



UK Annual Sustainability Report 2019





Contents

Message from our CEO	1
Our Journey to Net Zero	4
WSP UK at a Glance	5
Strategy & Governance	7
Clients & Projects	11
Case Studies	27
Operational Excellence	37
Employees & Communities	69
GRI Content Index	81

Welcome to our UK Annual Sustainability Report for 2019.

This report summarises our activities throughout the year and how the UK business is delivering against its sustainability objectives. We report on sustainability annually; our previous UK report covered our 2018 activities and is available [here](#).

We also publish a Global Annual Sustainability Report, which is [available here](#).

Message from our CEO

Ensuring positive societal change for our clients and the people and places we serve is our clearest opportunity to demonstrate and live our company's values. Every day, I see this ambition driving our experts.

I am delighted to share our annual sustainability report for 2019. Over the last year we have driven a transition towards a net zero future; helped clients and communities thrive; empowered our people; and championed skills and innovation.

The impact of COVID-19 has been profound. Our recovery from it presents a once-in-a-generation opportunity to accelerate the pace at which we advance progressive ideas – levelling up the economy, a more inclusive sector and decarbonisation.

At WSP, there is no greater agenda than mitigating climate change. Whether by cutting carbon, protecting nature or advocating for a fair transition, achieving a net zero future will allow us to build back better, increase resilience and attract new talent.

We want to lead our industry on this agenda. That is why in 2019 we helped found the All-Party Parliamentary Group on net zero and coordinated the environment sector's Pledge to Net Zero. But we must also maintain high standards ourselves. I have committed our UK business operations to be net-zero by 2025 and brought our targets in line with the 1.5-degree reduction in the Paris Agreement. We have reduced our emissions by 17% since 2018 and have taken steps like introducing a £200 levy on all staff domestic air travel to accelerate our transition.

We also want to be an inclusive employer, one that attracts extraordinary and diverse talent at all levels. I was delighted that we were named the ACE's Emerging Professionals Employer of the Year in 2019. It was our early careers and STEM outreach, alongside the work of VIBE - our LGBT+ employee network - that helped us achieve the National Equality Standard in 2019. You can read more about this and the work of WSP Foundation in the report.

I am proud of what we have all achieved, much of it alongside our clients and partners, and I invite you to look through our report. As we face further uncertainty this year, both myself and my colleagues will continue to question the ordinary, imagine the extraordinary and deliver ideas that improve the resilience and quality of life of all in our society.



Mark Naysmith

Chief Executive Officer, UK and South Africa



Our Journey to Net Zero

2019

What We've Done

17% reduction in carbon emissions

£3.28 generated in social value for each £1 invested in carbon reduction

£200 carbon levy introduced on all domestic flights

Pledge to Net Zero coordinated on behalf of the environmental industry

All-Party Parliamentary Group Net Zero - founding members

2020

What We're Doing

1.5° Paris Agreement carbon target alignment - we are targeting an annual reduction of 4%

Expanding measurement of our Scope 3 emissions - including IT (data centres) and commuting

Remote Working to reduce commuting travel emissions

Net Zero championed in our projects

2025

Where We're Going

Net Zero in our own emissions by 2025

Authentic Offsetting - Purchase of greenhouse gas removal offsets

Low carbon vehicle fleet for our colleagues' work use

2030

and Beyond

50% reduction in our operational carbon emissions

Estate localisation to reduce commuting emissions

Significant reductions in the emissions associated with our schemes and designs



WSP UK at a Glance

WSP is one of the world's leading professional services firms providing technical consultancy to the built and natural environment. We are dedicated to our local communities and propelled by international brainpower.

**Complexity, proactivity
and accountability
inspire us where we
work and live**

8,200 employees in the
UK and Ireland

50+ office locations
(excluding site and
client offices)

HQ: Chancery Lane,
London

507 offshore employees
(India, Serbia and
Romania)

Our Markets

Our UK business is organised into four discipline-led strategic business units (SBUs):

Planning & Advisory

One of the success factors of project delivery is planning. Our advice to clients at this critical stage helps them make the right choices from conceptualisation and feasibility, through to funding and delivery. This ensures our clients can develop effective, resilient and sustainable strategies to meet the country's housing, infrastructure and growth needs.

Property & Buildings

We are involved in every stage of a project's lifecycle, 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.

Transport & 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 lifecycle of a wide range of projects.

