This report summarises our activities in the 2017 calendar year and how the UK business is delivering against its sustainability objectives. We report on sustainability annually; our previous UK report covered 2016 and is available here. We also publish a group-level Annual Sustainability Report, which is available here.

HOW TO USE THIS REPORT
This sustainability report is an interactive PDF and is designed to be viewed with Adobe Reader and an Internet connection. The report can also be viewed offline, but any external links will not be accessible.

ON THE COVER
Drone Hill Wind Farm, Scotland
I’m delighted to report that WSP had another successful year in 2017, delivering sustainability services to clients, engaging with local communities and improving our own environmental performance towards our target to be carbon neutral by 2025. Our activities included:

- **Our Future Ready global innovation campaign**, advising our clients on a range of future scenarios embracing climate, demography, resources, technology and life values, continues to go from strength to strength. We know we achieve our biggest effect toward achieving the UN Sustainability Development Goals through our projects, reinforced by our Future Ready approach. In addition to expanding Future Ready into our Canadian business, we are also applying it to projects as varied as sea defences in Sweden and Devon, a high-rise evacuation strategy, major UK landholdings, rail asset protection, and county council climate resilience and adaptation strategies.

- **Our white papers** "Biodiversity in the City and Delivering cleaner air, carbon savings and lower costs for property owners with heat pumps" are generating considerable interest among clients, professionals, researchers and strategists. They are perfect demonstrations of how WSP not only identifies future trends, but devises solutions to be ready for them.

- We made a high-profile commitment to become carbon neutral by 2025, a first in our sector. We have been working hard towards achieving it, including by applying carbon levy for domestic flights that is channelled into our charitable donations, and ensuring we use cars with lower emissions.

- To reduce our greenhouse gas emissions, we have implemented several other initiatives which we expect to bear fruit in 2018. Furthermore, we achieved certification of our Environmental Management Scheme to the ISO 14001: 2015 standard.

- We have continued our support of four humanitarian aid organisations through corporate patronage, training events and staff fundraising, as well through more innovative ways, such as developing e-learning modules.

- We’ve continued to increase our engagement with local communities and charities, and in 2017 over 700 colleagues delivered nearly 900 days of volunteering across a wide range of activities including STEM support and fundraising. Our people raised over £116,000 for their chosen charities and the WSP Foundation provided a further £67,000 in matched funding and grants.

- We published our UK Social Value Policy, publicly clarifying and reinforcing our commitment to Social Value, and we formally reported on Social Return on Investment of our UK Apprenticeship Scheme.

As always we welcome your feedback on this report, so please do not hesitate to contact us for further information; please contact Claire Gott, UK Head of Corporate Responsibility at claire.gott@wsp.com or David Symons, UK Director of Sustainability at david.symons@wsp.com.
Supporting the United Nations' Sustainable Development Goals

wsp.com

Take a look at how we supported the delivery of the Sustainable Development Goals in our UK business in 2017.

1. **Affordable and Clean Energy** (7)
   - Our growing UK energy business plays a major role in designing low-carbon generation and transmission infrastructure across the world.

2. **Decent Work and Economic Growth** (8)
   - Launch of VIBE – our LGBT+ network.
   - 164% year on year increase in female apprentices.
   - 37% of our graduate intake now female.
   - 20% of senior leadership roles held by women.
   - Our research reveals that for every £1 invested in apprentices, £2.26 of social value is created.

3. **Industry, Innovation and Infrastructure** (9)
   - As well as being one of the largest designers of transport, city and industrial projects across the UK, our Future Ready programme helps us see the future more clearly and design infrastructure to be ready for the future.

4. **Sustainable Cities and Communities** (10)
   - Our research revealed that most people living in UK flats don’t know a single neighbour. We have been working with a large UK developer to find ways to address this.
   - £105,000 donated to charities via WSP Foundation and our Humanitarian Aid framework.
   - 37% of our graduate intake now female.
   - 20% of senior leadership roles held by women.
   - £105,000 donated to charities via WSP Foundation and our Humanitarian Aid framework.
   - 37% of our graduate intake now female.
   - 20% of senior leadership roles held by women.
   - £105,000 donated to charities via WSP Foundation and our Humanitarian Aid framework.

5. **Responsible Consumption and Production** (11)
   - We convened a group of 15 firms to research new ways to accelerate resource efficiency in the built environment.
   - 91% of waste diverted from landfill.
   - Total waste down by 4% to 155 kg per head.
   - 887 volunteering days donated to our local communities.
   - We published our social value advisory policy.

6. **Climate Action** (12)
   - Climate change is a key trend covered in our Future Ready programme – researching and designing for future climates as well as for today.
   - Total carbon emissions down 3%.
   - 22% fall in scope 2 GHG emissions.
   - 12% reduction in ‘per FTE’ emission from our offices.
   - On target to become carbon neutral by 2025.

7. **Life on Land** (13)
   - Major white paper on bringing biodiversity back to cities launched at London’s City Hall drawing 1,100 people to our campaign webpage.
   - 91% of waste diverted from landfill.
   - Total waste down by 4% to 155 kg per head.
   - 887 volunteering days donated to our local communities.
   - We published our social value advisory policy.

8. **Climate Action** (14)
   - On target to become carbon neutral by 2025.

Key
- Helping clients become Future Ready
- Holding ourselves accountable
WSP is one of the world’s leading professional services firms providing technical consultancy to the built and natural environment. Wherever you are, you’re never far from one of our success stories. From the tallest buildings to the deepest rail projects, from the broadest car parks to the narrowest mines, we pride ourselves on delivering valuable solutions to our clients.

Our locations
Our UK headquarters are in Chancery Lane, London. At the end of 2017 we had 60 offices across the UK, from Cornwall to Edinburgh. More information can be found here.

Our employees
We had 5,227 employees in December 2016. This has now grown to 8,000 with the welcoming of our Mouchel colleagues. More information can be found here.

Our services
Across the UK, we have experts working on every aspect of the built and natural environment, from acoustic assessments to zebra crossing design. More information can be found here.

Plans and Targets for 2018 and beyond
We’ve identified five high-level elements of our work for 2018 and beyond. We will:

• Start implementing our new target to be a carbon neutral UK business by 2025. We’ll do this through a strong programme to reduce greenhouse gases from our buildings and staff travel.
• Support clients in identifying and developing strategies to address the direct and indirect effects of climate change.
• Continue to integrate Future Ready thinking across all projects – working with clients to deliver advice and projects that are ready both for today and seeing the future more clearly and working with clients.
• Continue our campaign for equality, diversity and inclusivity role models.
• Continue to measure and reduce our environmental impacts from materials use and waste creation.
STRATEGY & GOVERNANCE
In the UK, our sustainability work is led by:

David Symons, UK Director of Sustainability

Claire Gott, MBE, UK Head of Corporate Responsibility

David is responsible for ensuring that sustainability is fully integrated with our market-facing services and in our client projects, with a strong emphasis on Future Ready.

Claire is responsible for our environmental and social impacts, community engagement and humanitarian aid, sits in the Executive Leadership Team and reports into the Executive Committee on CSR and sustainability.
Mission, Vision & Values

We believe that for societies to thrive, we must all hold ourselves accountable for tomorrow. That means creating innovative solutions to the challenges the future will bring. It inspires us to stay curious, act locally, and think internationally.

1. **We are uniquely placed to help clients achieve their ambitions.** We help them to realise the benefits of a sustainable, low-carbon economy and to navigate future challenges of changing demographics, urbanisation and climate change.

2. **We are future-focused.** Our expert teams are inspired to design places where communities can thrive. We consider social needs alongside the demand for sustainable infrastructure to deliver better connected communities and enhanced quality of life.

3. **We lead by example.** Our culture encourages people to embrace innovation, learn new skills and have a passion to make a difference to society.

**Ethics**
We put the highest ethical standards at the centre of all we do. Professionalism is inherent in our offering. We are humble and act with moral and intellectual integrity, keep our word, treat everyone with respect, support our colleagues, and embrace diversity. We care about individuals and their progress and offer the most fulfilling career development for our professionals. More information is provided [here](#).

**Infrastructure Carbon Review**
WSP endorsed the Infrastructure Carbon Review (HM Treasury 2013) in 2015 and delivered on our commitments in 2016 and 2017. More information is provided [here](#).

**UN Sustainable Development Goals**
In 2017 we mapped our company activities against the United Nations’ 17 Sustainable Development Goals (SDGs). We found that we make direct, positive contributions to seven of the SDGs and that our greatest contribution is through our advice to our clients. More information is provided [here](#).

**Organisation Memberships**
We are members of over 20 organisations representing concerns that have an influence on sustainability, including the Environmental Industries Commission, the UK Green Building Council, and the Aldersgate Group. More information is provided [here](#).
Employees & Communities

Participating meaningfully in the local communities in which our business operates, is a key focus for WSP.

This section includes some of the many and varied initiatives we encourage and support our staff with across the UK business.

Safety, Health and Wellbeing

In 2017 our Reportable Accident Frequency Rate was well below the Construction industry average, and our near miss reporting rate was almost twice the global WSP target. This achievement, along with the implementation of some great initiatives, moves us ever closer to our vision of Zero Harm. In 2017 we developed a Health and Wellbeing Strategy, to include mental health. Further details of which can be found here.

Equality, Diversity and Inclusion

We’re committed to building an inclusive culture that respects and maximises the contribution individuals can bring to WSP. It’s the right thing to do and also critical to building a culture that challenges norms and drives innovation. Our focus is on achieving a greater understanding of the diversity of our workforce (we have an LGBT+ employee network) as well as increasing the number of females in leadership and engineering roles (including graduate and apprentice intakes). In a recent survey, staff scored us 97% for ‘Diversity & Inclusion’ against a UK Industry average of 86%. Find out more here.

Learning and Development

Learning & Development (L&D) activities focused on professional development, leadership and programmes for our apprentices and graduates. In 2017 we relaunched our schools engagement programme, Launchpad. This has been highly successful and provides a structured approach for all staff to effectively engage with schools, give insights at careers fairs and host work experience students.

In 2017 we recruited 70 apprentices across our different disciplines; and brought female apprentice numbers up to 22 - a 144% increase year-on-year. We also have a 3-year graduate development programme which is now over 600-strong.

Fundraising and Charitable Donations

WSP has a great track record of local community engagement and charity support through the WSP Foundation, WSP’s charitable funding framework. WSP also continues to be a corporate sponsor of RedR, Article 25, Cameroon Catalyst and Water Aid. Find out more here.

