We’ve never been more committed to giving all our people an equal opportunity to fulfil their potential, thrive in their careers and contribute to WSP’s success.

I’m confident our long-term focus on achieving gender balance – key to closing our gender pay gap – is correct. We’re a great business today, but we believe we’ll perform better as a more gender balanced organisation – where different perspectives and ideas drive further innovation for our clients.

While our gender pay gap has remained broadly flat, we believe that we have laid the right foundations for change. Our efforts in the last twelve months have brought a 14% rise in the number of women at Board level. More women are starting their careers with us – 38% of graduates and 30% of apprentices who joined us in 2018 are female. Overall, women now account for 29% of our UK workforce – and we’re impatient for more.

In the short-term, the increase in female recruits at apprentice and graduate level has resulted in a small widening of the pay gap in comparison with 2017 results.

However, this is the start of a long-term commitment. Achieving gender balance and closing the pay gap will take time as we implement our long-term action plans. Time for our female graduates to progress up the business. Time for us to better understand and mitigate any obstacles they may otherwise face as they progress through their career.

We continue to deliver the roadmap of actions we believe will achieve gender balance. All our senior leaders have undergone gender balance training and we’ve made them accountable for making changes in their businesses and with their teams so that everyone can achieve their potential.

These strides have inspired us, energised us and further deepened our commitment to take the lead in leaving the engineering industry’s reputation for being male-dominated in the dust.

We are committed to achieving gender balance. Because, aside from all the critical business reasons, it is the right thing to do.

Mark Naysmith
UK Chief Executive Officer
What this report looks at – gender pay data 2018

As part of the UK government’s approach to achieving gender equality, employers with over 250 employees must collect and publish data on the difference between their average male and female salaries.

The gender pay gap is not the same as equal pay – The Equal Pay Act of 1970 made it illegal to pay different amounts to men and women doing the same work.

The gender pay gap measures the difference between average hourly earnings of all men and women in an organisation. This is expressed as a percentage of male employees’ hourly pay. It is reported on a mean and median basis. The ‘mean’ is the overall average of all employees’ salaries – this can be skewed by any extremely high or low salaries. The median involves listing all salaries in order, from lowest to highest, and picking the salary in the middle.

Our 2018 results at a glance

Our results show a reduction in the gap for mean pay. While we’ve made progress at senior leadership and graduate level, the challenge for us is to close the median gap. This means increasing female representation across all levels in our organisation.

A further gender pay gap measure is bonus. We have a number of arrangements to recognise business, team, project and individual success across the business. Our bonus pay gap reflects that, today, we have fewer female colleagues across the organisation’s more senior levels, where bonus is a larger component of overall reward. Our UK business has committed to a target of achieving 20% female senior leadership by 2021.

<table>
<thead>
<tr>
<th>Difference between men and women</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay gap</td>
<td>27.10% (27.22% in 2017)</td>
<td>24.70% (23.95% in 2017)</td>
</tr>
<tr>
<td>Bonus gap</td>
<td>55.00% (47.30% in 2017)</td>
<td>20.00% (-14.0% in 2017)</td>
</tr>
</tbody>
</table>
Closing the gap

As is common across the engineering and construction sector, there is an imbalance of men and women colleagues at different levels across the organisation.

We are committed to increasing the number of women in our overall UK workforce and in senior roles, but it will take time to change our employee profile.

Our action plans show how we are already going about doing this.

**OUR 2020 GENDER BALANCE ROADMAP**

**Recognise the business opportunity**
- Redefine gender balance
  - Reframe the debate with our formal commitment to improving gender balance
  - Redefine accountability onto leaders
  - Set goals in UK strategy to increase female representation

**Mobilise the majority**
- Support from the top
  - Equip leaders to be convinced and convincing
- Unconscious bias
  - Avoiding stereotypes, correcting hidden biases
- Working flexibly
  - Options for men and women

**Get the systems to match**
- Create gender bilingual organisation
  - Inclusive recruitment, talent management, marketing and communications

Together, our Equality, Diversity and Inclusion (EDI) steering group and Gender balance action group are implementing our UK Gender Balance Roadmap of activities to 2020.

We aim to achieve greater gender balance in areas of the business traditionally dominated by men - or women - at all levels, by transforming our culture.

We’ve started by reframing the debate internally to better understand and unlock the opportunities of a truly gender balanced workforce. This includes redefining leadership accountability and setting ourselves strategic goals to increase the number of women from graduate level, to those rising into senior roles across the business to provide a better balance. Our UK business has committed to a target of achieving 20% female senior leadership by 2021.

We’re equipping leaders with training to help them support this – 70 of our most senior leaders have already undertaken gender balance awareness training, with a further 600 to follow in 2019. We’re providing unconscious bias training and continue to encourage flexible working for everyone.

23% of ExCom Board is female up 14% in the last year
**Recruitment**

To attract a mix of new talent into our business, we are putting in place the right systems to support change.

We are improving the gender balance within our apprenticeship and graduate schemes and taking steps to support better gender balance within our senior management teams. This includes ensuring our recruitment materials and language are gender neutral. We unveiled our new gender-neutral recruitment and careers website in 2018 and have reviewed our recruitment process to remove any gender bias, including introducing unconscious bias training for all employees, which is mandatory for recruiting managers.