Water, Energy & Industry

We are a leading provider of engineering and project management services to the UK water sector, global energy market and industrial process sector. We offer strategic vision, award-winning pioneering extra-high-voltage transmission services and we are a centre of excellence for pharmaceutical and chemical projects. Our specialists support clients throughout the project lifecycle to deliver schemes that create a sustainable future.



Strategy & Governance

Our Global Sustainability Policy (available in full [here](#)) sets out the four key objectives that support our approach to sustainability. This report provides information on what we are doing in each area. [Click an objective below to find out more.](#)

We will provide expert consulting services to help clients improve sustainability performance, reduce costs, create brand value and manage risk across their organisations.

**Client & Projects:
Our Expertise**

We will prepare our clients for the future by understanding trends related to society, climate change, technology and resources and reflecting them in our designs and advice.

**Client & Projects
Future Ready®**

Our Policy Objectives

We will actively manage and improve our own environmental, social and governance performance, setting an example as a global firm and strengthening our organisation for society at large.

**Operational
Excellence**

We will provide a safe, inclusive environment for our people to deliver to their full potential, as well as participate meaningfully in their communities.

**Employees &
Communities**

Sustainability Leaders

In the UK our sustainability work is led by:

David Symons

UK Director of Sustainability

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 Gott, MBE

UK Head of Corporate Social Responsibility

Claire is responsible for our environmental and social impacts, community engagement and humanitarian aid. She sits on our Executive Leadership Team (ELT) and reports into the Executive Committee on CSR and Sustainability.



Our Contribution to the UN Sustainable Development Goals

The United Nations adopted its set of 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 to nine of the SDGs. Our greatest contribution is through our advice to our clients in both the public and private sectors. Further communication on progress is included in our [Global Report](#).

Activities and achievements in 2019.

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

As signatory to the United Nations Global Compact (UNGC), the world's largest global corporate sustainability initiative, WSP has committed to setting in motion changes to the business, incorporating ten UNGC principles into overall strategy, culture and day-to-day operations, as well as prioritising our contributions to the UN SDGs.



LEFT and BELOW: Staff SDG Campaign – Climate Week 2019



Plans and targets for 2020

The SDG Goals on which we have greatest influence also align with our core services, values and purpose. As we enter the Decade of Action, we intend to further our actions in these areas and social value offering, to ensure we play a part in contributing to sustainable economic growth, nationally and internationally, beyond 2030.

The following table highlights the SDGs that we contribute to the most through our client work and our own operations. Throughout this report, we are proud to present examples of projects and initiatives which illustrate these contributions.

The full list of SDGs is available [here](#).

SDG TABLE

Sustainable Development Goals		Our technical expertise	Future Ready	Our own operations	Part of the community
5 GENDER EQUALITY	Achieve gender equality and empower all women and girls	●	●	●	●
6 CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all	●	●	●	●
7 AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all	●	●	●	●
8 DECENT WORK AND ECONOMIC GROWTH	Promote inclusive and sustainable economic growth, employment and decent work for all	●	●	●	●
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Resilient infrastructure, sustainable industrialisation and foster innovation	●	●	●	●
11 SUSTAINABLE CITIES AND COMMUNITIES	Make cities inclusive, safer, resilient and sustainable	●	●	●	●
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns	●	●	●	●
13 CLIMATE ACTION	Take urgent action to combat climate change and its impacts	●	●	●	●
15 LIFE ON LAND	Sustainably manage forests, combat desertification, land degradation and biodiversity loss	●	●	●	●

Clients & Projects

Our Expertise

As trusted advisors to our clients, we actively seek out the most transformative, innovative projects to pioneer a more sustainable future. We strive to provide forward-thinking advice and unparalleled expertise to help our clients thrive in a changing world.

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. WSP were named #1 Environmental Consultant and a sector-leading provider as part of Environment Analyst's Annual UK Market Assessment.

Our consultants have developed and delivered a range of sustainability-related services and projects. These are detailed below.

Climate Resilience Services

During 2019, we saw several local councils declaring climate emergencies and long-term commitments to reducing carbon emissions, in line with the UK Government's goal. WSP has taken the lead in supporting these strategies – we worked with [Hertfordshire County Council](#) on its sustainability strategy and provided support with assessing and reporting climate change impacts. We are continuing to support many other organisations in this area.