Volunteering

We allow employees to take on volunteering duties on behalf of registered charities and organised volunteering events, and provide two paid days per calendar year to volunteer. In 2017, we contributed 887 days to our local communities. Find out about the range of volunteering activities our staff are involved in here.

Social Value

We have seen a steady increase in demand from clients to provide evidence of the ‘social value’ our projects bring to local communities. In response, we established a Social Value Advisory Group, published our UK Social Value Policy to publicly clarify and reinforce our commitment to Social Value, and trialled the SROI Network’s (now Social Value UK) Social Return on Investment methodology on three of our corporate initiatives. Find out what we discovered here.
CLIENTS & PROJECTS
Growing our business through new market areas

Our policy commitment to “...use the growth of the sustainable economy as an opportunity to grow new markets and commercial opportunities” continues to yeild results.

Our Environmental discipline grew to over 950 staff in 2017 (from 800 at the end of 2016), confirming its position as one of the three largest environmental practices in the UK. Our consultants have developed and delivered a range of new sustainability-related services, such as:

• pioneering a new Biodiversity Net Positive methodology and implementing it on the East West Rail Phase 2 project (more information here);

• helping a local authority in southern England develop a solar farm, providing planning support, an energy yield assessment and techno-economic analysis including the use of battery storage;

• conducting a feasibility study for the integration of low-carbon technologies at Manchester Metropolitan University’s (MMU) Birley Campus site.

Our Energy discipline has been at the heart of transitioning the UK economy away from fossil fuels to renewable forms of energy, and delivering energy more efficiently. For example:

• providing quality inspection services on the 336 MW Galloper Wind Farm currently being constructed 30 km off the coast of Suffolk; and

• providing project management, programme and design review, as well as supervising the construction of a biomass plant in Stockton-on-Tees (more information here).

We’ve also won work on:

• electrifying the UK’s railway infrastructure – the carbon emissions from electric trains are 20% to 35% lower than those from diesel trains (more information here); and

• developing a Sustainable Urban Transport Plan for the city of Belgrade (more information here); and

• supporting the UK Government’s Cycling and Walking Investment Strategy (more information here).

Hear what our clients think on our video Your Environment Matters.
Future Ready in all our work

Future Ready acknowledges that our collective future will be different from today, particularly in the areas of resources, climate change, society and technology, and organises our efforts so that our designs and advice are not only appropriate for today’s reality, but also ready for the future.

Watch our Future Ready video here.

We create future-proof projects for the communities that we work and live in.

Questioning the status quo is part of our identity, as engineering is about asking questions, looking at problems from different angles, and finding solutions that often break paradigms.

In 2017 we worked hard to extend and embed Future Ready even further into our business by:

- **Seeing the future more clearly** - We published several thought leadership papers on key future megatrends, which received widespread attention. More detail [here](#).

- **Holding Innovation Labs** - We held six Future Ready Innovation Labs – nationwide webinar-based staff workshops each focussed on a Future Trend and how we address it innovatively in projects

- **Sharing our thought leadership with clients and others** - We surveyed 1,000 Londoners to gauge their thoughts on the capital, and held an ICE Prestige lecture titled ‘A London that works for all’ with clients and partners in attendance. The event launched the findings of the survey and gave us the perfect platform to show how our people think innovatively and build for the future as well as the present.

This report features just a small selection [here](#) of our projects where we drew on the insights of our Future Ready programme, on our expertise and on our commitment to sustainability. Other highlights include:

- With a strong Future Ready sustainability strategy, our work positioned the most ‘future ready’ railway at the heart of the design strategy for Crossrail 2 in London.

- Vehicles are a major cause of both bad air quality and greenhouse gas emissions in London. Our research provided a clear view of industry and public sector bodies on the scope for delivering electric car clubs on a large scale.

- Our innovative evacuation strategy for the 62-storey 22 Bishopsgate office building in London ensures an older and more obese population will get out in time using both stairs and lifts.
Research, innovation and thought leadership

In 2017 we published and presented a series of innovative and thought-leading white papers:

**New Mobility Now**: a practical guide, our global research into the trends towards digitally connected and autonomous vehicles, electric propulsion and ride sharing, and the practical actions needed to prepare for them, has been received very positively by clients, influencers and policy makers.

**Out of Thin Air**: building above London’s rail lines – how rail overbuild offers a way forward to address London’s pressing housing shortage.

**Delivering cleaner air, carbon savings and lower costs for property owners with heat pumps**: why using heat pumps rather than gas boilers for heating and cooling can cut commercial building ventilation costs by 25% and provide a golden opportunity to improve city air quality.

**Biodiversity in the city** – practical actions to make our UK cities global leaders

In March we took part in the highly successful M25 One Community Conference, discussing the key issues facing investors and stakeholders who are directly and indirectly involved with supplying services to the M25 Network. We participated on numerous levels, and our hub area was themed around ‘Future Ready’.
Operational Excellence

In 2017 we continued working to reduce our energy consumption and carbon emissions, towards our new ambition of becoming a carbon-neutral company by 2025, and we upgraded our EMS to ensure it met the requirements of the new ISO 14001: 2015 standard.

Environmental Management System

In 2017 we upgraded our EMS to ensure it met the requirements of the new ISO 14001: 2015 standard. This included mapping the needs and expectations of our interested parties, both internal and external. We reviewed our Environmental Aspects to ensure we identified risks and opportunities across our projects, services, activities and office locations. We considered not only how we impact on the environment but how the environment will impact on us in the future. More information can be found here.

Energy Use in our Offices

Electricity and gas consumption increased by around 43% (3,900,000 kWh) across the estate. This was due to Mouchel offices being reported in the data from 1st January 2017 and a realignment of base line data from 2016. 17 Mouchel offices were added to the baseline reporting data. These offices were generally older and less energy efficient than the WSP portfolio. The increase was 9355 m² (25%). Over the year, floor space then reduced by around 1,000m² (2.2%) despite an increase in headcount. More information can be found here.

Greenhouse Gas Emissions

Following the acquisition of Mouchel, we re-baselined our 2015 emissions to take account of Mouchel’s operations in that year. Our 2017 GHG emissions show a small (3%) reduction compared to 2016. In 2018 we will bring in additional measures to reduce our carbon emissions, particularly from air travel, towards the target we announced in 2017 to become a carbon-neutral company by 2025. More information can be found here.

Material Consumption

Paper is the main material we consume. Our policy of using 100% recycled paper was reinforced towards the end of 2017 and led to 72% of paper consumed in December being from recycled sources. However, over the year we used 23%, missing our target. In 2017 we consumed 10.7 kg of paper per FTE, beating our target of 13 kg/FTE. More information can be found here.

Waste

We are working toward becoming Zero Waste to Landfill for our office locations by 2020. We continue to promote waste minimisation, re-use and recycling across our office locations. Office moves and refurbishments have impacted on our waste generation figures. Our recycling rate for 2017 was 91%, which is above industry best practice. We produced 697 tonnes of waste, a 4% reduction from 2016. However, waste sent to landfill increased from 48 tonnes to 61 tonnes, while waste diverted from landfill (i.e. recycled or reused) decreased by 7%. Our waste decreased because we combined several office locations and we included guidance on waste minimisation in staff inductions. More information can be found here.

Working with our Suppliers

We have a fully compliant supply chain, ensuring that our suppliers commit to our Code of Conduct, and our sustainability policies, amongst others. We continue to engage with key suppliers who champion CSR and we work closely with our CSR colleagues to ensure we have a robust Sustainable Procurement roadmap and reporting. More information can be found here.
GRI Content Index

WSP produces a Global Annual Sustainability Report that complies with the latest GRI (Global Reporting Initiative) standards; this is available here.

While this UK report does not claim to comply with GRI, the following table provides a cross-reference to some of the GRI-defined indicators. This report has not been externally assured.

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Our Locations and our Employees

Introduction

We enjoy working with our colleagues and we know that everyone has a contribution to make. We are a vibrant community of talented individuals who are always happy to support each other. This leads to a friendly and open working environment where employees enjoy their work and feel valued. This is evident in our engagement survey results and through above average retention.

Forward thinking and planning is key to competitive advantage therefore we would like to celebrate our successes and highlight future aspirations and objectives with in the Human Resources team.

Our Locations

We ended 2017 with 60 offices around the UK.

Recruitment

Our open and diverse culture is built on passion, trust and innovation. We have a professional work environment which gives our employees the ability to develop their own unique career paths. It is our aim to support our employees’ success so that they can grow and thrive wherever their careers take them.

In 2017 we achieved a hire rate of 83%; 975 roles were accepted from 1,179 offered! We look to recruit people with diverse experience and backgrounds, including students for work placements and school leavers to fill apprentice roles. We achieve this by building good relationships with local universities and colleges.

Workforce

In the UK we currently have around 8,000 employees spread over 60 locations with the welcoming of Mouchel colleagues. We offer varied contracts with 15% of the workforce on part-time/flexible contracts (8% of these roles are filled by male staff). We share knowledge and information regarding alternatives to full time working.

Gender | Part time resource | Full time resource | Part time %
--- | --- | --- | ---
Male | 598 | 4,654 | 11%
Female | 530 | 1,530 | 26%
Total | 1,128 | 6,184 | 37%

Reward and Benefits

368 Employees were nominated under our Star Award scheme in 2017 (a spot recognition for going the extra mile or exceeding expectations). In addition we are pleased to say that approximately 308 employees received promotions in recognition of their performance throughout 2017.

Employees have a wide range of benefits through the ‘Choices’ scheme including the option to donate money to a chosen charity through payroll giving, ‘Carbon Trading’, whereby individuals can elect to offset their carbon footprint by supporting global initiatives, including tree planting, emission reduction and clean energy funding.
Our Services

Our business
WSP is one of the world’s leading engineering professional services consulting firms. We are technical experts and strategic advisors including engineers, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, programme and construction management professionals. WSP has been involved in many high-profile UK projects including the Shard, Crossrail, Queen Elizabeth University Hospital, Manchester Metrolink, M1 Smart Motorway, the redevelopment of London Bridge Station, and the London Olympic, Paralympic Route Network and HS2.

Our markets

Property and Buildings: We are involved in every stage of a project’s life cycle, from the earliest planning stages through design and construction to asset management and refurbishment. Our technical experts offer multidisciplinary services: structural and mechanical, electrical and plumbing engineering; along with a wide range of specialist services: fire engineering, lighting design, vertical transportation, acoustics, intelligent building systems, façade engineering and green building design.

