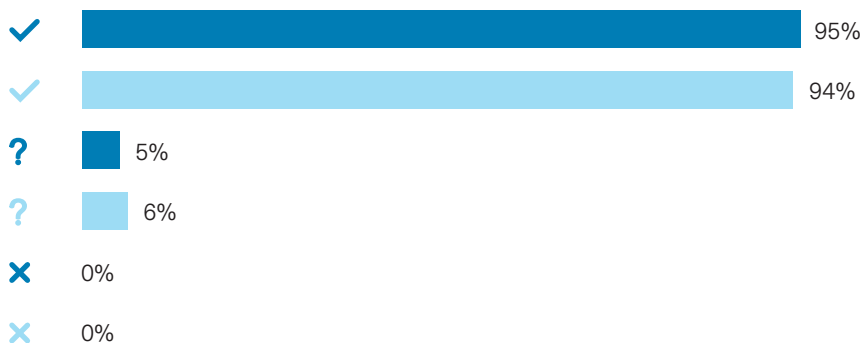


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

I feel comfortable being myself at work



I make an effort to help colleagues feel valued or appreciated

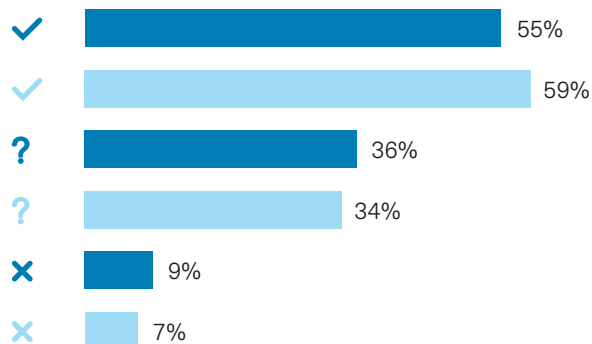


I believe that a more diverse and inclusive workplace makes good business sense

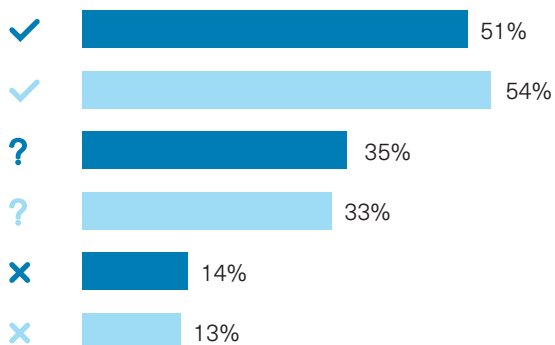


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

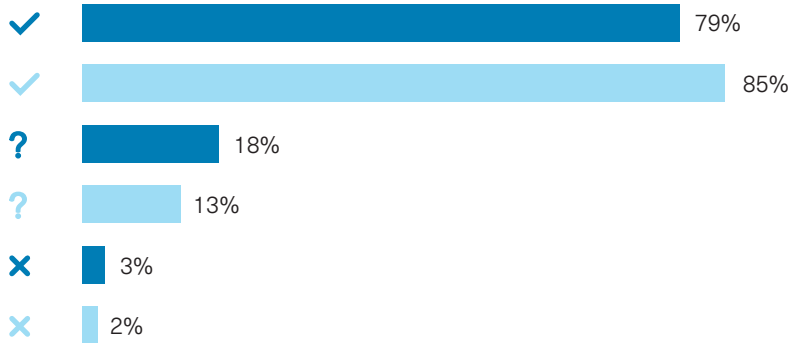
I would like to do more to address my own biases



