



# UK Gender Pay Report 2017

We are WSP

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***At WSP we are absolutely committed to fostering a business culture where everyone can reach their full potential, regardless of background or gender. We recognise that without the combined expertise, passion and personal commitment of a diverse workforce we will not succeed in the 21st century.***

Women and men bring different, complementary skills to the workplace. Redressing the balance is not about eliminating the differences between men and women – it's about making the most of them, and the opportunities they create as well as helping to address the skills shortage. A balanced workforce represents a greater mix of skills, better decision making, potential implications for the bottom line, and a more inclusive workplace culture.

So the business case is compelling. And it is in recognition of this business imperative that in 2017 our leadership team published an explicit commitment to all of our colleagues across the UK that we will achieve a meritocratic, gender balanced workplace.

We have begun to make good on our commitment; attracting and maintaining a diverse workforce is now an explicit goal contained within our UK business strategy. Subsequently, we have begun to roll out a nationwide action plan to implement our strategy. The key points of this action plan are outlined below. We have set up an Equality, Diversity and Inclusion Steering Group and a Gender Balance Action Group to coordinate and drive progress against a measurable baseline. We have provided bespoke gender balance and unconscious bias training to our executive teams. We have launched a review of our recruitment, reward and promotion policies and processes to ensure they are gender neutral in language, content and application. We are committed to finding out what the issues are by researching

and talking openly to the business, and have begun to examine how reward and recognition is applied to ensure a gender-balanced approach.

Gender balance is an issue that affects us all and we all stand to gain from achieving it in our business, our teams, our culture and our approach to clients. We all have a role to play, male and female colleagues alike, in achieving it and we all have a stake in its success. While we are pleased that progress is being made, we know that much more remains to be done; we welcome the requirement to publish our data, as it will help us to track and monitor progress towards achieving our vision of a gender balanced workplace.

**Mark Naysmith**  
UK Chief Executive Officer

## Gender Pay Data 2017

As part of the UK government's approach to achieving gender equality, all employers with more than 250 employees must collect and publish data on the difference between their average male and female salaries, as of 5th April 2017. A gender pay gap differs from equal pay legislation. Pay inequity means paying women and men differently for doing comparable work. Gender pay gap as reported is based on the difference between the median average of women's and men's compensation reported in broad categories established by the UK government. It is not a comparison of compensation for comparable jobs.

Our action plan to attain our goal of a diverse business and address the gender pay gap is summarized below. First, the challenge:

As is common across the engineering and construction sector, there is an imbalance of male and female colleagues at different levels and within different functions across the organisation. We have fewer women in more senior positions, as well as a higher proportion of women relative to men in more junior and administrative roles.

Engineering has to date been viewed as a traditionally male-dominated sector. For UK plc studies indicate 25% of all graduates in science, technology, engineering and mathematics (STEM) are women, and in engineering and technology, this figure is just 14%. Achieving more diverse participation across the industry is therefore for us a business imperative in order to redress the imbalance in numbers and consequent gender pay gap.

In terms of bonus, we have a number of arrangements to recognise business, team, project and individual success. Our bonus pay gap reflects lower female representation across the organisation's more senior levels where bonus is a larger component of overall reward.

## Addressing the gap - Action Plans

In 2017 we established an Equality, Diversity and Inclusion (EDI) Steering Group and a Gender Balance Action Group, both reporting into the senior leadership team. These steering groups are empowered to coordinate and drive action plans across the business to achieve our business goals.

Our action plans include:

**Recruitment** – it is important that we ensure we are attracting a diverse mix of candidates when we recruit new talent into our business. This includes targeting more diverse representation at graduate and apprentice intake level, ensuring we deploy gender neutral recruitment materials and language.

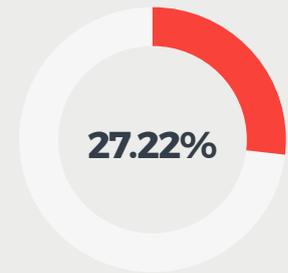
We are rolling out unconscious bias training for everyone involved in the recruitment process to ensure that we are actively considering a wider recruitment pool. While we recognise that this remains a gradual improvement and needs to be a long-term commitment, our efforts are starting to pay off – in 2017 our female graduate recruitment rate increased by 9% from the 2016 rate to 37% and we have increased our female apprenticeship recruitment rate from 18% in 2016 to 34%.

**Career development** – in order to reduce the drop off in female participation in senior levels within the organisation we are exploring how we can best empower our colleagues to manage their careers and opportunities. This includes running development programmes on “managing your career” and providing case studies of role models within the business and their journeys. We are also reframing our approach to this challenge, reviewing our promotion processes, training our leadership teams, and measuring progress of each business group, holding them to account for driving progress.