Transportation and Infrastructure: We are one of the world’s largest providers of infrastructure services. Our experts plan, analyse, design and manage projects for rail, transit, aviation, bridges, tunnels, highways, ports, roads and urban infrastructure. Public and private clients seek our expertise to create mid- and long-term transport and infrastructure strategies, and to provide guidance and support throughout the life-cycle of a wide range of projects.

Environment: Our reputation has been built on helping clients worldwide mitigate risk, manage and reduce impacts, and maximise opportunities related to health and safety, sustainability, climate change, energy and the environment.

Our specialists work with businesses and governments in air, land, water, health and carbon emissions. We work on a range of matters from risk management, permitting authorisations and regulatory compliance to handling and disposal of hazardous materials, land remediation, environmental and social impact assessment, and employee H&S.

Industry: We work in almost every industrial sector: food and beverages, pharmaceutical and biotechnology and chemicals. We offer a full range of consulting and engineering services that span all stages of a project. Our specialists have an understanding of industrial and energy processes, and the engineering expertise to plan, design, build and operate a new plant, or to automate equipment in an existing industrial facility.

Resources: In mining, we work throughout the project life cycle – from conceptual and feasibility studies to addressing social acceptance issues; and from detailed engineering and complete EPCM to site closure and rehabilitation. Expertise includes resource and reserve modelling, metallurgical testing, geotechnical and mine design and detailed engineering for mining infrastructure. In oil and gas, we advise on how to plan, design and support the development of pipelines and gas networks and we ensure the integrity of critical assets and obtain permits and consent.

Energy: We offer our clients solutions for all aspects of their projects, whether they are large-scale energy plants, smaller on-site facilities or retrofitting and efficiency programs – helping to reduce energy demand and deliver schemes to create a sustainable future. We advise and work on every stage of a project, from pre-feasibility to design, operation and maintenance and decommissioning. We offer long-term operational management support services from the first feasibility studies to engineering design and energy simulations during the construction phase.
STRATEGY & GOVERNANCE

Ethics

Our reputation as a highly ethical global organisation is one of our most valuable intangible assets. Over 90% of UK employees completed Code of Conduct training in 2017 and all employees have access to a free, worldwide, confidential, multilingual, internet-based employee whistle-blowing service provided by an independent service provider.

Overview

Our global Code of Conduct provides guidance and instruction to our staff and contractors as to our expectations and requirements. It covers issues such as personal and business integrity, conflicts of interest, fraudulent or dishonest activities, ethical behaviour, competition compliance, working relationships, employment policies, and use of company property, information management, and reporting procedures. To ensure that our Code of Conduct is integral to all of our activities an online training course is delivered to all UK staff.

We require that all staff adhere to the Code of Conduct. To aid interpretation in the UK, the Code is supported by our UK Conflict of Interest Policy and our UK Gift, Entertainment and Hospitality Policy. The Code and these supporting UK policies are embedded in our business management system and cover all of our client projects and company operations.

Activities and Achievements in 2017

A new, global code of conduct training was rolled out in 2017, to ensure employees across the global are compliant with and working to the same ethical standards. The corporate aim was to have at least 98% of all employees to have successfully completed the new module by year end 2017. This target was achieved and we continue to issue this training to all new employees within a week of joining WSP. This training is mandatory for permanent and contract staff alike. We will continue to monitor adherence to our Code of Conduct.

Plans and Targets for 2018 and beyond

We will aim for 100% of UK employees to have completed their Code of Conduct training and for all new starters to have completed it within 45 days of joining.
**Infrastructure Carbon Review**


**Overview**

WSP has endorsed the Infrastructure Carbon Review (HM Treasury 2013) and made the following commitments:

1. Nominate an executive director who will have responsibility for driving the carbon agenda
2. Prepare a carbon management plan for all our major projects by 2016 (where our clients agree)
3. Build carbon reduction into our procurement processes
4. Offer a short course on carbon management in design in all our UK offices in 2016

**Activities and Achievements in 2017**

We delivered on three of the four commitments in 2016, and in 2017 we delivered on the fourth by building carbon reduction into several of our procurement processes.

1. In 2017 we committed to becoming a Carbon Neutral business by 2025.

2. We changed our travel booking supplier, enabling us to identify in detail where we generate our carbon emissions and focus on those where we can make the biggest reductions.

3. We have put in place Green Leases where our office lease terms gave the opportunity and where we have moved offices. Green Leases enable us to work with our landlords to reduce our office carbon emissions and to manage our office waste and recycling better.

**Plans and Targets for 2018 and beyond**

We’ll continue to offer carbon management plans to our clients.

We will implement our corporate carbon management plan, which includes a number of initiatives to reduce our carbon footprint from all six major areas of our carbon emissions. Business travel is one of our largest sources of emissions, and air travel generates more emissions per kilometre travelled than any other mode of transport. Using data from our new travel booking supplier we will put greater focus on reducing emissions from our air travel within the UK.

We will also run campaigns to encourage our staff to use the most carbon-efficient mode of transport for their journey, and simply to travel less, making use of our upgraded Skype for Business online meetings facilities.

We will continue to review our procurement process to ensure that carbon has a greater emphasis. We intend to procure low-carbon energy supplies for our offices (where WSP holds the utility contract), and to bring in more Green Leases in line with our corporate real estate routemap for our offices portfolio.
UN Sustainable Development Goals

We contribute directly to seven of the United Nations’ 17 Sustainable Development Goals (SDGs). Our greatest contribution is through our advice to our clients.

Overview

The United Nations adopted its set of 17 Sustainable Development Goals (SDGs) in 2015 as part of a new sustainable development agenda, integrating economic, environmental and social impacts on local and global growth. We contribute directly to achieving several of the SDGs through our work for our clients in both the public and private sectors across the world.

Activities and Achievements in 2017

Using the four pillars of our Global Sustainability Strategy as a framework, we reassessed where we have greatest influence in contributing to the SDGs. While the ways we run our own operations are important, our biggest contribution by far is through our advice to our clients.

The following table summarises the findings of our assessment and highlights the SDGs that are most relevant for WSP.

Plans and Targets for 2018 and beyond

These SDG Goals on which we have greatest influence also align with our core services, values and purpose. We intend to further our actions in these areas to ensure we play a part in contributing to sustainable, economical growth, nationally and internationally, beyond 2030.
### UN SDG's most relevant to WSP UK

<table>
<thead>
<tr>
<th>Sustainable Development Goal</th>
<th>Grow new markets</th>
<th>Future Ready in all our work</th>
<th>Our own operations</th>
<th>Part of the community</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>7 AFFORDABLE AND CLEAN ENERGY</strong></td>
<td>Ensure access to affordable, reliable, sustainable and modern energy for all</td>
<td>●</td>
<td>●</td>
<td>.</td>
<td>●</td>
</tr>
<tr>
<td><strong>8 DECENT WORK AND ECONOMIC GROWTH</strong></td>
<td>Promote inclusive &amp; sustainable economic growth, employment and decent work for all</td>
<td>.</td>
<td>.</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td><strong>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</strong></td>
<td>Resilient infrastructure, sustainable industrialisation and foster innovation</td>
<td>●</td>
<td>●</td>
<td>.</td>
<td>●</td>
</tr>
<tr>
<td><strong>11 SUSTAINABLE CITIES AND COMMUNITIES</strong></td>
<td>Make cities inclusive, safe, resilient and sustainable</td>
<td>●</td>
<td>●</td>
<td>.</td>
<td>●</td>
</tr>
<tr>
<td><strong>12 RESPONSIBLE CONSUMPTION &amp; PRODUCTION</strong></td>
<td>Ensure sustainable consumption and production patterns</td>
<td>●</td>
<td>●</td>
<td>.</td>
<td>●</td>
</tr>
<tr>
<td><strong>13 CLIMATE ACTION</strong></td>
<td>Take urgent action to combat climate change and its impacts</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td><strong>15 LIFE ON LAND</strong></td>
<td>Sustainably manage forests, combat desertification, land degradation &amp; biodiversity loss</td>
<td>.</td>
<td>●</td>
<td>.</td>
<td>●</td>
</tr>
</tbody>
</table>
Organisation Memberships

WSP UK is affiliated with a number of external organisations and initiatives, including those listed opposite.

• Association for Consultancy & Engineering (ACE)
• Aldersgate Group
• BRE Environmental Assessment Methods (BREEAM)
• British Standards Institute (BSi)
• Building Services Research & Information Association (BSRIA)
• Combined heat and power association & Information association (District energy initiative member) THE ADE
• Construction Line
• Environmental Data Services (ENDS)
• Environmental Analyst Ltd
• Enviromental Industries Commission
• Institute of Lighting Professionals – ILP Group
• Membership (Gold Membership)
• Institute of Lighting Professionals - ILP Group Membership (Gold Membership)
• Intelligent Transport Systems - Foundation Membership
• Landscape Institute
• Timber Research & Development Association (TRADA)
• UK Green Building Council
EMployees & Communities

Fundraising and Charitable Donations

In 2017, our staff raised over £10,000 for their chosen charities and the Foundation provided a further £25,500 in matched funding. This money was distributed to 150 charities. The Trustees also continued with the lasting legacy initiative of awarding five grants, donating an additional £7,000.

Overview

WSP has a great track record of local community engagement and charity support through the WSP Foundation. WSP UK Ltd’s charitable funding framework, which is not a registered charity. WSP also continues to be a corporate patron of RedR, Article 25, Cameroon Catalyst and Water Aid.

Our internal Health and Safety scheme donated an additional £9,000 to UK charities.

Activities and Achievements in 2017

WSP Foundation

Our Office Foundation Teams are present in 90% of our UK offices. Foundation Teams have a focus on charitable activities within our offices and the communities in which our business operates. In 2017, our offices raised over £10,400 for charities chosen by our local Foundation teams plus a further £28,500 matched by the Foundation:

- Our Newcastle office used its Tuckshop sales to donate £500 to Heel & Toe, a local charity supporting children with Cerebral Palsy and £400 to Dementia UK.
  In October, our colleagues in Godalming organised a sponsored car wash, raising over £700 for Meath Epilepsy Trust.
- Colleagues from our Coventry office held an Easter Raffle and Samosa sale, raising £300 for Take A Break, Warwickshire, a charity providing community based short breaks for children and young adults who have a disability or life threatening illness, and adults with learning a disability.
  - In October, our Kings Orchard, Bristol and Salford Quays, Manchester offices organised a Great British Bake-Off competition. £950 was raised for BristolMind and £1,100 for St Mary’s Children’s Hospital, Manchester.
  - In November, several of our offices joined in Movember, raising £3,900 for men’s health programmes.
  - In December, our Queen’s Drive, Birmingham office raised £2,000 for Birmingham Children’s Hospital through a Halloween Bake-off, Jolly Jumper day, office raffle and an ‘Elf-Factor’
Fundraising and Charitable Donations

Continued...