Working at Cundall is important to the way I think of myself as a person

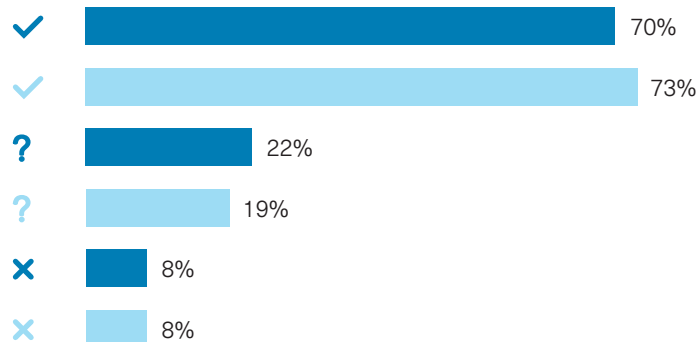


I feel like I share common values with Cundall

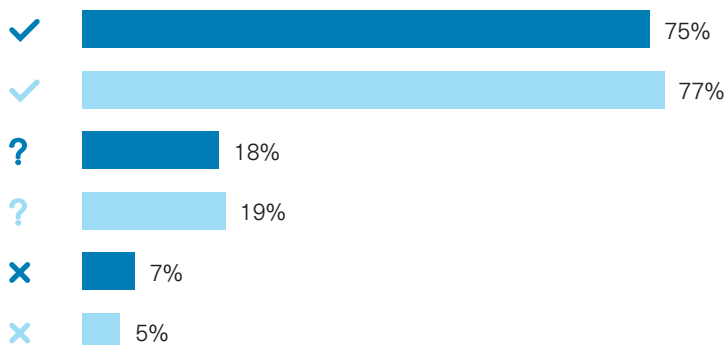


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

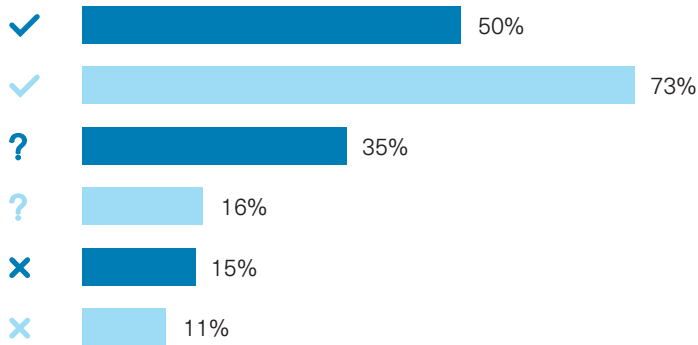
Cundall's values ("Creativity", "Collaboration", "Excellence" and "Integrity") are a true reflection of the organisation



In my experience, Cundall has a workplace culture that encourages discussion and diversity of thought

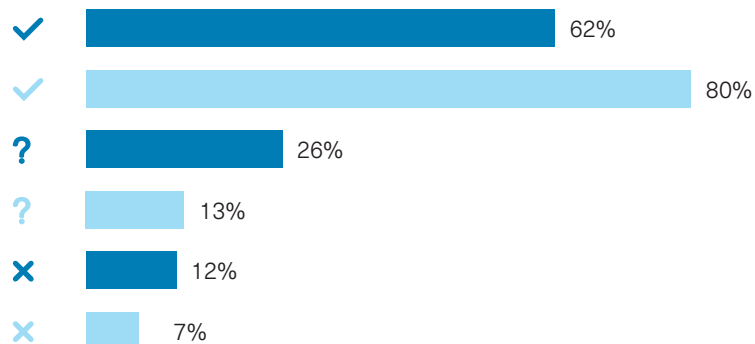


If I was personally subjected to discrimination, harassment, or bullying I would feel comfortable raising this with HR

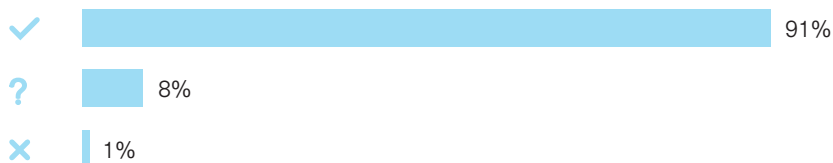


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

If I was personally subjected to discrimination, harassment, or bullying I would feel comfortable raising this with my line manager



If I witnessed a colleague being subjected to discrimination, harassment, or bullying I would intervene (NEW)



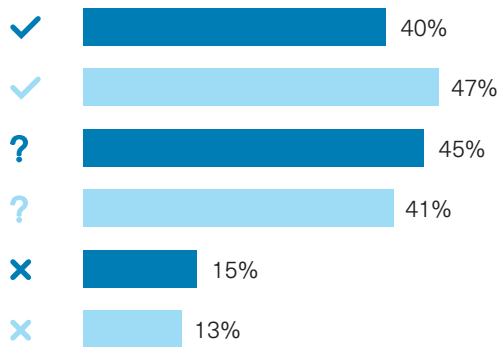
Inclusive Leadership

Inclusive leaders set the tone for an open and trusting workplace, and leverage diverse teams to achieve improved organisational performance.