We are also delivering innovative projects beyond our Environmental business, to help build a net zero future. Our Energy business are leading the design of HyNet – the most advanced hydrogen and carbon capture, utilisation and storage (CCUS) project in the UK. The development of a new hydrogen pipeline for the North West of England and North-East Wales represents the first piece of the UK's CCUS infrastructure, identified by the Committee on Climate Change as a vital technology for achieving the ambitious emissions savings needed to meet the 2050 carbon reduction targets.

For our Property & Buildings business, design of low-carbon buildings is key. Mindful of the fact that [80% of the UK's existing infrastructure will still be here in 2050 and beyond](#), we place as much importance on retrofitting to reduce CO₂ emissions. Our wider strategic advisory arm have also helped companies including BT and IKEA develop innovative strategies for zero-carbon heating and cooling.

Electric transport is another vital part of a net zero future. In Transport & Infrastructure, we are helping cities develop infrastructure for electric vehicles, assessing ULEZ zones and researching how trains could be fuelled by hydrogen. Together with our work on Future Mobility, we are supporting local bodies in achieving this vision of zero-carbon mobility.

We believe we have an important role to play in helping the UK to take the lead on decarbonisation, and will further develop these services across our business to support the transition to net zero across our energy-intensive industries.

Biodiversity Net Gain (BNG)

We are authors of the British Standard on biodiversity net gain that has been recently published for consultation. In conjunction, we have been running the national training on biodiversity net gain across the UK for CIEEM, and we dominated the CIEEM In Practice BNG edition with three WSP BNG articles. As part of this engagement, we met with Michael Gove, the then Defra Secretary of State, and house builders, as the only consultant in the room, to discuss biodiversity net gain. This has culminated in the publication of the Environment Bill that will make biodiversity net gain mandatory for all developments.

Natural Capital

We have increased the natural capital expertise within the team, appointing national experts who bring ecosystem service and ecological economic expertise to the business. This has resulted in us winning work on natural capital from a range of clients including running a baseline assessment for Thames Water.



Future Ready®

Future Ready is our global innovation programme to see the future more clearly and to work with clients and all our people to design for this future as well as today in every project we deliver. This is a major win theme for WSP, setting our company and service delivery apart.

Activities and Achievements in 2019 built on the progress of Future Ready across WSP in 2018, becoming the 'golden thread' through the 2019-21 Global Strategy. This highlights how Future Ready will ensure we continue to better understand our clients, to deliver exceptional value, and to become our clients' partner of choice. Through our global project delivery we will:

- Actively seek out the most transformative projects to pioneer a more sustainable future.
- Provide forward-thinking advice and unparalleled expertise to help our clients thrive in a changing world.

WSP's 2019 global conference was hosted in Edinburgh with the theme Future Ready. This aligned all leaders in Future Ready thinking and gave us an opportunity to showcase our outstanding projects to promote global collaboration.

Our Future Ready approach to work appeals to prospective employees who want to do more meaningful and thoughtful work. As a result, the UK Recruitment and Future Ready teams used this approach to engage undergraduates with regards to their careers within WSP. As part of a UK university tour, they launched an interactive quiz inviting entrants to design their own future city by answering questions on key trends. The lucky winner of the quiz had the opportunity to meet our Future Ready leadership team and CEO Mark Naysmith.



LEFT: Future Ready Conference

Seeing the future more clearly

Throughout 2019, we continued to harness the latest thinking and research developed by our industry experts to address the world's most significant challenges. Key topics included:

Future Ready Innovation Labs

In our highly interactive webinars, our colleagues develop Future Ready thinking on responses to future trends – such as low-carbon energy, changing security challenges, or greater loneliness.

In each Lab, our people contribute hundreds of ideas interactively using their smartphones via MentiMeter. The projects we featured already considered a future very different from today, and our Lab participants came up with even more suggestions around ways to ensure long-term resilience and value in a changing world. From this wealth of ideas, Lab suggestions are now shaping the featured projects.

During 2019, in response to demand, we opened Future Ready Innovation Labs to selected clients. Clients have found our Labs a great way to experience first-hand how we in WSP are shaping our thinking, and to develop their own understanding about future trends, resilience, flexibility and value in an uncertain future.

We held 11 Future Ready Innovation Labs throughout 2019, covering projects such as HS2, Waterbeach New Town and many more. We also looked at wider topics such as future workplaces and the future of electric vehicles as part of our key theme, Future Mobility.