Our lasting legacy initiative awarded four grants, donating an additional £7,000 to staff nominated charities:

- Little Miracles received £3,000 to fund weekly sporting sessions for autistic children, hosted by local football teams.

- Kingsland School, a primary day community school for pupils with learning disabilities, received £3,000. It will be used to develop a safe sports area for pupils with special educational needs to learn, improve their life chances and promote able-to-disabled collaboration with other local schools. The project will also benefit from an Olympic legacy firm that is donating an all-weather surface from the Games too.

- Rainbows Hospice for Children and Young People received £500. Rainbows provides specialist complex, palliative and end of life care to life limited children. The grant will be used towards a multi-sensory unit for children with cognitive impairments and other challenging conditions giving the opportunity to enjoy and control a variety of sensory experiences.

- 1st Saltford Scouts received £500 to support the scouting activities of its 200 members.

01 Great British Bake-Off competition, Manchester
02 Elf day, Birmingham
Fundraising and Charitable Donations

Continued...

Humanitarian Aid
WSP continues to be a corporate sponsor of RedR, Article 25, Cameroon Catalyst and Water Aid. WSP supports these charities through direct corporate donations totalling £30,000 each year and also through the fund raising activities of our colleagues, typically targeted at organised events such as Wear Red for RedR day.

Our relationships with these organisations also provide opportunities for us to assist in a broad range of activities:

- Technical advice for enabling infrastructure for social and economic development programmes
- Technical advice for resilient infrastructure to protect against natural disasters and climate change
- Disaster relief
- Volunteering for Humanitarian Aid
- Skills capacity building

In particular, we have established a volunteer skills register to explore how we might best provide technical and organisational support on a voluntary or pro bono basis. For example with Article 25 we are currently looking to support the Cameroon Catalyst rural development programme whose current activities rely heavily on water supply and sanitation skills. The register allows us to understand what relevant skills and experience we have available within the business to help such aid activities, including working within the constraints of locally available materials and technologies.

Plans and Targets for 2018 and beyond

WSP Foundation
As the business continues to grow, we need to better align our office led initiatives and place a stronger emphasis on charitable and community engagement. With an annual grant of £70,000 from WSP UK Ltd, the WSP Foundation will continue to provide office level support, employee matched funding and annual grants.

The WSP Foundation will continue with its revised governance structure, steered by its National Committee including Regional Representatives representing its seven regions, and aiming to set up a WSP Foundation Team in every office.

Humanitarian Aid
WSP will also continue to support RedR, Article 25, Cameroon Catalyst and Water Aid, developing a three tier training framework to better equip our staff with the skills to provide technical and organisational support on a voluntary or pro bono basis.
Safety, Health and Wellbeing

2017 has seen our commitment and investment in key initiatives, particularly in the area of Health & Wellbeing, helping us move ever closer to our vision of Zero Harm and Making Safety Personal.

Overview

At WSP we value and care for our people. In support of this we want to create an environment where our people can thrive and where we can plan, design and engineer our communities to thrive. Our business is full of amazing people with a positive and mature safety, health and wellbeing culture. We want to build on this strong foundation to create a workplace and way of working that attracts, develops, engages and retains our people, a place where our work has a positive impact on our safety, health and wellbeing and that of others. Nothing we do is more important than ensuring the safety, health and wellbeing of all involved in our activities.

Activities and Achievements in 2017

In 2017 we invested in the recruitment of our new Health & Wellbeing Manager and started linking health and safety with wellbeing thus creating a new vision for Safety, Health & Wellbeing at WSP. We held our first ever Health & Wellbeing Survey, utilising the output from the survey to drive our health and wellbeing programme, and formally established a Health & Wellbeing Steering Team, chaired by our HR Director, to provide governance and oversight in this area. We held our fifth annual Health & Wellbeing Day which this year focused on the topic of Mental Health Awareness and included Mind Tree, Graffiti Wall and Mindfulness activities.

Our Reportable Accident Frequency Rate (AFR) was 0.02, well below the construction industry average, and our Near Miss Reporting Rate was 4.72, almost twice the global WSP target.

Plans and Targets for 2018 and beyond

In 2018 we will be launching our new Health & Wellbeing programme ‘WSP | THRIVE’, establishing Health & Wellbeing Champions and Mental Health First Aiders across our business, developing and launching a system-based site activity risk assessment tool as well as introducing state of the art training hubs in our new offices to better deliver safety, health and wellbeing training to our growing business.
Equality, Diversity and Inclusion

We have set up an LGBT+ employee network and a Women in Leadership group to help us build a diverse and inclusive workforce and culture across the UK.

Overview

We’re committed to building an inclusive culture that respects and maximises the contribution individuals can bring to WSP. It’s not just the right thing to do: diversity is critical in building the culture of innovation, engagement and performance that will help us deliver exceptional results.

LBGT+

VIBE is our LGBT+ employee network and stands for visibility and inclusion in the built environment. Set up in 2015, it’s open to everyone who has an interest in LGBT+ issues – regardless of sexual orientation or gender identity, at all levels of the business and across all UK offices. LGBT+ is a collective term representing lesbian, gay, bisexual, transgender, intersex, asexual, and other sexual and gender minorities. We work with the business to help develop the right environment to enable LGBT+ employees to reach their full potential and to support our aim to create an inclusive and diverse workplace for everyone. WSP is part of the Stonewall Diversity Champions programme – Britain’s leading best-practice employers’ forum for sexual orientation and gender identity equality, diversity and inclusion.

Women in Leadership

One of our company’s key strategic targets is to significantly increase the proportion of women in senior leadership positions by 2020. To achieve this, we have set up a Women in Leadership (WIL) group to empower and motivate our own colleagues into senior leadership positions. The group has a range of activities and profile raising events planned for the coming year with the aim of empowering women. It also provides them with a great networking platform to share their experiences and best tips to move up in their business.

The WIL network, set up in 2015, is closely aligned with our UK equality, diversity & inclusion (EDI) strategy. WIL works with the business to help develop the right environment to enable women at WSP to reach their full potential, and to support our aim to increase the number of women at senior levels.

Activities and Achievements in 2017

Our focus is on achieving a greater understanding of the diversity of our workforce as well as increasing the number of females in leadership and engineering roles (including graduate and apprentice intakes). In 2017 we recruited 212 employees through our Graduate scheme; 77 of these were female and 135 male. One of our focuses is on achieving a more balanced gender ratio for roles that are traditionally male-dominated. Below details the gender make up by role.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Business leaders</th>
<th>Middle mgmt</th>
<th>Engineers/consultants</th>
<th>Support roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1,010</td>
<td>1,257</td>
<td>2,879</td>
<td>97</td>
</tr>
<tr>
<td>Female</td>
<td>145</td>
<td>403</td>
<td>1,242</td>
<td>267</td>
</tr>
<tr>
<td>Total</td>
<td>1,155</td>
<td>1,371</td>
<td>4,121</td>
<td>746</td>
</tr>
</tbody>
</table>
Equality, Diversity and Inclusion

Employee Engagement

We measure engagement through regular ‘pulse’ surveys; the last one, in September 2016, showed a further growth in engagement. Our benchmark engagement score increased to 89% (above the UK industry average of 80%) – an increase of 6% from 2015. We also saw an increase in the rating for ‘Diversity and Inclusion’ rising from 83% to 97% – well above the UK industry average (of 86%). See below for a summary of the results.

2016 Pulse Survey Results

<table>
<thead>
<tr>
<th>Indicator</th>
<th>WSP 2016</th>
<th>WSP 2015</th>
<th>UK Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>89%</td>
<td>83%</td>
<td>80%</td>
</tr>
<tr>
<td>Diversity &amp; Inclusion</td>
<td>97%</td>
<td>83%</td>
<td>86%</td>
</tr>
</tbody>
</table>

Plans and Targets for 2018 and beyond

We have the following objectives for 2018 and beyond:

- Have 20% of senior leadership roles held by women and increase the number of women in our graduate and apprentice intake.
- Provide increased mentoring training and support.
- Continue to undertake community outreach initiatives such as Launchpad, to encourage students, particularly women and those in other ‘protected’ categories to take up STEM careers.
- Continue to play an active lead role in Highways England’s Supplier Diversity Forum and HS2.
- Demonstrate and provide clear career paths for our people.
- Monitor promotions and identify any barriers to gender pay parity.
- Obtain a better understanding of our people and the diversity make-up through efficient information gathering.

Our EDI Steering Group is raising awareness of EDI through the identification of role models from across the UK business. We have improved our diversity reporting by adding appropriate EDI profiles to our central Business World HR system.
Learning and Development

Learning & Development (L&D) activities focused on professional development, leadership and programmes for our apprentices and graduates. In 2017 we invested in a new apprentice scheme (which introduced degree apprenticeships), delivered UK wide workshops on PDR and pathways, created new induction videos and rolled out a new incentive scheme for mentors. In 2018 we will introduce key e-learning modules, refresh our graduate scheme and provide active support for bid presentation teams. Details of all our L&D schemes can be found here.

Overview

Through our L&D strategy we deliver a wide range of programmes and courses for career development. These include internal and external courses, videos, textbooks and e-learning. In 2017 WSP supported 120 employees to progress their learning through educational support, an increase of 53% (incl. Apprentice levy support). Our Mentoring programme supports a range of early career professionals and we incentivise both staff and their mentors in gaining a qualification.

Activities and Achievements in 2017

Our UK Growth Strategy was refreshed at the end of 2017; however we retain a clear focus on helping employees to become professionally accredited. We have renewed and maintained our professional institution schemes and invested in both in-house and professional institution mentoring training. In addition, we have worked with industry partners and professional institutions to ensure all our technical apprenticeships have an end point assessment which includes professional accreditation woven into them (EngTech, IEng) as one of the end-point assessment criteria. We held our first professional institution week in March 2017, where we provided staff at all grades and areas of interest, the opportunity to learn more about professional registration and get actively involved.