Cundall Newcastle - Graduate Induction 2021

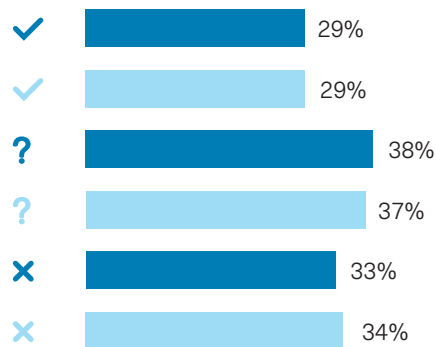


I would feel more positive about working for Cundall if we had a more diverse leadership team

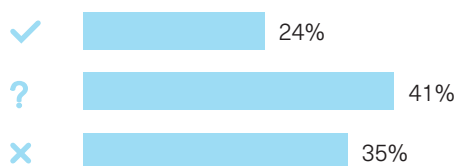


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

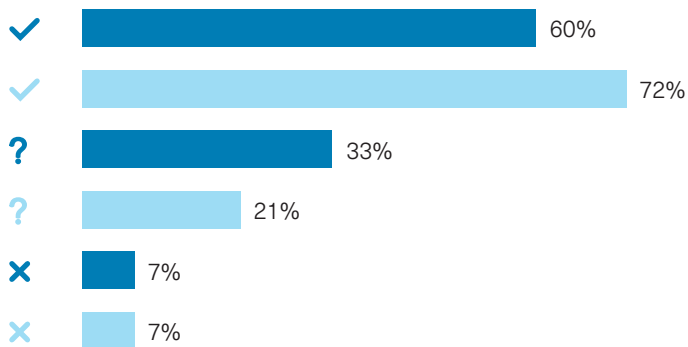
It is more difficult for women to reach leadership positions at Cundall



It is more difficult for people who are not white to reach leadership positions at Cundall (NEW)

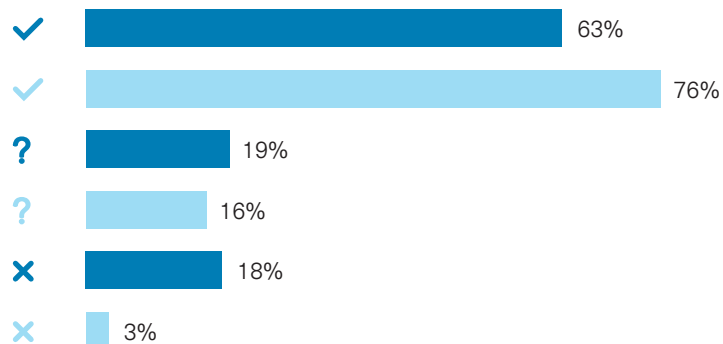


I believe the leadership team understand the business benefits of a diverse and inclusive culture