Engineering Cities for Better Mental Health

Studies have shown that cities are associated with higher rates of most mental health disabilities; specifically, depression and anxiety increase in risk by 39% and 21% respectively. By considering these elements within our designs we can create cities that actively improve mental wellness and help those suffering with mental health disabilities to retain their independence.

Future Ready Universities

Led by Tim Cuell, our Head of Education, specific research was conducted into the megatrends impacting universities. Key trends include lifelong learners, changes in how we learn, changes in how universities operate global development, and climate change. By applying a Future Ready approach, several potential solutions and case studies were highlighted.

Future Ready Landscapes

The UK Environment team launched [Future Ready Landscapes](#) which focuses on how trends fundamentally change how we plan and design streets, landscapes and infrastructure for the future. The ethos promotes people-centred, technology-enabled designs for a better tomorrow. Our approach supports cooperative communities, embeds green infrastructure and leads to more compassionate cities – where humans and our natural resources can thrive in a shared urban future. We see it as a platform for all our environmental colleagues to share.

Future Ready Buildings

Considering themes of Climate, Society, Technology and Resources, the animation shows the philosophy behind Future Ready – a true multi-disciplinary service that can be implemented from buildings to public realm and everywhere in-between. It highlights a number of potential opportunities and solutions as well as changing requirements. [Visit our website](#) for more information.

Net Zero Construction

We published research at Highways UK in 2019 showing how the greenhouse gas emissions from UK construction have increased over the past 20 years. We will be carrying out more work in 2020 to identify how we can support delivery of a net zero construction sector. This will build on our work for the Swedish Government's [Fossil Free](#) Roadmaps.



We design for the Future Today

By designing for the long term, and sharing our approach and insights, we progressively help cities, communities and clients to prepare for the future. Future Ready delivers peace of mind for our clients, lower lifecycle costs and resilience.

We empower our teams to work with clients to identify and advise on relevant trends, seeking potential solutions that can be incorporated into project delivery. Our [project case studies](#) feature Future Ready as part of our design thinking. Examples include:

- On **Paddington Square**, the team pre-empted a change in structure with a greener grid, despite policies not yet reflecting this development – saving significant amounts of carbon across the project.
- On the **Energy Entrepreneurs Fund**, the team supported Bramble Energy, a small start-up developing hydrogen fuel cells. WSP evaluated the opportunities for this technology and were able to foresee how this could help to decarbonise sectors, globally.

As we move to execute our Future Ready approach globally by 2021, this thinking will be applied to projects in all sectors, going beyond the solutions traditionally delivered by our Sustainability and Environment teams.

To further embed Future Ready in our projects, we launched a global e-learning programme as the introduction to a suite of learning materials. The programme has been rolled out to all regions, and translated into multiple languages. The modules highlight the key trends and why it is important to think of the future to give advice and design projects with lasting value. Over 1,800 employees in the UK had undertaken the e-learning by the end of 2019.

Further to this, practical toolkits have been produced to assist colleagues across each stage of a typical project to apply Future Ready, from bid through to project delivery. These toolkits continue to expand as applied and adapted based on feedback from colleagues.

A series of 'Critical Questions' were produced to further assist staff to apply trends to their projects. These succinct one-page documents addressed key questions impacting the future and our projects such as 'Does Hydrogen Have a Future?' and 'Can Blockchain Play a Role in a More Sustainable Economy?'. The answers pull multidiscipline expertise from across WSP globally as well as key facts, statistics and examples to explain the expected outcome. These internal documents can be used by staff to help build knowledge, guide client conversations and as a point of contact for experts across the business.

The Net Zero Steering Group was established to align all our work on decarbonisation and supporting delivery of a zero-carbon economy. Working closely with Future Ready discipline leads, the group ensures delivery of key agenda items and alignment across our business.

We lead in innovation

We share our Future Ready insights and thought leadership in order to be able to inspire action across the industries. Future Ready champions have spoken at several events across the UK, including:

- CIWEM Cambridge
- Future Ready Tees Valley
- London Climate Action Week – with Leonie Cooper and Institute for Public Policy Research (IPPR)
- Cambridge Institute for Sustainability Leadership
- CIHT National Young Professionals Conference
- Highways UK
- Aldersgate Group events

Plans and targets for 2020

All new projects will consider Future Ready as part of our Business Management System (BMS) process. We will also look to embed our Global Future Ready strategy and research. We will also look to embed our Global Future Ready strategy and promote research as a key component of our programme.