A new leadership course developed by our L&D team to align with the Global Leadership Model was successfully rolled out at the end of 2016, and delivered to 70 leaders in 2017. In 2018 the delivery style will be changed to a bespoke modular style in response to participant feedback. This leadership course was shared with other WSP global regions in July 2017 when the UK L&D team hosted a number of colleagues from around the world to a 'train the trainer' session on our leadership material.

ECPs were additionally supported via networking groups, such as the Professional Growth Network (PGN). Run by ECPs, the PGN connects people across the offices through knowledge share events, internal and external competitions, social activity and supports apprentice and graduate events. The PGN also supports engagement with clients and our STEM activity in schools. In addition, our Taskforce initiative is a selective development programme for those with 5-10 year experience, focusing on business improvement initiatives.

Plans and Targets for 2018 and beyond

Key ambitions for 2018 include: The roll out of a wider range of course opportunities to the business, including personal effectiveness, influencing and communications and a wider range of e-learning; supporting the global 'Leadership Forum' project to identify and promote talent across the business, as well as playing a direct role in the support of activity from our Equality, Diversity and Inclusion (EDI) Steering Group.
Apprentices

Apprentices play an important role in the business, filling the growing skills gap and bringing a vibrant, innovative approach to work. In 2016 we recruited 43 apprentices across our different disciplines; we aim to recruit around 70 apprentices in 2017. We also have a 3-year graduate development programme which is now over 600-strong.

Overview

Apprentices form a key part of our UK Growth Strategy, filling the growing skills gap and bringing a vibrant, innovative approach to work. Our apprentice scheme is supported by senior management and tailored to the UK standard for professional engineering competence (UK-SPEC) to give apprentices the support, guidance and development opportunities they need to help them realise their potential.

Activities and Achievements in 2017

In 2017 we recruited 70 apprentices and brought female apprentice numbers up to 22 – a 144% increase year-on-year. In 2017, 31 of our apprentice recruits started on the new Civil Engineering and Building Services Design degree apprenticeships at six Universities. We played a key role in the creation of the two Trailblazers along with other engineering companies through the Technician Apprenticeship Consortium (TAC).

In September 2017 we launched our corporate apprentice and undergraduate development scheme which is supported by senior management and tailored to the UK standard for professional engineering competence (UK-SPEC) to give apprentices the support, guidance and development opportunities they need to help them realise their potential.

In May 2017 we began using our apprenticeship levy and through recruitment, as well as upskilling our current employees, we put 114 apprentices onto levy paid courses. Throughout 2017 our scheme and individual apprentices won awards and accolades:

• Winner of Employer of the Year in the Engineering category at the 2017 School Leaver of the Year Awards
• Ranked 18th on the Job Crowd top apprentice employer to work for 2017/2018
• Georgia Woloszczak, awarded CIHT Apprentice of the Year 2017
• National Finalists in the Brathay Challenge 2017
• Rebecca Rothwell presented with Duke of York Gold Award by Prince Andrew at St James Palace in 2017

Plans and Targets for 2018 and beyond

In 2018 we aim to recruit a further 70 apprentices with 30% female intake and put 41 current advanced apprentices onto higher and degree apprenticeships. We will continue to utilise our levy to pay for those apprenticeship courses. We will continue to enhance and develop the apprentice and undergraduate development scheme based on feedback we receive from the apprentices. We will work in partnership with the Technician Apprenticeship Consortium (TAC) to develop degree apprenticeships in Environmental Professional and Transport Planning.
Graduates

Our graduate development scheme has grown from 600 in 2016, to over 700 members in 2017, which represents a significant increase of almost 17%.

We aimed to increase the number of women in our graduate intake. We welcomed over 240 graduates in our 2017 intake, 37% of which are female. This represents 8% more female representation in the 2017 intake than in the 2016 intake.

We exceeded our aim to recruit 160 graduates and successfully welcomed over 240 to the 2017 intake year, including graduates who joined from Mouchel. This represents a 50% increase over and above the target figure.

Overview

Building on the introduction of the technical graduate training scheme brochures in 2016, these were successfully re-launched in 2017. The new brochures reflect our move towards Strategic Business Units; each SBU now has one brochure, which highlights how our graduates will be supported by their discipline and wider SBU with their technical and commercial development. The corporate graduate development scheme brochure was also revised and re-launched in 2017.

Following the establishment of the graduate steering committee in 2016, this continues to form a valuable feedback mechanism for graduates. Membership was renewed in 2017, to include new Regional Graduate Representatives from the 2017 cohort, to act as the voice of our graduates within their discipline. The scope of the graduate steering committee was also extended in 2017 to include representation from Mouchel and wider ECPs including apprentices and undergraduates.

Activities and Achievements in 2017

Throughout 2017 we held a variety of activities for the development of our graduate population. In addition to 24 one day courses, we delivered four residential training events as follows:

• Our new graduates were introduced to the business through a two-day induction event in Windsor. It provided them with an opportunity to meet fellow graduates, complete technical training, and network with senior members of the business including members of the ExComm. 97% rated their overall experience of the induction as ‘Excellent’ (61%) or ‘Good’ (36%). Only 3% rated it as ‘Average’ and no one selected the remaining options of ‘Fair’ or ‘Poor.’

• We delivered on our promised to continue to improve and enhance our GDS, with the successful introduction of a new training module to support graduates in developing presentation skills and brand awareness. We introduced this following feedback from graduates. Our L&D team designed the content in conjunction with the Marketing and Major Bids team, supporting graduates in developing their confidence in communicating their ideas and commercial awareness of how new business is won.

• We extended our offering to Mouchel graduates in 2017 and successfully welcomed 190 graduates onto the scheme. We held webinars for line managers and graduates from Mouchel, and in 2017 we also welcomed undergraduates onto our graduate courses for the first time.

Plans and Targets for 2018 and beyond

All graduate training events have been scheduled for 2018 and graduates have been invited to sign up. A total of 44 events have been arranged as part of the corporate graduate training programme alone, an 83% increase from 2016 due to higher graduate numbers and undergraduate attendance at certain events. Over 160 undergraduates are due to attend GDS courses throughout 2018.

We are intending to recruit approx. 180 graduates in the 2018 intake year, to replace the 190 or so graduates from the 2015 intake year who are due to graduate from the programme. In 2018, we are looking forward to welcoming welcome graduates from recent acquisition Opus.

In 2018, we are aiming to launch a new scheme for ECP secondments to support them towards achievement of professional registration in line with UK Growth Strategy targets.
Schools and Higher Education

In 2017 we relaunched our schools engagement programme, Launchpad. This has been highly successful and provides a structured approach for all staff to effectively engage with schools, give insights at careers fairs and host work experience students.

Overview

Our Launchpad initiative supports engagement with children under 19, to inspire them into STEM (Science, Technology, Engineering and Maths) careers. It also provides support for organising and hosting school work experience students. We offer placement and scholarship schemes to university undergraduates and post-graduate students.

Activities and achievements in 2017

Schools

Across the country, WSP employees have been involved in some amazing events to promote STEM careers to the next generation of built environment professionals. There has also been large uptake in people becoming involved. In June 2017 there were a total of 420 Stem Ambassadors in WSP, in November that number was 12% higher, at 470 total Ambassadors.

Devonshire Square ‘Best School Trip Activity’: In June our Devonshire Square office ran a ‘Best School Trip Activity’ in conjunction with ‘My Kinda Future’ and ‘Your Life’. 30 students set up a fictitious company where they planned, manufactured and pitched their ideas to the WSP staff Dragons. There were also activities using Jenga blocks to build bridges and introduce some of the concepts and principles behind building a bridge. They also had the chance to use Virtual Reality in design applications and talk about future applications of the technology.

Hampshire Teentech: In May and June, STEM Ambassadors volunteered at the Teentech Solent and Teentech Hampshire events. The ambassadors explained the variety of work undertaken by WSP and and hosted a ‘tallest paper tower building competition’ on top of which they had to balance a miniature Hard Hat. The winning design reached almost 2 metres high!

Truro High School for Girls: Volunteers from the Truro Office attended an International Women in Engineering event at Truro High School for girls. 200 Year 8 girls from different Cornish secondary schools joined the event where several stalls representing different companies were based in the main hall. They also hosted an activities demonstrating how an arch bridge works with rubber foam bricks and a competition to build the strongest bridge using straws. The day was shared live on the WSP Cornwall Twitter account.

Step into Engineering Event: In October the Basingstoke office hosted a ‘Step into Engineering’ event. Fifteen local students attended along with their teacher, careers advisor and a representative from Basingstoke Consortium. There were talks to spark interest in the various projects undertaken by WSP Basingstoke and 2 interactive activities, the second a competitive ‘Launchpad Build’ activity to build a structure to launch a ball as far as possible.
Schools and Higher Education

Continued...

Higher Education

In 2017 we increased our scholarship offering from four to 11 universities, with a further nine to join in summer 2018. The Universities are from across the UK and amount to 33 new placements in summer 2018. Edinburgh Napier joined our scholarship scheme in the academic year 2016-2017 and is our first completed cycle of scholarship to graduate conversion, in addition to our previous four connections.

The pipeline to the graduate intake is successfully increasing each year to meet the 30% target by 2020. We currently have 40 scholarship students, with 33 joining this year, which is a 213% increase. We are on target to have approximately 40 students convert from the scholarship scheme to the Graduate Development Programme in 2019.
Schools and Higher Education

Continued...

Plans and Targets for 2018 and beyond

2018 will be a key year to improve on and consolidate our refreshed Launchpad programme. We have created a team of around 30 Launchpad Office Leads and now intend to focus on ensuring that everyone in WSP has the opportunity to attend STEM events and promote STEM careers to the next generation. This will be done through increased awareness campaigns and provision of material to support events. In 2017 we started working closer with national STEM organisations, like STEM Learning and Tomorrow’s Engineers.

In 2018 we intend to develop these links to ensure we are at the forefront of STEM delivery. We are also actively looking at ways to measure our Social Value and monitor all the activities undertaken by WSP.

Lastly, we aim to finish and start rolling out our 'Adopt a school' programme, where offices will form meaningful and lasting connections to a local school to support the students in making informed career choices.
Volunteering

We allow employees to take on volunteering duties on behalf of registered charities and organised volunteering events, and provide two paid days per calendar year to volunteer. In 2017, we contributed 887 days to our local communities.