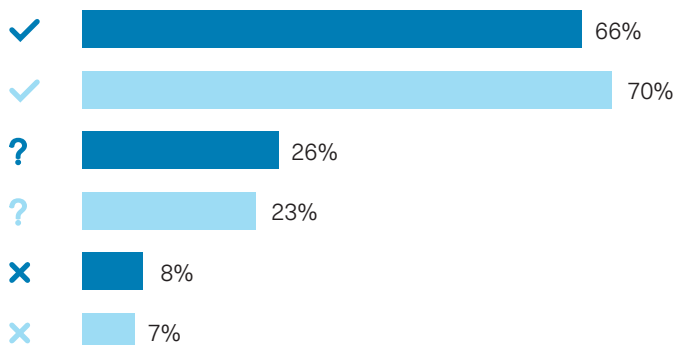


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

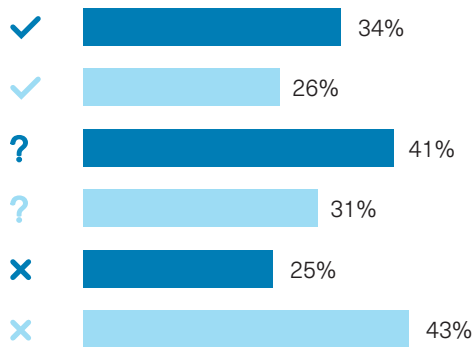
The leadership team in my location take a fair and balanced approach to flexible working arrangements and ensuring work-life balance among team members



I trust leaders in my location / region to deliver a more diverse and inclusive workplace

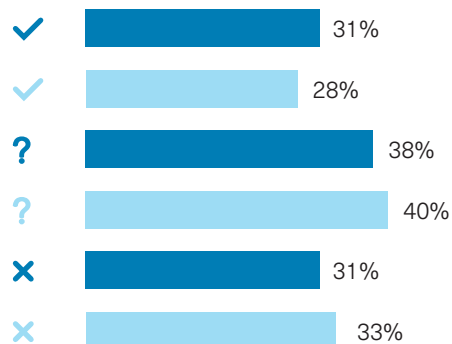


The leadership team in my office / region have a bias in favour of those who look, think, or act like them



- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

Lack of diversity among leadership is a barrier to progression at Cundall



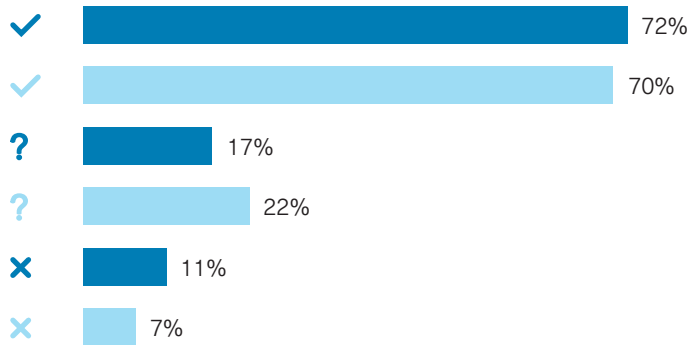
Career Management

In developing the next generation of diverse, inspirational, inclusive leaders, it is important that we ensure that all employees are supported to recognise and reach their full potential.

Cundall Newcastle

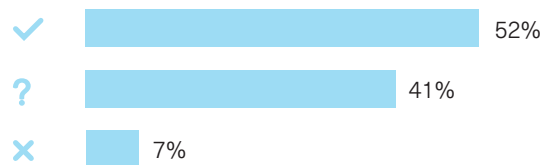


I feel sufficiently supported to develop my career at Cundall

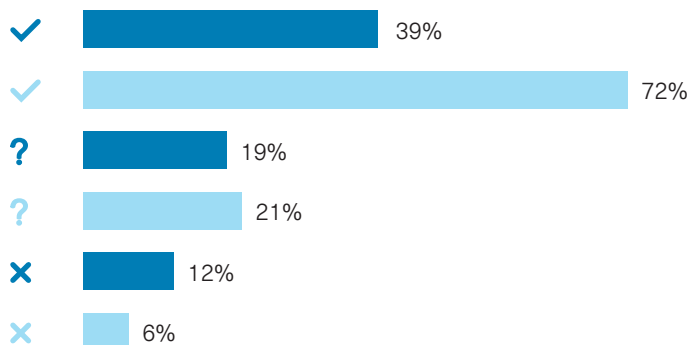


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

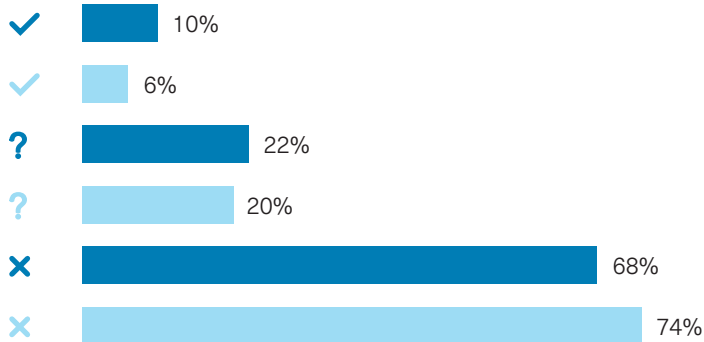
I would like more opportunities to access coaching / mentoring / sponsorship from more senior colleagues (NEW)