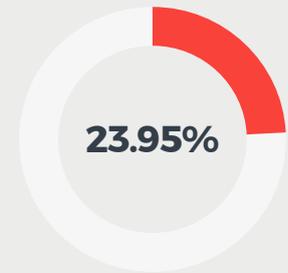
**Pay** – we will continue to actively manage pay to ensure we maintain gender fairness by grade for equivalent work. Our Gender Balance Action Group reviews a quarterly report detailing variances per grade per business group to challenge the leadership on any apparent variances and inequity.

## WSP UK (Combined)

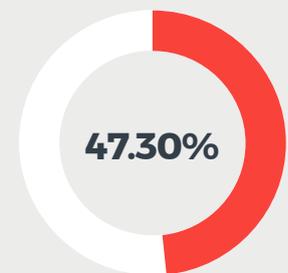
Mean Gender Pay Gap



Median Gender Pay Gap



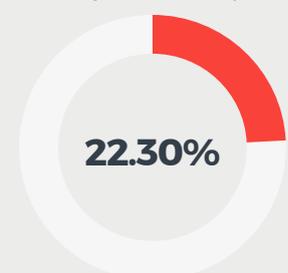
Mean Bonus Gender Pay Gap



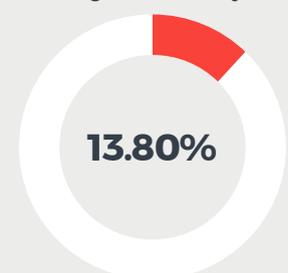
Median Bonus Gender Pay Gap



Proportion of Males receiving a Bonus Payment



Proportion of Females receiving a Bonus Payment



### Mobile working arrangements

– we are encouraging of mobile working arrangements at all levels across the business, as we recognise the importance of accommodating individuals’ circumstances in order to be successful in the workplace. We are promoting role models that adopt these practices, successfully balancing parental needs whilst developing a fulfilling career.

### Achieving a gender balanced workplace

– as part of our commitment to achieving a gender balanced workplace, we have rolled out gender balance training to our leadership teams. We are also taking steps to ensure that our behaviour, policies, language and communications are inclusive and gender neutral – for example talking about ‘parental’ rather than ‘maternity’ leave.

**STEM outreach** – while the imbalance of male-female staff in our business reflects an industry-wide issue, we believe that we should be at the forefront of our sector in addressing the issue. We want to help offset the continuing shortage of engineers to meet the UK economy’s needs and to encourage more female participation in our sector. In particular, we will continue to develop our Launchpad programme, which is aimed at engaging with schools to present engineering as a fantastic career choice for people of all backgrounds. We are also playing our part by profiling role models of all backgrounds, and engaging in industry-wide initiatives to promote engineering as a career.

We will monitor and track progress on our gender balance commitment going forward. As one of the world’s leading professional services consultancies we want to attract the best talent and we want to inspire every one of our talented employees.

## 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 but at the time of reporting was operating as a separate legal entity – Mouchel staff 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. Therefore for completeness the overall position of WSP in the UK is shown below.

	WSP UK Ltd	WSP Management Services Ltd	Mouchel Ltd	WSP UK (Combined)
Mean Gender Pay Gap	24.70%	39.90%	11.46%	27.22%
Median Gender Pay Gap	27.10%	31.30%	11.11%	23.95%

### Bonus

Mean Bonus Gender Pay Gap	55.30%	72.80%	23.70%	47.30%
Median Bonus Gender Pay Gap	33.30%	53.10%	-7.50%	-1.40%
Proportion of Males receiving a Bonus Payment	29%	18.6%	2.80%	22.30%
Proportion of Females receiving a Bonus Payment	17.70%	11.52%	1.90%	13.80%

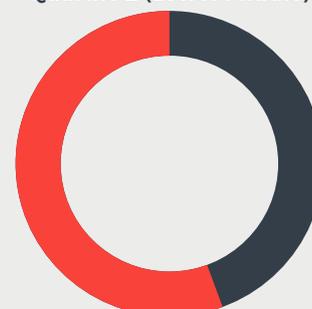
### Proportion of Males and Females in each Quartile Band (Combined)

Quartile 1 (Lower)



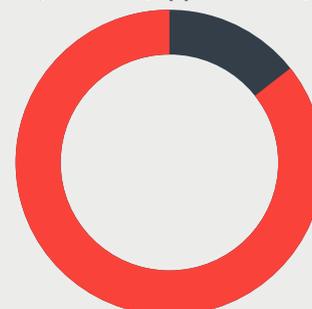
Males 54.75% Females 45.25%

Quartile 2 (Lower Middle)



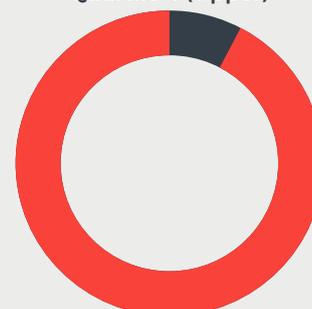
Males 57.10% Females 42.90%

Quartile 3 (Upper Middle)



Males 82.00% Females 18.00%

Quartile 4 (Upper)



Males 91.50% Females 8.50%



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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.