Overview

We allow employees to take on volunteering duties on behalf of registered charities and organised volunteering events. We are committed to allowing employees two days additional paid leave per calendar year to be involved in supporting their communities.

In 2017, we contributed 887 days to our communities in this way and 709 colleagues participated in the scheme. We have collated a selection of 2017’s fundraising highlights below.

Activities and achievements in 2017

- Four WSP volunteers assisted at the 7th iSkate International competition in Glasgow. Helping by working in the event office, tallying scores or by the rink filming skaters, they found it was a great day full of heart-warming, stellar and exceptional skating routines from talented young people all of whom were dealing with varying degrees of mental and/or physical challenges to overcome.

- In a ‘Ride for Simon’, one of our employees Fraser Reid used his WSP Volunteering Days in support of Brain Tumour Research in memory of one of his closest friends, a passionate cyclist who had lost his battle with a brain tumour. An initial idea developed into a 210km two day ride by friends and family, from Simon’s home town of Solihull to Chippenham.

- Not all WSP Volunteering Days involve outdoor activity! Some of our staff, like Mike Hardisty, Mike used two Volunteering Days in support of SAVE Britain’s Heritage, carrying out desk-based research into the sustainability benefits (environmental and economic) of building restoration compared with demolition and re-build. The charity was delighted with the research, particularly the information about carbon and energy and the costs of refurbishment vs demolition.
Volunteering

Continued...

Activities and achievements in 2017

• Raise money for Brain Tumour Research by doing a 210km ride from Solihull to Chippenham. The ride was initially planned to be a 1 day blast over the Cotswolds, but as a number of novice cyclists said they wanted to get involved, it morphed into a less hilly, but much longer, two-day route. Months of detailed planning and some training led to 16 cyclists setting off from Tudor Grange Park in Solihull on a slightly overcast Saturday September morning, heading south towards the overnight stop in Gloucester. Despite some initial drizzle, spirits were high and by mid-afternoon the group found themselves 120km south in sunny Gloucester. With an arrival time in Chippenham scheduled for 3:00pm, and an ascent of the Cotswold escarpment in front of them at the halfway point in the day, the group set off on Sunday morning at a high pace to make sure that we were as close to schedule as possible. After all making it safely up the escarpment, the rest of the route was a pleasant afternoon ride through the rolling Wiltshire countryside to an emotional welcoming ceremony of 200+ waiting for the group at John Coles Park in Chippenham.

Plans and Targets for 2018 and beyond

As the business continues to grow, two days volunteering time will continue to be made available to all members of staff in the UK. In 2018 our target is to achieve 1000 days.

<table>
<thead>
<tr>
<th>Performance</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2017</td>
</tr>
<tr>
<td>Volunteer days</td>
<td>791</td>
</tr>
<tr>
<td>Number of staff volunteering</td>
<td>645</td>
</tr>
</tbody>
</table>
Social Value

We have been active in setting protocols for making business commitments to social value demands from the Public Sector to ensure that our promises are meaningful, realistic and achievable and that they align with our corporate CSR objectives. One key outcome was the publication of our UK Social Value Policy.

Overview

In response to The Public Services (Social Value) Act 2012, and similar legislation for Scotland and Wales, we published our UK Social Value Policy to publicly clarify and reinforce our commitment to Social Value. Social value might include local training and employment, local purchasing and being a good employer.

The Act’s primary focus is to derive local value through effective procurement and commissioning to consider how best to unlock economic, social or environmental benefits when buying services above the OJEU threshold. In order to comply, our public sector clients must think about how ‘what they are going to buy’ or ‘how they are buying it’ adds these benefits through their purchasing decisions and activities.

A critical key aspect of the SV Act is that public sector officers purchasing decisions should reflect local policy and objectives. For us as a nationwide organisation, this means we cannot or should not apply a blanket ‘SV Process’ from centre and that we need to reflect the local needs.

Activities and Achievements in 2017

Our UK Social Value Policy was published in August 2017, clarifying and reinforcing our commitment to generating social value through service delivery and other activities, and to measuring and publicly reporting on our social value performance.

We measured and reported on the Social Return on Investment (SRoI) of our UK Apprenticeship Scheme during 2017, and that report has been submitted for external accreditation.

Plans and Targets for 2018 and beyond

During 2018, we will undertake our next SRoI assessment looking at the UK Volunteering scheme. Beyond 2018, we intend to look at the SRoI of our Work Experience programme.

Commencing in 2018, we will be advocating use of The National Themes Outcomes and Measures (TOMs) Framework as a means to quantitively evidence Social Value contributions by the UK business. TOMs is already being used by the SCAPE Regional Construction Framework, and momentum for its uptake by Local Authorities and other public sector clients is growing.

We will also promote use of the TOMs toolkit on discrete projects, where applicable, unless a client specific toolkit is proposed. Accordingly, we will collate and maintain a database of TOMs or similar collateral within our Social Value Library.
CLIENTS AND PROJECTS

Awards

In 2017 we received several awards for the excellence of our work for clients. The following were received in the field of sustainability.

Double success at the MOD Sanctuary Awards

Our Water experts were part of the project team winning in two categories at the Ministry of Defence Sanctuary Awards: the Army Basing Programme Salisbury Plain won both the Sustainable Business Award and the Sustainable Project Award. In this project to re-base army units from Germany to the UK, WSP’s experts delivered a water resource management plan covering southern Salisbury Plain.

Travelwest Big Commuting Challenge - Winner

WSP’s combined Bristol offices won the 251-500 staff category in Travelwest’s 2017 competition. Colleagues signed up, and took part by making non-car journeys and logging them in the Challenge. Over the five weeks of the Competition we made over 2,200 non-car journeys totalling over 21,969 miles!

2017 BREEAM Awards success

In March we won two categories at the 2017 BREEAM Awards ceremony in London. We picked up an award for a 'country first assessment' for the Al Zahia neighbourhood project we undertook with the help of our Middle East colleagues in Sharjah, The UAE. The project is the very first in the region to be assessed against the International BREEAM Communities standard.

Additionally, our Bristol based Dan McLellan won BREEAM Assessor of the year for the consistency of his approach and the substantial number of high BREEAM ratings his projects have achieved.

The BREEAM Awards is an international event recognising exceptional and sustainable places and project teams and takes place on an annual basis.

edie.net Sustainability Leaders Awards 2017

WSP was a finalist in the edie.net Sustainability Leaders Awards 2017 in the Carbon Management category.

Our work for Network Rail in 2015-16 on the Great Western Electrification Programme had revealed that over 2,800 tonnes of embodied carbon had been saved, by reducing overhead line equipment mast steel thicknesses and foundation sizes, saving client money.
**Future Ready**

Future Ready is our global innovation programme, the flagship of our sustainability programme.

Future Ready is a world class initiative setting WSP apart and placing our business at the heart of creating a resilient, future ready world.

Future Ready is our programme to see the future more clearly, and to work with clients to design for this future as well as for today’s needs.

Our future world will be very different from today in many ways. We know from our research across the world that current design codes don’t necessarily account for the future we’re anticipating.

With WSP’s Future Ready programme, our experts are able to help our clients prepare for future realities of self-driving cars, ubiquitous renewables, ultra-flexible places, more severe weather events and increasing loneliness, amongst many factors.

**Integrating future trends**

Through Future Ready, WSP brings clarity and vision to complex challenges. We see the future more clearly through key trends in climate change, society, technology and resources, and challenge staff to work with our clients to advise on solutions that are both ready for today and for this future. Future Ready delivers peace of mind, lower lifecycle costs and resilience.

We know there’s a huge job ahead of us to make existing infrastructure ready for the future. Including future trends in our advice helps clients plan for the long-term and makes good business sense. The future bias of our thinking and designs leads to lower overall costs, and to asset value being maintained or enhanced as that future unfolds.

By designing for the long term – as well as the short term – and by sharing our approach and insights, we progressively help cities, communities and clients get ready for the future. Ready for rapid urbanisation, ready for heavier rainfall and hotter temperatures, and ready for a more connected world. We are thrilled to share our insight and knowledge – please contact our experts.
Case Studies

Future Ready

Unlocking future and value

Unlocking future land value

We advised a major landowner on how to unlock the value of its land, only some of which is currently needed for core service delivery. Its Board wanted to understand what opportunities might be available to unlock more value from the landholdings for its shareholders, customers and other stakeholders.

The pragmatic and practical approach we devised took ‘Triple Bottom Line’ (financial, social and natural capital), into a practical process for taking management decisions. A more conventional approach would only consider how the client could maximise revenue through land sales but would fail to address our client’s desire to respond to current and future social and environmental trends.

By contrast we were able to address future trends – such as climate change, population growth, loneliness and health, and biodiversity decline – and provide a clear view of the opportunities for maximising the value our client’s estate.
**Case Studies**

**Future Ready**

**Green space and community with fewer cars**

For a major residential and commercial development in London, we worked with our landowner/developer client to think carefully about future transport trends and how we could foster community by providing more green spaces in an area traditionally dominated by concrete and hard structures.

By looking at future trends such as car travel and ownership, electronic and personal interaction and moves towards an electric dominated city, we were able to challenge current design norms for the numbers of car parking spaces needed at this location.

We focused on place-making opportunities such as providing retail and café opportunities, community gardens and play space, to create community with the spare space freed up by needing less car parking.
Case Studies

Future Ready

Social isolation and loneliness research

As part of a healthy cities initiative, we researched isolation and loneliness for a major UK land developer, generating valuable findings and understanding to inform its future built environment projects.

A range of health measures are getting worse for many people, despite more than half the global population now living in cities, more growth predicted, and technological advancements.

As part of its innovation journey the client committed to undertaking a Social Isolation and Loneliness Idea Hack in 2018. The concept of an idea hack is taken from the tech industry: in a hosted 48 hour hack 50 to 80 participants in teams of 8-10 seek to solve a specific challenge.

WSP is the client's research partner to support their Hack. We provided a clear understanding of the topic (for example what do we mean by social isolation compared to loneliness, who are at risk, what are the impacts) and a synthesis of global best practice.

WSP’s primary and secondary research established a grounding in the topic. For our primary research, we ran a global experience survey contacting colleagues from around the globe, used our 2017 Londoners survey findings, and interviewed community groups and managers. Our secondary research used academic, industry, media and third sector sources.