During 2020 we will also launch Future Ready Parks, applying our Future Ready Landscape approach to the design of our parks and supporting the West London Growth white paper. We are working with the London Borough of Ealing to develop a Future Ready park pilot at Glade Lane Park which will inform our toolkit and design recommendations for the client.

The Net Zero Steering Group will also continue work on decarbonisation in our sectors and focus on our projects and operations during 2020.

BELOW: Future Cities – Nottingham stand



Pledge to Net Zero

In November 2019, WSP convened and launched the environmental sector's 'Pledge to Net Zero' initiative together with Society for Environment, Association for Consultancy and Engineering (ACE), Institute of Environmental Management, and the Environmental Industries Commission (EIC) - the first industry-level commitment in the UK requiring science-based targets from its signatories. Fifty leading environment organisations, covering around 20,000 people, have pledged so far to tackle their own greenhouse gas emissions and publicly report on their progress annually.

Signatories commit to three things:

1. Set and commit to deliver a greenhouse gas target in line with either a 1.5°C or well below 2°C climate change scenario – covering buildings and travel as a minimum.
2. Publicly report greenhouse gas emissions and progress against this target each year
3. Publish one piece of research/thought leadership each year on practical steps to delivering an economy in line with climate science and in support of net zero carbon. Alternatively, signatories may choose to provide mentoring and support for smaller signatory companies in setting targets, reporting and meeting the requirements of the pledge.

Organisations have been asked to report back performance on their commitment by the end of December 2020. More information is available at www.pledgetonetzero.org.



Engaging with the UK Government

Over 2019, WSP rose to the fore in terms of engaging government on the sustainability agenda. We focused our efforts on lobbying central government in making the net zero target a statutory obligation, engaging local authorities up and down the country on how to respond to climate emergencies, and engaging senior ministers on the decarbonisation agenda – and getting great traction on issues like biodiversity and environmental net gain with Defra.

With the support of the UK board and the Net Zero Steering Group, we continue to provide strong business representation for a progressive environmental agenda from government. In 2019, this engagement centred on generating opportunities for WSP to contribute to policy discussion, as well as encouraging our government to continue a strong environmental agenda post-Brexit.

Activities and achievements in 2019

We hosted over 30 briefings and client events over the course of the year to share our sustainability knowledge and expertise. As we increased our direct engagement with cities on the sustainability agenda, we hosted six mayors in our regional offices, as well as senior policymakers such as Sir John Armitt, Lord Adonis, and Lord Deben for private conversations around how to ensure the built environment sector played its full part in the transition towards net zero.

We held one-to-one meetings with several senior MPs and Whitehall officials to discuss important topics such as hydrogen, CCUS and others and helped to set up the Decarbonised Gas Alliance and the All-Party Parliamentary Group (APPG) on Net Zero to raise awareness amongst MPs and civil servants of the levers to pull for the delivery of this agenda. Finally, as part of our policy influencing workstream, we responded to ten consultations on key policy proposals.

We also supported the Mayor of Greater Manchester Combined Authority on Manchester's Green Summit, providing industry insight through our working groups put together by the local Mayor. On the media front, we also made great strides including by securing an Op-Ed in the Economist Intelligence Unit on this agenda for Mark Naysmith.

In June 2019, the Managing Director for Energy co-signed a letter to the then Prime Minister, Theresa May, pressing her to legislate on Net Zero, as part of World Environment Day. Number 10 acknowledged WSP's role and Government responded by putting the target into law by amending the Climate Change Act.

David Symons was appointed Commissioner of the IPPR's Environmental Justice Commission. In this role, he will support Ed Miliband MP, Caroline Lucas MP and other influencers in putting forward policy solutions to deal with climate change in a socially inclusive and Future Ready manner.

We also welcomed Lord Deben, Chairman of the Committee on Climate Change, to our Chief Executive Business Breakfast to share insights and discuss the transition to net zero.

