



People and Culture Report

CUNDALL

A portrait of Fiona Wallace, Global HR Director, with long brown hair, wearing a white shirt and a gold star necklace. She is smiling slightly and looking towards the camera. The background is a blurred mix of green foliage and an orange wall.

Introduction

It's no secret that what really differentiates an organisation is its people. Having the right people with the right skills in the right roles can enable a business to be efficient and effective, delivering on its goals and achieving success, both commercially and in terms of its reputation among clients, peers, and stakeholders. It's therefore important for us, as with any smart organisation, to work toward recruiting, training and developing people who feel invested in and valued. That means also providing a work environment that supports them to thrive, so they feel committed to building long-term careers with us.

Here at Cundall, we know how important it is to ensure we focus on having the appropriate people strategy to deliver on our overall business strategy. We've grown as a business, and our expanding global footprint offers both challenges and opportunities in terms of how we deliver that people strategy to ensure a consistent experience for our employees, whomever and wherever they are and whatever their role is within the organisation. We've been developing our people strategy based on preserving those elements of our historical culture we all value, while embracing newer cultural diversities which enrich us and make Cundall a truly global leader in our industry.

In the same way we have strived to become the number one choice in our industry for our clients, we also strive to become an employer of choice for those looking to join us, build a career with us and contribute toward our ongoing shared successes.

We know that to ensure we attract and retain the best talent we need to continually invest in our people, providing a holistic employee experience which attracts them to join us, encourages them to embrace professional development opportunities, build satisfying careers and become advocates for our business and its mission.

That's our people strategy priority, and this report will help us share with you just some of the key projects our team has been working on and delivering against over the past year which are having a positive impact on the people and culture aspects of our organisation's strategy. I hope you'll see that we've been making some fantastic progress, however, we are not complacent and know we have more to do as we progress further toward becoming that employer of choice in our industry.

Fiona Wallace, Global HR Director



Wellness360

Our new global wellness platform, Wellness360, launches in April 2024. The launch of this platform is exciting for several reasons, the main one being that having one global platform will provide a consistent wellbeing offering across Cundall to all our employees globally. To ensure inclusivity, we have carefully selected a platform designed to be culturally appropriate for the various regions in which we operate so that everyone can benefit.

Caring for the health and wellbeing of our colleagues is an important part of our culture at Cundall and the introduction of Wellness360 will provide support for all aspects of wellbeing (physical, mental, social, and financial). The benefits include providing a library of resources for colleagues to use as and when they need it including webinars, digital resources, and videos. In addition, the service will provide all employees with access to a safe space with trained professionals where they can talk confidentially about their personal and professional life challenges if they feel the need to.

Through Wellness360 we will also be providing live webinars on pertinent topics throughout the year.



Cundall Elevate

In August 2023 we launched Cundall Elevate – a Practice-wide Management Development Programme for line managers.

The Programme is designed to build capability, workplace solutions and team performance within Cundall. It covers a wide variety of leadership tools and techniques to build the confidence and skills of our people managers and combines formal learning and coaching sessions to help consolidate learning.

The Programme was initially delivered in Australia to ten of our leaders ranging from Principal Engineer to Associate Director level who manage teams.

They followed the learning journey outlined below which balanced learning and coaching to ensure understanding could be embedded.

Following the success of the pilot, Cundall Elevate will be rolled out to people managers across all our offices.





Cundall Engage

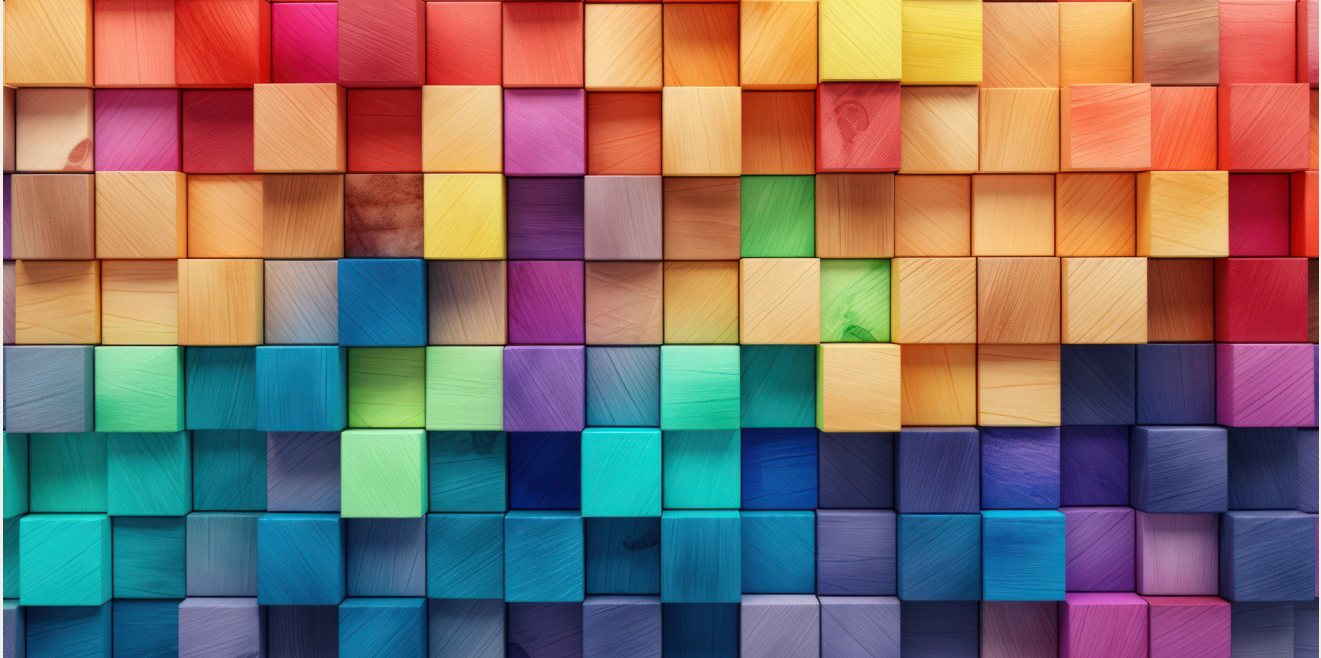
Cundall Engage, our Global Employee Engagement survey was launched in September 2023. This annual global survey helps us to understand the experience of working for Cundall, from all our people globally. We actively use the feedback from Cundall Engage to help us to continue building an environment where our people can do their best work, deliver sustainable solutions, and enjoy what they do, which feeds directly into our High-Performance Culture strategy pillar.