Our research findings provided a better understanding of social isolation and loneliness in the built environment and what solutions are available. We found that while most solutions are social, the built environment plays a big part. Prevention is important and aligns with the trend to preventative (rather than curative) healthcare and is generally cost effective.
WSP designed and supervised the construction of two stormwater attenuation ponds and restoration of a disused quarry, reducing flood risk to the town of Much Wenlock, minimising landfill by reusing excavated soils, creating habitat and achieving a benefit to cost ratio of 5.5 to 1.

In response to the 2007 floods Shropshire Council developed the sustainable drainage scheme (SuDS) Much Wenlock Flood Alleviation Scheme. This included constructing two attenuation ponds and restoring a disused limestone quarry, with flood alleviation and sustainability the main drivers. This £2 million scheme will reduce the flood risk to 171 properties by attenuating storm flows.

Sustainability was integral to WSP’s design as was disposal of material, which we considered at an early stage, not leaving it to the contractor. We saw Westwood Quarry as an opportunity to reduce the scheme’s carbon footprint and have a positive environmental impact.

The quarry restoration was primarily achieved by using excavated materials to construct landscape bunds specifically to create a varied calcareous landscape and increase biodiversity. This reduced the impact from vehicle movements, the amount of construction material imported and the volumes sent to landfill.

As well as reducing flood risk, the new ponds will remove suspended sediment and soluble zinc and copper, the quarry offers new publicly accessible amenity space, and a varied habitat designed to attract and sustain various species will increase biodiversity.
Case Studies

Future Ready

Exmouth Sea Defences

WSP’s solution of a flexible managed adaptive approach will protect coastal properties in Exmouth to the required standard for 30 years without massively affecting the area and its usage today.

The Colony is a low-lying coastal area in the town of Exmouth with some 1,400 residential and 400 commercial properties at risk of sea and estuary flooding. With recent high tides almost overtopping the flood defences, East Devon Council and the Environment Agency needed to identify how best to protect the properties from both present day and increased future flood risk.

Some of the houses have attractive waterside views and access: conventional sea walls would have blocked these and adversely affected the look and feel of the area for residents, visitors and tourists.

Through flood modelling, public consultation and visualisations, we developed a plan and business case for 3km of sea defences that can be adapted as sea levels rise: using a mixture of flood walls, flood gates and individual property protection to manage floodwater rather than trying to eliminate it entirely. In time upgrades will be needed as sea level rise gradually erodes the initial standard of protection.

A bigger scheme offering greater protection and high Benefit to Cost Ratio could have been justified but would have been unacceptably unsightly and not supported by residents. With our flexible managed adaptive approach, the flood defences will protect houses and businesses to the required standard for 30 years, without massively affecting the area and its usage today.
Case Studies

Future Ready

Moving the River Taw, Devon

WSP future proofed a railway retaining wall that a river meander had scoured to collapse, by moving the river – an environmentally sympathetic long-term solution.

North Devon’s Tarka railway line runs beside an aggressive meander of the River Taw and had been subject to significant scouring, resulting in failure of a retaining wall supporting the railway embankment.

The conventional solution of a concrete or sheet pile wall would not have gained Environment Agency consent. WSP adopted a radically different approach, futureproofing the asset.

We bypassed the meander, creating an entirely new channel. This safeguards the rail infrastructure for the long term, but also offers environmental and ecological benefits that alternative options could not.

In just four wet summer months of 2017, a team of engineers and scientists across lead designer WSP, client Network Rail, the Environment Agency, and contractors Construction Marine Limited and CBEC designed, consented and implemented this major river diversion.

Rather than patching the failing defences, we implemented a full river diversion, permanently moving the cause of the problem away from the railway asset, to minimise future maintenance and protect the railway for the long term. Our unconventional approach did not compromise on safety, the environment or the technical outcomes.

The diversion re-provided habitat for biodiverse riverside wildlife, delivering an environmentally sympathetic scheme providing the required scour protection without any increase in flood risk or loss of floodplain.

The new diversion receiving its first river water
Case Studies
Future Ready
M3 motorway Junction 9

Our junction improvement scheme encourages the use of healthier modes of transport by enhancing connectivity and improved access into the South Downs National Park.

WSP’s Future Ready approach added value to this motorway junction scheme design by using local demographics, and our visualisations helped the public understand it in consultations.

Future megatrends WSP had identified indicated the UK’s average age will continue to rise, making catering for the needs of the elderly an important consideration in the scheme design. Other megatrends of increased loneliness and lack of physical activity, partly due to internet use, also needed to be considered in the scheme design, in addition to traffic forecasting.

was so clearly needed and fitted well with the demographic megatrend that we improved the footpath and cycle path design, to be step-free throughout and with an improved surface, for mobility scooters as well.

Our detailed visualisation for the initial non-statutory public consultation allowed Highways England to illustrate the scheme effectively and communicate its benefits whilst encouraging constructive feedback and the identification of further opportunities.

Older people found our visualisations also made the consultation material more accessible, and helped them engage with the scheme and provide feedback to Highways England, including on additional facilities to encourage active transport modes.
Case Studies

Future Ready

Bahrain Southern New Town

This new town for up to 60,000 people, unlike the typical segregated use big highway local residential development, will include shaded walkable streets and mixed use development.

Car-based urban layouts tend to discourage physical activity, contributing to obesity and health issues, and segregated land uses promote loneliness and isolation.

By contrast, we used the best of the past to design a place that will endure well, long in the future. We created an urban environment to enable and encourage walking and personal interaction, and counteract health problems from inactivity.

We used closed loop, circular economy thinking, negotiating the underground utilities layouts to make space for trees to shade local streets.

We laid out this hot climate development so it is a place for people with integrated mixed uses – local retail, schools, amenities and employment – where walking will be the obvious choice, not cars. With local distinctiveness rooted in tradition, the layout will help people be active and more likely to meet each other.

The result will be a mixed-use community based around walkability and an open connecting network of tree-lined streets and shaded pedestrian paths. In the five months of the year when weather allows, people can walk to school, to work, to the mosque or the souk, which are all nearby.
Case Studies

Future Ready

Chapelton of Elsick

Chapelton of Elsick, Scotland, is a new town that uses New Urbanism principles to create with an inclusive and high quality environment for all ages.

Chapelton of Elsick will be a new town of 8,000 homes near Aberdeen. After the initial master planning, we developed the streets, squares and housing blocks designs.

Its design addresses several of the future trends identified in WSP’s Future Ready programme, such as increasing population, greater interest in health yet increasing obesity, wider loneliness, and a trend to travelling less for daily activities.

Chapelton follows the principles of New Urbanism – walkable, mixed-use communities. It is the first significant development in Scotland to use the Street Engineering Quality and Review (SER and QA) Processes recommended in the Scottish Government’s Designing Streets policy document (authored by WSP), and it follows the guidance in the Scottish Government policy document Designing Streets.

town includes quality streets, better places to live, and safe and welcoming places to create community.

WSP is designing a connected network with many paths to encourage people to walk and cycle, and providing links to existing and developing cycle networks, and providing facilities that people can walk to in the community.

Tackling the steep natural topography, which made some parts of the development steeper than standards, we ensured alternative routes with slacker more compliant gradients will always be available.
OPERATIONAL EXCELLENCE

Environmental Management System

WSP have continued to develop and improve our Environmental Management System (EMS) and processes to deliver continual improvement.

Overview

Our ISO 14001-certified environmental management system (EMS) covers both our corporate activities (e.g. our office locations) as well as delivery of our client projects around both the UK and abroad. In 2016 we concentrated on improving the user interface with the EMS and raise the profile of environmental management.

Activities and Achievements in 2017

In 2017 we upgraded our EMS to ensure it met the requirements of the new ISO 14001:2015 standard. This included mapping the needs and expectations of our interested parties, both internal and external. We reviewed our Environmental Aspects to ensure we identified risks and opportunities across our projects, services, activities and office locations. We considered not only how we impact on the environment but how the environment will impact on us in the future:

• achieved certification the ISO 14001: 2015 standard in April 2017.

• launched a new Environmental and Carbon policy to highlight our commitment to improving our environmental performance and reducing our carbon emissions en route to becoming carbon neutral by 2020.

• We have been working closely with the procurement team to improve our processes for managing the environmental and sustainability impacts of the goods, services and equipment we procure as an organisation. Implementing a Sustainable Procurement programme has been shown to not only improve staff awareness, improve efficiency but also delivery financial savings.

• During 2017 there were 17 environmental incidents reported. These related to oil spills (24%), water pollution events (24%), waste management issues (18%), office temperature (12%) and emissions to air (6%). There were also 3 incidents of contact with an enforcement body (the Environment Agency) on site. There were no prosecution or enforcements actions taken.

Plans and Targets for 2018 and beyond

We are aiming to roll out the revised training and guidance on assessing Project Environmental Risk across the organisation. We will then track its use by each business unit and communicate best practice examples. We will promote the use of the EMS and its processes and tools to the business, including Opus. We will also continue to encourage staff to report environmental incidents, near misses and any contact with the regulator.

We be developing a plan to work towards Zero Waste to Landfill from our offices by 2025 and implementing green lease agreements at our new office locations.
Energy Use in our Offices

Electricity and gas consumption increased by around 43% (3,900,000 kWh) across the estate. This was due to Mouchel offices being reported in the data from 1st January 2017.

Overview

We consume grid-generated electricity in all our offices, and gas in most offices. Ferrybridge uses oil and Shrewsbury biomass.

17 Mouchel offices were added to the baseline reporting data. These offices were generally older and less energy efficient than the WSP portfolio.

The increase was 9355 m² (25%). Over the year, floor space then reduced by around 1,000m² (2.2%) despite an increase in headcount.

Activities and Achievements in 2017

Gas & Oil: During 2017 we used over 6.1 million kWh of gas and oil in our UK offices, an increase of 60% compared to 2017. Half is accountable to a baseline correction of 2016 data.

Electricity: We used 6.4 million kWh of electricity in our UK offices, an increase of 25% from 2016.

Our energy consumption increased to 266 kWh/m² from 235 kWh/m². This reverse in trend was due to the Mouchel portfolio which is less energy efficient.

The integration of the Mouchel office portfolio began in 2017 with the closure of London Puddle Dock, Wyke and Maidstone and the relocation of employees within existing local WSP offices.

Continued organic expansion and integration of the business was enabled within the WSP office space by the expansion in the use of Skype and Condeco (our online desk and room booking software) to enable flexible working practices.