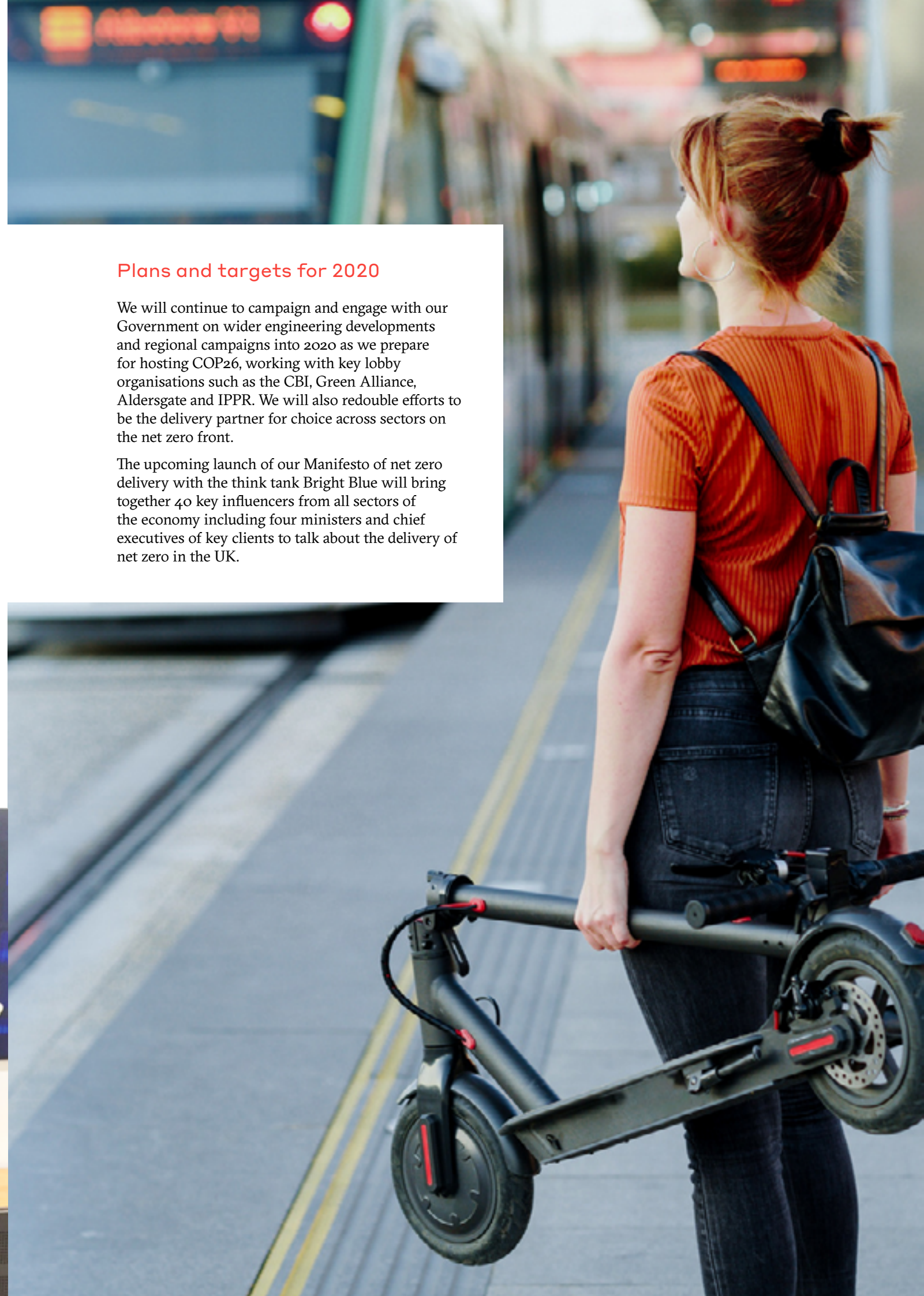
BELOW: Mark Naysmith with Lord Deben



Plans and targets for 2020

We will continue to campaign and engage with our Government on wider engineering developments and regional campaigns into 2020 as we prepare for hosting COP26, working with key lobby organisations such as the CBI, Green Alliance, Aldersgate and IPPR. We will also redouble efforts to be the delivery partner for choice across sectors on the net zero front.

The upcoming launch of our Manifesto of net zero delivery with the think tank Bright Blue will bring together 40 key influencers from all sectors of the economy including four ministers and chief executives of key clients to talk about the delivery of net zero in the UK.



Awards

Every year, we celebrate the most exceptional people and outstanding projects that have added significant value to our business and our clients. In 2019, 1,135 employees were nominated under our Star Award scheme – a spot recognition for going the extra mile or exceeding expectations.