We chose to partner with Culture Amp to deliver this survey, which ensured that everyone could confidently tell us about their employee experience. In addition, the ability to benchmark both globally and regionally against relevant organisations has enabled us to see areas in which we are strong and others where we need to develop. Upon the survey closing in October our results were analysed by a People Scientist from Culture Amp before being shared with all employees in November.

The brilliant support given by our internal Engagement Champions saw us achieve a response rate of 85% globally which was higher than anticipated. The high volume of responses has provided us with a steadfast set of data to work from and benchmark against both locally and globally. Whilst there were areas our staff indicated we

needed to work on, we were delighted to see that 82% of people would recommend Cundall as a great place to work.

Since then, our HR Team have worked with leaders and Engagement Champions across the business to use local results to create tangible action plans which will bring positive change across the practice. We have also acted on our global results, with a real focus on leadership communication. Our network of Engagement Champions has been invaluable in sharing further feedback on the areas which really make a difference to our people, so we can continue to make Cundall a great place to work.



Cundall Communities

In October 2023 we communicated our intentions to refresh and refocus our Cundall Community groups. These groups play an important role in creating the best environment to nurture and reflect our growing diversity and ensure Cundall remains a great place to work for everyone, irrespective of who they are, where they are or what they do. As we expand globally as a business, the way we structure and support our communities needs to evolve to reflect our global team.

In November we held a workshop to refresh and refocus the communities. Each group has a clear plan for delivery of objectives in 2024 and an events calendar for delivery across our global organisation. The aim of the groups is to advocate for positive change, celebrate key global events and support the education of our colleagues on a range of topics which in turn helps us to be a truly inclusive place to work.

Our groups are Divergent (Neurodiversity), GAIN (Gender), Kaleidoscope (LGBT+) and Mosaic (Religion and Culture). In the first quarter of 2024 we have seen good engagement with the groups and our aim to be truly global with our model is working, as participants are coming from across all of our global offices.



Reconciliation Action Plan

Cundall acknowledges the Cammeraygal, Whadjuk Noongar, Kurna, Wurundjeri Woi Wurrung and Turrbal Peoples, the Traditional Owners of the lands where Cundall's offices are located in Australia. We also acknowledge the Traditional Owners and Custodians of the land of all locations where we live and work and, as a result, in 2023 we published our Reconciliation Action Plan.

While reviewing what we could do better, it became apparent that while we were committed to various community projects in Australia and overseas, we could do much more related to raising awareness of First Nations cultures. To establish a way forward, a Reconciliation Action Plan group was established with representatives from all levels of the business and within all locations in Australia. The group has worked to plan, develop, and deliver a range of initiatives and education to raise awareness across the global business.

We are at the very start of the journey and whilst Cundall has made notable progress, we are also seeking ideas from our people on further engagement and education possibilities as we move onto the second stage of our Reconciliation Action Plan, Innovate in 2024.



Promoting an inclusive workplace culture

People managers from across the UK&I have had the opportunity to attend a bespoke 90-minute training session on Promoting an Inclusive Workplace Culture: A Line Manager's Guide. The sessions have been delivered face to face since the start of 2024 and focus on how we maintain the positive culture at Cundall whilst supporting managers to lead engaged and effective teams in line with our High-Performance Culture strategic pillar.

The training provided people managers with an opportunity to participate in group discussions and debate a series of 'real-life' case studies, allowing them to gain a comprehensive understanding of the management, legal and cultural risks of 'getting it wrong' and the benefits to everyone of 'getting it right' in building and maintaining an inclusive team.



Closing statement

Hopefully, the above updates give a flavour for all the work being done here at Cundall, involving so many of our team already, to help us shape and deliver our goals to create the best working environment possible. In 2024, we'll be delivering even more, so stay tuned for further updates in due course. In the meantime, we thank everyone for their continuing commitment to and engagement in helping us become the employer of choice in our sector.

