INTRODUCTION

Our commitment to being a Great Place to Work means we choose to continuously challenge the status-quo in the areas of gender, diversity and inclusion for all. We gather feedback from our people, our peers and industry experts to ensure we remain at the forefront of gender balance, diversity and inclusion. Notwithstanding this, we recognise that we have more to do and we must ensure that we are relentless in the commitment to be a workplace that is more inclusive and balanced.

Where are we today? What has changed?

In 2018, we published the first WSP Middle East Gender Balance action plan. This 2019 report demonstrates our progress against the 2018 plan and updates our actions for 2019.

Since our 2018 action plan, we note the following updates:

- **11%** of all new joiners are female
- **6%** increase in women in leadership and management roles
- **1%** increase in women in technical vs. non-technical roles
- **18%** increase in the number of women represented in our Global Leadership Forum community
- **88%** of mothers return to work after Maternity Leave
- **80%** said they feel they are treated fairly regardless of their age
- **72%** said they feel they are treated fairly regardless of their race
- **85%** said they feel they are treated fairly regardless of their sex

Diversity & Inclusion

We intend to take actions that specifically target the known barriers to women in our industry and in our region. The actions we take are coordinated through our Middle East Gender Balance Steering Group (GBSG) consisting of diverse cross section of our experienced and influential business leaders and sponsored by our leadership team.

We take feedback from all employees about our workplace, and in 2019 we took additional feedback from our Women in Professional Services (WiPS) Network. This feedback is essential to ensure we are doing the things that matter most to current and future employees.

Over the past 5 years our response to feedback has enabled an 8% improvement in females perceptions of WSP as a fair workplace and a 5% improvement in perceptions that WSP respects all of our people.
PROGRESS UPDATE

There are several actions taken by WSP Globally and within the Middle East to support progress in gender balance and inclusion. These actions aim to strategically address the most prevalent industry barriers known to women and under-represented groups.

What actions are in place to tackle these barriers?

To achieve our global target of 30% of middle-management and leadership roles held by women in 2021, we are taking the following steps in the Middle East business to increase our Attraction & Retention capabilities:

- A female new-joiner versus leaver ratio that improves year-on-year (currently 48:38)
- We will pursue recruitment of experienced hires to work on our iconic projects by insisting that leadership vacancies include women in a diverse shortlist
- Offering new positions that are attractive to the diverse candidates we wish to attract, through offers of flexible work patterns and inclusive language
- Assigning experienced mentors to our talented females at all levels
- Implementing WSP Middle East policies and behaviours that are best class in areas of work-life balance, equal rights and equal pay
- Continue to support, through leadership attention and funding, the activities of the WSP Women in Professional Services Network. In addition, we will actively participate in events, networks and cross-sector groups that progress the diversity & inclusion agenda in the countries in which we operate.
- Ensure our workplace design, site and office-based, cater to the needs of our diverse workforce. Including steps to engage our clients and partners to create workplaces for ALL.
- Continue to be held accountable by reporting progress to our leadership team, all employees and the external communities we serve.

It is essential to the attainment of a diverse workforce that we train our leaders to remove Unconscious Bias. This is a critical goal for 2019.

We know that an inclusive workplace is one where the details matter, and there is little that is more impactful to culture than the words we use everyday. We have noted and removed language in our everyday business vocabulary that is not inclusive.

Our leaders and role models are challenging the communities and industries we work in by taking a lead as keynote speakers in the Tolerance discussion; ensuring we are represented at progressive events within the regions we work.

On a global scale, we completed the UN Global Compact Women Empowerment Principles (WEP) assessment. The assessment has identified key areas that we are working to improve, from policies to our partners and supply chain.

To support females in our sector and our workplace with Role Models and Mentors, we are identifying and training career coaches in 2019.

We are also calling on all of our experienced employees to take roles as mentors, thought-leaders and inspirational role models to women in WSP, and within our communities.

This effort is supported by our educational outreach programme that is already actively working with educational establishments from school-level to post-graduates to promote STEM careers to those studying within the countries we operate.

Our popular #engineeredHERway has featured our female role models for the last 2 years. In 2019, we are pleased to move to #engineeredOURway which will feature stories from our inspiring role models representing the diversity of our workplace.
VISIBLE IMPACT
How have our actions impacted our people?