WSP also has an internal awards programme known as the 'WSP Awards', celebrating our colleagues and projects, with the categories reflecting our five guiding principles. During 2019 we received over 400 nominations from across the business.



ABOVE: WSP Award winners 2019, south-east region.

RIGHT: Global Good Awards – Image: Ingrid Weel Media Ltd



We are also thrilled to have recently been recognised with a variety of awards externally:

Sustainability Awards:

Global Good Awards – Company of the Year

We received the gold award for our Future Ready and carbon neutral programmes, and for leading by example and implementing positive sustainable practices across all projects.

#1 Environmental Consultant, Environment Analyst

Part of Environment Analyst's wider Annual UK Market Assessment, WSP was named the sector-leading provider.

Most Sustainable Company in the Engineering Industry, World Finance Magazine

Recognised by World Finance Magazine for our global commitment to environmental, social and governance (ESG), as well as its commitment to the continuous improvement of our sustainability programmes.

Environment & Energy 100 Leaders – David Symons, WSP

David Symons was part of the 2019 honourees on the Environment & Energy 100 Leaders list for his outstanding innovations, driving our industry forward in the environmental sector.

Wider company awards

RoSPA Environmental Award – Highly Commended in the International Dilmun Environmental Award

RoSPA Award Order of Distinction – 16th Consecutive Award

Emerging Professionals Employer of the Year at the Consultancy and Engineering Awards (hosted by the ACE)

National Equality Standard certification

Building Equality Awards 2019 – Company of the Year

Women in Rail - Graduate Programme Award

Organisation memberships

We are members of several organisations that have an influence on sustainability. These include the Institute of Corporate Responsibility and Sustainability, Environmental Industries Commission, UK Green Building Council, and Aldersgate Group.

Association for Consultancy & Engineering (WSP Group)

AGS - Association of Geotechnical & Geoenvironmental Specialists

Aldersgate Group

APS Association for Project Safety

Association for Decentralised Energy

Association for Project Management

BSI (British Standards Institution)

Builders Profile (UK)

CHAS (Designer & Principal Designer) Contractors Health & Safety Assessment Scheme

CIRAS - Confidential Reporting for Safety

CIRIA

Council for Tall Buildings and Urban Habitat

Environment Analyst - Brownfield Briefing element

Environmental Industries Commission

Institute of Corporate Responsibility & Sustainability (ICRS)

Intelligent Transport Systems - Foundation Membership

Major Projects Association

RoSPA - Royal Society for the Prevention of Accidents

SAFEContractor

Safety Management Advisory Services

Stonewall Equality Limited

UK Green Building Council

World Road Association



Case Studies





Paddington Square

Future-proofed carbon reduction

SDGs: 9, 11
Client: Sellar
Completion 2022

39% carbon reduction on Part L requirements

67% of space heating, 24% of hot water and 20% cooling load met by heat pumps

37% further reduction in carbon emissions by 2050 as grid greens

360,000 square feet of office space

78,000 square feet of retail space

We developed the initial design by Renzo Piano Building Workshop to prioritise greater energy-efficiency and ensure emissions will decline as the electricity grid decarbonises.

Is it possible to exceed sustainability aspirations while meeting the architect’s vision for a glass building that ‘hovers’ 18 storeys above 1.35 acres of public realm? We did.

By using electric heat pumps instead of gas-fired combined heat and power (CHP) – along with a host of other features such as a double-skinned façade – we reduced carbon emissions by 39% on Part L requirements. As more low-carbon energy generation is connected to the grid, the building’s emissions are expected to fall by a further 37% by 2050 compared to the CHP option.

“The project was guided by sustainability from the outset, aiming to achieve BREEAM Excellent and to comply with the significant emission reductions required by the London Plan. We then took this a step further by examining how heat pumps could cut carbon compared to CHP.”

Chris Hemsall
Technical Director, WSP

BELOW
and RIGHT:
Paddington
Square



Copyright: Sellar Properties



Copyright: Sellar Properties



Copyright: Sellar Properties

LEFT and BELOW: Paddington Square



Copyright: Sellar Properties

In focus: making use of a greener grid

From 2022 Paddington Square will present a new gateway into London from Paddington Station, a public transport hub serving six rail links including the new Elizabeth line. Designed by Renzo Piano Building Workshop, Paddington Square is a centrepiece development for the wider district’s regeneration – to include a world-class mix of shops, cafes, West London’s highest rooftop restaurant and a pedestrianised piazza – centred around an 18 storey glass and steel building for which WSP is providing multidisciplinary services.