My line manager takes an interest in my aspirations for professional development

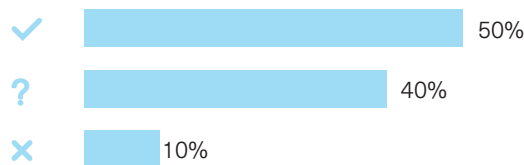


I believe that my chances for career progression at Cundall are unfairly limited because of my age, gender, ethnicity, religion, sexual orientation, or disability

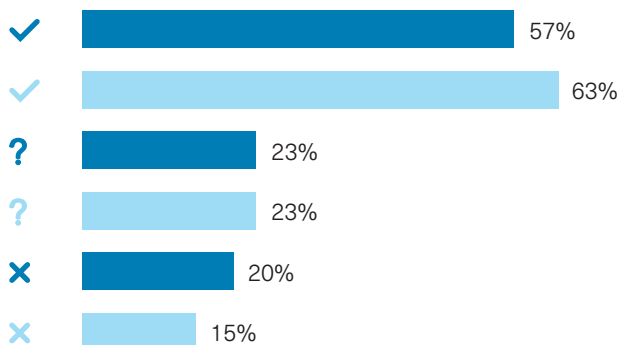


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

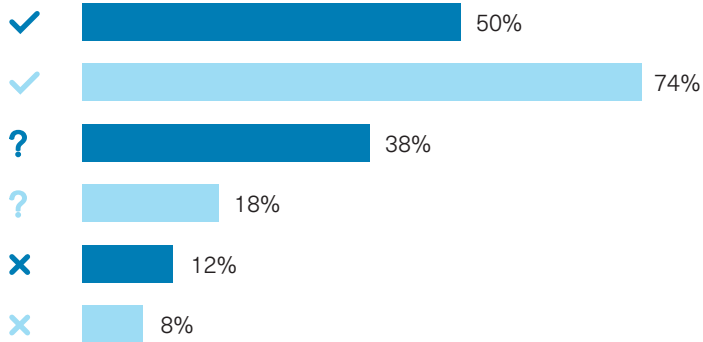
Cundall should be more proactive in developing people from under-represented groups (women, Black and minoritised ethnicities, disabled people etc.) into leadership roles (NEW)



It is possible for me to achieve a rewarding career AND a healthy work-life balance at Cundall



In my experience, Cundall is good at adopting and accommodating flexible working practices



- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree

● 2019
● 2021

Cundall Dublin



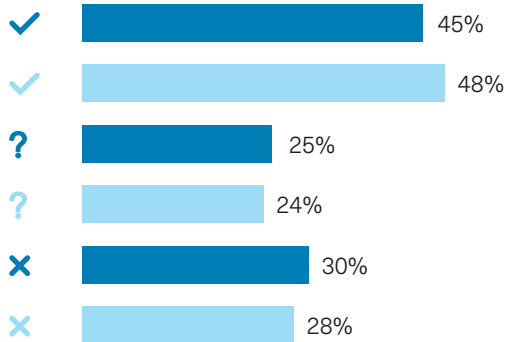
Recognition & Reward

Rewarding and recognising all employees and team members for the great work they do is a vital component in encouraging a happy, productive, inclusive workforce.