Commitment to enhancing our people’s benefits & work culture

Increasing our female intake for graduate and intern roles

“Winning the Graduate Challenge and our trip to the UK was an eye-opening and rewarding experience. We got the chance to meet and work with 200 UK graduates, exchange experiences with them, and learn from WSP professionals, including John Newby. We also had the pleasure of presenting our projects and introducing our ME teams in the Chancery Lane office in London. Through this presentation we highlighted the magnitude and scale of works in the ME by giving examples of projects in UAE, KSA, and Qatar. A discussion followed the presentation in which certain topics were explored including varying challenges across regions, and different ways of overcoming them.”

Kind Regards,
Nour

Nourhan Kassab
Graduate - Project Manager
Middle East

Building awareness and showcasing female talent

WSP in the ME @WSP_ME - Apr 17
We are proud to have been announced as the 8th best company to work for in the UAE and to be recognised as a Great Place to Work for the fifth year in a row! Congratulations to all of our people!

WSP in the ME @WSP_ME - May 1
Another successful evening at the Great Place to Work Awards. This time in Qatar. Congratulations to our HR Director and Director, Shared Services Caroline Parsons who won HR Leader of the year! #WSPinWSP #bestworkplaces2019
Showcasing female talent on social media

At WSP we have strong, compassionate, unique, ambitious women learning together and supporting each other

Shilpa Pindalia
HR Business Partner

#BalanceForBetter

At WSP, empowered women, empower women. When we support one another, incredible things happen

Claire McDonald
Principal Consultant

#BalanceForBetter

Hosting events that break stereotypes

WSP in the ME, BWFPE MC - May 5

It’s always great to hear key insights from our clients. Asho dua, Alakhbain from the Red Sea Development Department joined us at an event in Riyadh, KSA last week and discussed the importance of looking to the future whilst respecting her heritage.

“We need to adapt for the future, but have respect for our heritage.”

WSP

Hosting events that break stereotypes

WEP Self-Assessment to identify gender gaps

1. Does your company (WSP ME/CA) have leadership commitment and support for gender equality and diversity?
   - Yes
   - No
   - Not applicable

2. Does your organization have gender equality targets that align with your company’s overall strategy?
   - Yes
   - No
   - Not applicable

3. Does your organization track progress against gender equality targets?
   - Yes
   - No
   - Not applicable

4. Does your organization have protocols and procedures in place to prevent harassment and discrimination?
   - Yes
   - No
   - Not applicable

5. Is gender equality considered a priority at your organization?
   - Yes
   - No
   - Not applicable

6. Does your organization have a dedicated human resources department that handles gender equality?
   - Yes
   - No
   - Not applicable

7. Does your organization have a gender equality strategy that is aligned with its overall strategy?
   - Yes
   - No
   - Not applicable

8. Does your organization have a gender equality strategy that is supported by management and stakeholders?
   - Yes
   - No
   - Not applicable

9. Is your organization working on implementing gender equality initiatives?
   - Yes
   - No
   - Not applicable

10. Is your organization working on implementing gender equality training programs?
    - Yes
    - No
    - Not applicable

Volunteering our expertise to academic communities

WEP in the ME, BWFPE MC - May 5

We need to adapt for the future, but have respect for our heritage.

Forming an influential group of Gender Balance steerers

WSP

“Diversity is being invited to the party; inclusion is being asked to dance.”

WSP

Agenda

1. Group Objectives
2. Meeting Recap
3. Guidelines to Inclusive Language
4. WEP Gender Gap Analysis WSP 2019 GBR Data – Progress
5. GB Target for Group
6. WEP Focus Group – Action Timeline
7. External Events
8. Next Steps
VISIBLE IMPACT
How have our actions impacted our people?

Leading the way in diffusion of latest diversity & inclusion research and training

Promoting a #BalanceForBetter on International Women’s Day

International Women’s Day 2019
11 Mar, 2019 07:02 UTC
It was International Women’s Day on Friday and we celebrated all week – check out what we got up to!

Last week WSP celebrated gender balance across our business and region by taking part in International Women’s Day. It was a busy week anchoring industry-wide, sharing thoughts and taking over the Twitter feed!

A big thank you to everyone across the Middle East who shared photos and supported the #BalanceForBetter Campaign.