The percentage of female graduates leaving higher education with relevant engineering qualifications is 14-16%. It’s a long-term commitment but we are making progress as, in 2017, our female graduate recruitment rate was 37%, rising to 38% in 2018.

**Career development**

We aim to give colleagues the tools to manage their careers and opportunities to achieve this on their own merits. This includes running development programmes on “managing your career” and providing case studies of role models within the business and their career journeys. We are also reviewing our promotion processes, training our leadership teams and measuring progress of each business group, holding them to account for ensuring a gender neutral approach and fairness of opportunity for all colleagues.

**STEM outreach**

Everybody has a part to play in changing our industry, and we’re keen to be at the forefront of this change. To help offset the continuing shortage of engineers to meet the UK economy’s needs we want to encourage more female participation in our sector. Our Launchpad programme, led by our early career professional network, engages with schools to present our industry as a fantastic career choice for everyone. We are committed to addressing stereotyping that still occurs, so that girls and boys alike think about careers in science, technology, engineering and maths. We seek opportunities to promote role models of all backgrounds, and engage in industry-wide initiatives such as #thisisengineering to showcase STEM careers.

**Mobile working arrangements**

Our job adverts promote WSP’s flexible working policy, which is open to all colleagues who need time for childcare or other caring responsibilities, irrespective of gender. We have long encouraged mobile working at all levels across the business, to allow everyone to thrive in their role, and are promoting role models that adopt these practices, for example by successfully balancing parental needs whilst developing a fulfilling career.

As we make progress on our gender balancing activities and the proportion of women in upper quartile changes, the gender pay gap will continue to close. We will continue to manage pay to ensure we maintain gender fairness by grade for equivalent work and, as we improve our overall gender balance across the business, the gap will reduce. To support this, our Gender Balance Action Group reviews a quarterly report detailing variances per grade per business group to challenge and have honest conversations about any apparent variances and inequity.

In 2018, 205 new graduates joined our business of which 38% were female.
The tables explained

WSP comprises a number of legal entities in the UK. The largest group is employed by WSP UK Ltd. Central administrative functions are employed by WSP Management Services Ltd. WSP acquired Mouchel Ltd in 2016 – Mouchel colleagues transferred to WSP legal entities in mid-2017. Finally, a number of staff work for smaller entities, with an overall size below the reporting threshold for Gender Pay. For completeness the overall position of WSP in the UK is shown below. Opus was acquired by WSP in 2018 and hence will be consolidated in WSP UK numbers in 2019.

<table>
<thead>
<tr>
<th></th>
<th>WSP UK Ltd</th>
<th>WSP Management Services Ltd</th>
<th>Opus Ltd</th>
<th>WSP UK (Combined)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean Gender Pay Gap</td>
<td>21.60%</td>
<td>37.51%</td>
<td>17.90%</td>
<td>27.10%</td>
</tr>
<tr>
<td>Median Gender Pay Gap</td>
<td>22.80%</td>
<td>34.20%</td>
<td>14.60%</td>
<td>24.70%</td>
</tr>
</tbody>
</table>

Bonus

<table>
<thead>
<tr>
<th></th>
<th>Mean Gender Pay Gap</th>
<th>Median Gender Pay Gap</th>
<th>Proportion of Males receiving a Bonus Payment</th>
<th>Proportion of Females receiving a Bonus Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSP UK Ltd</td>
<td>39.70%</td>
<td>20.00%</td>
<td>23%</td>
<td>19.60%</td>
</tr>
<tr>
<td>WSP Management Services Ltd</td>
<td>87.90%</td>
<td>41.70%</td>
<td>29.40%</td>
<td>22.40%</td>
</tr>
<tr>
<td>Opus Ltd</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>WSP UK (Combined)</td>
<td>55.00%</td>
<td>20.00%</td>
<td>23.60%</td>
<td>16.20%</td>
</tr>
</tbody>
</table>

Through all the conversations I have had with leaders across our organisation, I'm hugely encouraged by their commitment to making improvements in gender balance – 70 of our most senior leaders have already undertaken gender balance awareness training, which will be rolled out to a further 600 next year.

Darren Reed
EDI gender balance action group chair

Over 30% of our apprentices 2018 intake are female
WSP is one of the world’s leading engineering professional services consulting firms. We are dedicated to our local communities and propelled by international brainpower. We are technical experts and strategic advisors including engineers, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. We design lasting solutions in the Property & Buildings, Transportation & Infrastructure, Environment, Industry, Resources (including Mining and Oil & Gas) and Power & Energy sectors as well as project delivery and strategic consulting services.

With 7,800 talented people in the UK and more than 42,000 globally, we engineer projects that will help societies grow for lifetimes to come. WSP has been involved in many high profile UK projects including the Shard, Crossrail, Queen Elizabeth University Hospital, Manchester Metrolink, M1 Smart Motorway, the re-development of London Bridge Station, and the London Olympic & Paralympic Route Network.