Cundall Perth

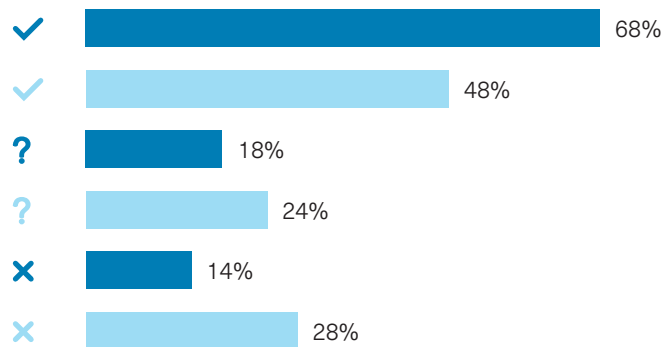


I think my financial compensation (salary / pay) is fair when compared with the industry standard in my discipline and location

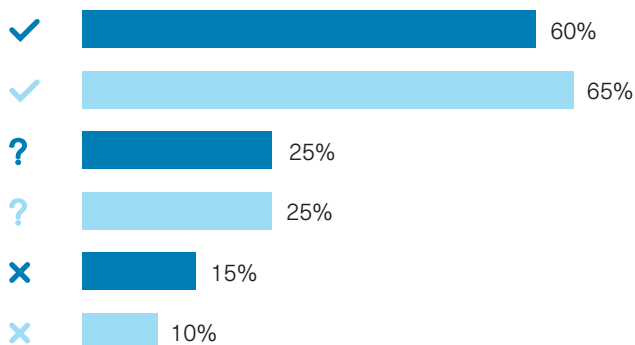


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

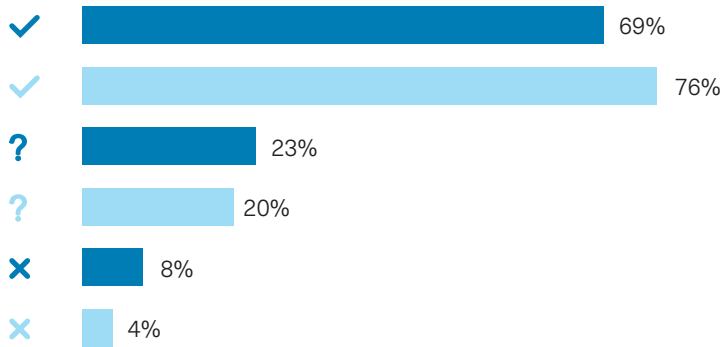
I think my benefits package (holiday entitlement / sick pay etc.) is fair when compared with the industry standard in my discipline and location



My line manager does enough to praise me when I've performed particularly well, or gone beyond what is normally expected to achieve an excellent standard of work

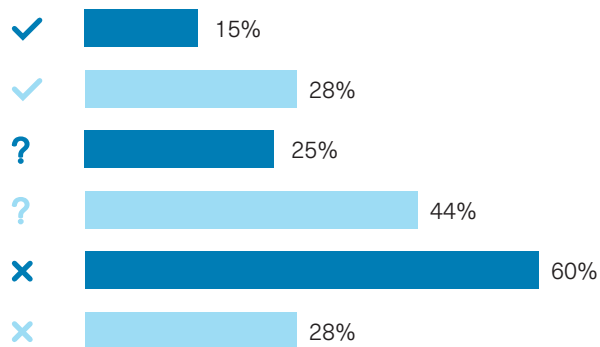


My experience of Cundall is of a business that encourages, facilitates and celebrates excellence

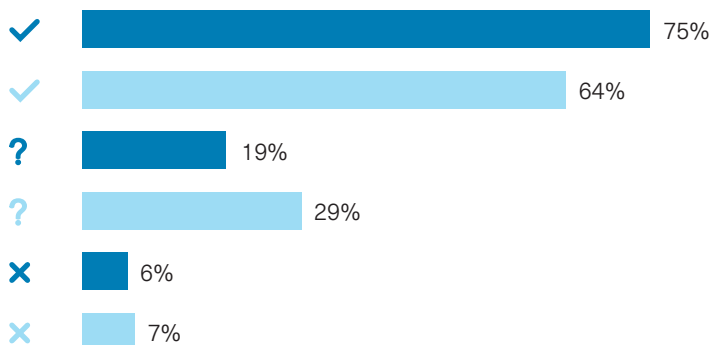


- ✓ Agree/Strongly agree
- ✗ Disagree/Strongly disagree
- ? Neither agree nor disagree
- 2019
- 2021