Plans and Targets for 2018 and beyond

Relocations to new offices in Guildford, Birmingham and Manchester integrating office clusters and coupled with continued deployment of Condeco will drive down the kWh per headcount consumption again. Green lease clauses will be negotiated in all new leases where possible.

Within our existing portfolio landlords will be requested to consider green lease clauses, AMR installations, and low carbon energy, reflecting the WSP Sustainable Office Standards.

ESOS audits are planned for Leeds, Bristol and Manchester.

New office locations will take into consideration access to public transport and sustainability such as access to electric car charging points and facilities for cyclists.

The utility supply contracts will be renegotiated in Q1 of 2018 and we will look to move to lower-carbon sources of energy.

<table>
<thead>
<tr>
<th>Performance</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2016</td>
</tr>
<tr>
<td>Energy in offices (kWh/m²)</td>
<td>262</td>
</tr>
</tbody>
</table>
Greenhouse gas emissions

We have re-baselined our 2015 emissions to take account of Mouchel’s operations in that year. Our 2017 GHG emissions show a small (3%) reduction compared to those of 2016.

Our main source of greenhouse gas emissions continues to be our business travel (48%), with air travel the largest component (31%).

Overview

Our main source of greenhouse gas emissions continues to be our business travel (48%), with air travel the largest component (31%).

Activities and Achievements in 2017

The purchase of Mouchel meant that, as required by the GHG Protocol, we revised our 2015 baseline carbon emissions, estimating what these emissions would have been with Mouchel. We also did this for 2016.

- **Scope 1 emissions**: A 5% increase in gas consumption in our offices was accompanied by a similar rise in GHG emissions. We gathered and reported data on HFC and CFC emissions (associated with refrigerants in air conditioning systems) for the first time.

- **Scope 2 emissions**: 2017 saw a decline in both electricity consumption and in the carbon intensity of electricity supplied to us, as the UK power sector continues to decarbonise. This led to a 22% fall in scope 2 emissions. We continue to purchase low-carbon electricity at ten of our 50+ offices (hence our scope 2 emissions calculated using the market-based method were lower than those calculated using the location-based method, see below).

- **Scope 3 emissions**: Overall our scope 3 emissions declined slightly. An increase in emissions from air travel were offset by a reduction in emissions from car travel and commuting, whilst emissions associated with rail travel remained unchanged.

### Scope 1

<table>
<thead>
<tr>
<th></th>
<th>2015 (tCO2e)</th>
<th>2016 (tCO2e)</th>
<th>2017 (tCO2e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas, oil &amp; biomass</td>
<td>1,286</td>
<td>1,077</td>
<td>1,134</td>
</tr>
<tr>
<td>HFC &amp; CFC*</td>
<td>100</td>
<td>100</td>
<td>116</td>
</tr>
<tr>
<td>Pool vehicles</td>
<td>195</td>
<td>182</td>
<td>173</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>21,056</td>
<td>18,925</td>
<td>18,313</td>
</tr>
</tbody>
</table>

* 2017 is actual data; 2015 and 2016 is estimated data.

As required by the Greenhouse Gas Protocol, our 2017 Scope 2 emissions are shown below using the location-based and market-based methods. The former reflects the average carbon intensity of UK grid electricity, whilst the latter reflects the carbon intensity of the electricity that we purchase.

### Scope 2

<table>
<thead>
<tr>
<th></th>
<th>Location-based</th>
<th>Market-based</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>2,192</td>
<td>2,123</td>
</tr>
</tbody>
</table>

*
Greenhouse gas emissions

Continued...

Our GHG reduction targets are intensity-based and are shown below. Although we re-baselined our 2015-17 emissions data (following the purchase of Mouchel), we have yet to re-formulate our 2018 or 2020 targets; this is because WSP Group is currently developing targets for the global business and we are in the process of integrating our Opus colleagues.

<table>
<thead>
<tr>
<th></th>
<th>2015 (tCO2e / FTE) Baseline</th>
<th>2016 (tCO2e / FTE)</th>
<th>2017 (tCO2e / FTE)</th>
<th>2018 (tCO2e / FTE) Target</th>
<th>2020 (tCO2e / FTE) Target</th>
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</thead>
<tbody>
<tr>
<td>Offices</td>
<td>0.73</td>
<td>0.60</td>
<td>0.53</td>
<td>0.50</td>
<td>0.40</td>
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<tr>
<td>Business Travel</td>
<td>1.40</td>
<td>1.29</td>
<td>1.32</td>
<td>1.47</td>
<td>1.40</td>
</tr>
<tr>
<td>Commuting</td>
<td>1.04</td>
<td>0.95</td>
<td>0.94</td>
<td>0.92</td>
<td>0.91</td>
</tr>
</tbody>
</table>

Plans and Targets for 2018 and beyond

2017 was an exceptionally busy year during which we put in place several initiatives which we expect to bear fruit in 2018 including:

- **Energy**: we’ll be undertaking two energy audits and a design review to identify opportunities for reducing energy consumption in our offices.
- **Green electricity**: we’ll ask our landlords if they will procure low-carbon electricity (where WSP doesn’t own the utility contract).
- **Hire cars**: we’ve recently limited the engine size of the cars we hire to 1.4 litres.
- **Domestic air travel**: January 2018 will see the introduction of a £50-per trip fee to all domestic flights; these fees will go to our WSP Foundation.
- **Pool vehicles**: we’ve asked our provider to investigate the possibility of introducing hybrid vehicles; we hope to offer the first of these during 2018.
- **Commuting**: as we consolidate our estate, we’ll continue to identify office locations with good access to public transport, thus helping our staff reduce their commuting emissions. Where car use is required, we’ll add more EV (electric vehicle) charging points.
Materials

Paper is the main material which we consume. In 2017 we increased the proportion of recycled content but missed our 2017 target; however, we hit our 2017 target for kg/FTE of paper consumed.

Overview

Paper is the main material we consume.

Activities and Achievements in 2017

Our policy of using 100% recycled paper was reinforced towards the end of 2017 and led to 72% of paper consumed in December being from recycled sources. However, over the year we used 23%, missing our target.

In 2017 we consumed 10.7 kg of paper per FTE, beating our target of 13 kg/FTE.

Plans and Targets for 2018 and beyond

We are in the process of reviewing our contract for printing machine services across the globe; this has included the requirement for all devices to be capable of printing 100% recycled paper.

- Recycled paper: We will continue to monitor and promote the use of recycled paper across the estate and look to source recycled plotter paper.

- Paper consumption: With the introduction of a new contract to manage our printing machines, we will look into the deployment of desktop print management software that discourages printing.
**Waste**

We continue to promote waste minimisation, re-use and recycling across our office locations. Office moves and refurbishments have impacted on our waste generation figures.

**Overview**

In the UK, all businesses have a duty of care to deal responsibly with any waste that they produce. Our operations are largely office-based and our main sources of waste are office materials. We apply the Waste Hierarchy to the management of our waste to ensure that we recycle and re-use as much as possible.

**Activities and Achievements in 2017**

During 2017 we produced 697 tonnes of waste, a 4% reduction from 2016. However waste sent to landfill increased from 48 tonnes in 2016 to 61 tonnes in 2017, while waste diverted from landfill (i.e. recycled or reused) has decreased by 7%.

Our recycling rate for 2017 was 91%, which is above industry best practice. At 155 kg of waste per head has decreased and we are achieving better than ‘good practice’ when compared against WRAP’s benchmark.

The reason why our overall waste has decreased is that during 2016 we have combined a number of office locations and we have including guidance for staff on waste minimisation in their induction. The decrease in recycling may be due to new offices we have acquired that have different waste management arrangements.

**Plans and Targets for 2018 and beyond**

As part of our Sustainability Strategy WSP has agreed to work toward becoming Zero Waste to Landfill for our office locations by 2020. This will involve taking an in depth look at our waste management process, and developing an implementation plan to achieve our goals.

We will apply a consistent waste management process across our office locations in order to increase our recycling rate and reduce waste sent to landfill. This will also help improve waste data collection and reporting. We will work with staff to identify and tackle areas of high waste output.

Our waste management processes for ensuring our waste duty of care documentation is more accessible and easily retrievable for all offices, including Opus and Mouchel legacy locations.

<table>
<thead>
<tr>
<th></th>
<th>2017 Target</th>
<th>2017 Performance</th>
<th>2018 Target</th>
<th>2020 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Waste</td>
<td>120</td>
<td>144 kg / FTE p.a.</td>
<td>120 kg / FTE p.a.</td>
<td>30 kg / FTE p.a.</td>
</tr>
<tr>
<td>Diverted from landfill</td>
<td>95%</td>
<td>91%</td>
<td>95%</td>
<td>100%</td>
</tr>
</tbody>
</table>
Working with Our Suppliers

We take care in selecting suppliers who have a responsible business model and we ask that they agree to our Third Party Code of Conduct and Supply Chain Policy. In 2017 we will have a renewed focus on using recycled paper, and will begin our move to low-carbon energy supplies.

Overview

During 2017 the Procurement & Supply Chain Team have worked hard to ensure our assessment processes support the company’s core values and protect us from risk. We now have an integration process to support The Modern Slavery Act and risk grading associated with the Act and full compliance with GDPR.

Activities and Achievements in 2017

In 2017 we ran a Global Tender for a new print provider – looking closely at not only our paper consumption but the sustainable attributes of devices. We moved several key sites to low-carbon energy providing not only a more sustainable solution but savings the business as well.

As a business we moved to a global travel provider. This enable us to review our policies, improve reporting and further enhance our goal of sustainable procurement.

Plans and Targets for 2018 and beyond

In 2018 we will ensure that 100% recycled paper is the default choice in all our offices. As our electricity and gas contracts come up for renewal in 2017 we will take the opportunity to move to low-carbon energy supplies. We work closely with our CSR colleagues to ensure we have a structured and appropriate CSR roadmap for our procurement and supply chain.

The work that commenced in 2017 to review and tender indirect contracts will continue into 2018 and beyond so that we can achieve the optimum costs for all our business requirements.

We are working closely with our Global teams to ensure that we engage suppliers and use our global presence to achieve the best cost and sustainable contracts.

All our systems and contracts will continue to be reviewed so that any relevant amendments can be made to ensure our compliance to requirements in all areas.
ABOUT US
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 7,000 talented people in the UK (including Mouchel Consulting) and 36,000 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.

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