Role-modelling inclusive language as part of our WSP culture

Inclusive Terminology

Inclusive terminology refers to speaking and writing in a way that does not discriminate against a particular sex, gender, identity, culture, or ability. Inclusive terminology discourages stereotypes and cultivates spaces that value humanity over functionality. The future of workplaces is more educated, compassionate, and flexible than the historical workplaces of the past. Traditions are being replaced with social trends that are pressuring organisations to innovate at the risk of losing ethical credibility in a fast-evolving world.

See below to explore ways in which WSP is ensuring language is the primary medium for inclusive leadership.

Building relationships with cross-sector diversity leaders

Using influence at events which foster thought-leadership

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<thead>
<tr>
<th>Binary Language</th>
<th>WSP Inclusive Language</th>
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<td>Our People</td>
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<td>Staff</td>
<td>Employees</td>
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<td>Businessmen</td>
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Developing programs to encourage females to pursue STEM careers

WSP in the ME @WSP_ME · Mar 8
Some of the Women@WSP worked together with Heriot-Watt University to advance alumni engagement and career development! #InternationalWomensDay
#BalanceForBetter

Anahid Yousef, Transport Planning Engineer in Kuwait, held a seminar for the Civil Engineering students at the Australian College of Kuwait last month. The seminar talked about one of our TIS projects, International Tennis Complex at 380 Mall, as well as insights and tools to face challenges the students may encounter on their projects. Anahid shared her experience.

“This is the third time I’ve held a seminar at ACOCK, but this time it was a moment of pride to come back to where I graduated and share knowledge I gained in our industry. For the students to know that leading consultants like WSP care enough to approach their community, this encourages them to explore more opportunities to develop as engineering leaders hoping to shape the future of their society.”

New Job Advert Template highlighting diverse & inclusive working

NEW JOB
Think bigger scale. Think higher profile. Think ground-breaking. Join WSP, and you’ll be at the heart of a team of international experts all dedicated to growing and sharing their expertise, and working on projects that transform society for all of us.

Intro to the role
WSP welcomes applications for part-time and flexible working and would be happy to discuss potential options with you as part of your application.

A typical week would include:

We’d love to hear from you if you have:

What if we can?

What if we can have work-life balance? What if we can be rewarded in ways that support our individual needs? What if we can be accepted for who we are? Here at WSP – we can!

WSP recognizes that work is only one part of our lives and making time for the other things in our life is important – be that our families, our friends or ourselves. So, if working from home, working part time or having flexible start and finish time will help with this let us know as part of your application.

As well as rewarding you with competitive pay, WSP offers standard benefits including first class medical cover, 25 days annual leave, and paid professional subscriptions.

Be you, be happy - we strive to have a friendly and inclusive culture which respects and maximizes the contribution individuals can bring to WSP. We recognize the benefits that people with varying backgrounds and experiences can bring. Here at WSP we positively encourage applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, pregnancy or maternity/interruption. We will interview all disabled applicants who meet the essential criteria.

Listening to our diverse workforce & ensuring they always feel considered

EMPLOYEE FEEDBACK FROM THE GPTW SURVEY RESULTS

Flexible working including the home docking stations to allow to work from home. Some members of staff who make coming into work enjoyable.

They very much value their female staff. We can take additional (unpaid) maternity leave, but we also get 60- days paid. In addition they also allow flexibility in working for working mothers so that they can retain their female staff.

Being able to work from home. Saves the company & me time and money. Hot – desking is a great way to mingle with all sorts of people from the organisation. Intranet gives a good sense of the organisation. Social activities also gives a good sense of the team community.

WSP care about the employees and always understands that we are human beings. Amidst peak of work load related to mile stone achievements I have seen people being advised to take breaks by the leaders considering the well being and health.
2019 GENDER BALANCE REPORT

Business Units Updates since June 2018

PROPERTY & BUILDINGS
GENDER BALANCE BY LEVEL

+2%
-2%
+1%

PROFESSIONAL
MANAGEMENT
LEADERSHIP

POWER & WATER
GENDER BALANCE BY LEVEL

-1%
+2%
0%

PROFESSIONAL
MANAGEMENT
LEADERSHIP

TRANSPORT & INFRASTRUCTURE
GENDER BALANCE BY LEVEL

-3%
-1%
+1%

PROFESSIONAL
MANAGEMENT
LEADERSHIP

SHARED SERVICES
GENDER BALANCE BY LEVEL

-1%
+6%
+8%

PROFESSIONAL
MANAGEMENT
LEADERSHIP