My manager should do more to praise or thank team members for a job well-done



More effort should be made to celebrate particularly successful achievements such as completing a particularly difficult project / piece of work







Conclusion

Our 2019 report expressed positivity and optimism about our starting point. Having carried out our first ever global diversity and inclusion survey, we were encouraged by responses. It was clear that overall, colleagues felt welcome, valued, and respected at Cundall. It is reassuring to see that we have progressed in a positive direction since 2019. The culture of the practice has people feeling more valued (up 5%), more respected (up 8%), and more comfortable to raise issues with their line manager (up 18%) or HR (up 23%). There is a growing desire for a more diverse leadership team (up 7%) but also greater faith that the existing team understand the commercial benefits of diversity and inclusion (up 12%). Interestingly, opinions on whether it is more difficult for women to succeed in the business remain split starkly across (predominantly) gender lines (47% of women hold this belief vs only 21% of men). Despite the representation of people of Black or minoritised ethnicities among senior leadership at Cundall languishing at 2% globally, colleagues are less likely to view ethnicity (or specifically, not being white) as a barrier to success at Cundall. Perhaps unsurprisingly given the circumstances over the last 18 months – yet still hugely positive – has been the significant increase in staff confidence in Cundall's approach to flexible working (up 24%).

There are very few areas where responses this year have not improved since 2019, but satisfaction with staff benefits (down 20%) is one area that requires further analysis and discussion.

When looking more closely at identity it becomes clear that people from different communities or demographic groups perceive the business differently. On the whole, the survey finds that men tend to feel more valued than women, for example. Women under the age of 35, LGBTQ+ colleagues and people with neurodivergent conditions are least comfortable raising issues of bullying, harassment, or discrimination with their line manager. White, straight men over the age of 35 are significantly less likely to perceive the lack of diversity among leadership as a potential barrier to career progression.

Make no mistake - the intention of this report is not to point and wag an accusatory finger at any particular demographic groups. We are each far more than the sum of our limited identity 'characteristics'. The work that we do to enhance inclusion across the practice must also pay attention to individuality, nuance, and more complex intersectionalities. However, by identifying starkly contrasting perspectives between groups we can begin to attempt to understand their causes, and design appropriately targeted action to even-up the playing field.



Cundall Dubai

However well-intended, workplace policies and practices shaped over time by and for a narrow section of society can perpetuate discriminatory outcomes. Like so much of what needs to be discussed to address workplace inequalities in all organisations, this can feel like a deeply uncomfortable truth. However, it is truths like these that we are now discussing more widely at Cundall, and these conversations are leading to increased awareness, and positive changes to how we do things to build a business that works for all.

Speaking of which, there are a number of activities and initiatives planned to ensure that we continue our positive momentum over the next 18 months. We are delighted to have partnered with the Association for Black and Minority Ethnic Engineers (AFBE) who will be supporting us in our commitments not only to increase diversity and inclusion, but also to a culture of antiracism. The first cohort of Diversity and Inclusion Leadership Advocates consists of senior leaders around the practice who have signed up to a 12 month period of D&I education, discussion, advocacy, and accountability. We have plans to grow our affinity network membership and activities further across the global practice, and to provide platforms to discuss diversity that transcend gender, sexuality, and ethnicity – including areas such as disability, neurodiversity, and class / socio-economic status. We plan to extend our outreach activities to engage more closely with young people from diverse backgrounds, and to grow up great initiatives like our adoption of the Rooney Rule to more proactively attract the best talent of all identities and backgrounds to the business.

Overall, we should take pride in the positive trajectory demonstrated by the survey responses when compared to the 2019 survey, not least given the significant challenges presented by the global pandemic during this period. To continue this progress we now need to see proactive leadership engagement, advocacy and accountability. If the burden for driving change is left to those colleagues who are for now overwhelmingly absent from positions of power, and most exposed to workplace inequalities, these individuals and our wider strategy will be set up to fail. Having laid the foundations it is now time for Cundall's leadership team to convert expressions of support and good will into tangible action.



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