The consented scheme for the building used gas-fired CHP to produce electricity on site that was intended to be less carbon-intensive than the grid. But by 2018, with renewables already gaining a larger-than-anticipated share of UK energy generation, it was no longer certain that this would be the case by the time the building was complete. So we took the initiative to rework the design to replace the CHP with electric heat pumps and gas backup.

Alongside this, we strived to make every element of the building as energy-efficient as possible. With a large area of glass, overheating through solar gain can increase energy use for cooling. We used a double-skin façade to trap the heat between the layers and transfer it out of the building through small ventilation pockets.

Blinds within the double-skin façade open and close automatically to optimise solar gain, while smart features such as daylight controls improve energy efficiency further. The result is a 39% carbon reduction on Part L requirements, and the building’s emissions are predicted to fall to 28% of the Part L 2013 CHP option as the grid decarbonises by 2050.

“When we started looking at this back in 2018, it was clear the grid was getting greener but planning policies didn’t yet reflect this. We pre-empted this change, examining the carbon-reduction benefits of electric heat pumps on our own initiative.”

Jacob Cox
Senior Energy Engineer, WSP



7 phases of the Energy Entrepreneurs Fund since 2012

£75 million of grant money invested in 135 companies across 155 projects

236 patents filed for

61 products launched

81 customer trials

558 jobs created

£1 billion valuation for EEF companies

£100 million private funding leveraged so far



Energy Entrepreneurs Fund

Supporting energy innovation across sectors

SDGs: 7, 9, 11, 12, 13
Client: UK Government: Department for Business, Energy and Industrial Strategy
Completion 2021

WSP is supporting small companies with bright big ideas for state-of-the-art energy technologies, products and processes to help achieve net zero.

The UK Government's Energy Entrepreneurs Fund supports the development and demonstration of the best energy-technology ideas from the public and private sector – in particular from small- and medium-sized enterprises. We have worked with the fund, as part of consortium led by Carbon Limiting Technologies, since its inception in 2012. We have used our technical and commercial expertise to help entrepreneurial innovators like C-Capture, Powervault and Ventive take their ideas to market.

Our support includes:

- Market sector reviews
- Safety cases
- Customer introductions
- Independent validation of test results
- Selecting premises
- Product export requirements

“The innovative services, products and technologies we’re supporting have applications in transport, the built environment, utilities and manufacturing industry. They will contribute to decarbonisation across sectors and help reduce the overall use of energy.”

Dominic Cook
Director – Water, Energy and Industry, WSP



In focus: Bramble Energy

One company that WSP supports through the fund is Bramble Energy, which was founded in 2016 at University College London and Imperial College London.

The startup business makes hydrogen fuel cells – which react hydrogen with oxygen to produce electricity – for applications such as domestic back-up power. Paired with hydrogen produced from renewable energy, or from natural gas using carbon capture and storage, fuel cells could play a key role in achieving net zero. Bramble Energy makes hydrogen fuel cells – devices that combine hydrogen with oxygen to produce electricity. This electricity can then be used for a range of applications such as domestic back-up power. Coupled with with hydrogen produced from excess renewable energy sources such as solar and wind, fuel cells are poised to play a key role in achieving net zero.

Bramble Energy is solving the challenges of manufacturing complexity, scale-up and cost by focussing on constructing hydrogen fuel cells using materials and manufacturing techniques with well-established supply chains. It is the only fuel cell company with the manufacturing capacity to supply gigawatts of fuel cell hardware.

Drawing on our expertise across the global energy sector, WSP evaluated potential markets for Bramble Energy's products in the US, India, Brazil and South Africa. We found that the unreliable energy grids in India and South Africa offered particular opportunities for fuel cells, and we examined the requirements Bramble Energy would have to meet to get a new product registered and into these markets.

“It’s been a valuable experience personally. Being involved with the grant recipients, some of which are small start-ups, gives us a broader view of the industry and the technologies coming through. For our team, it’s been a chance to see – and help shape – what the future might look like.”

Srujana Saduvala
Senior Mechanical Design Engineer, WSP



2030 target for zero carbon in own emissions

2050 target for a zero carbon county

x3 resources efficiency by 2050

20% improvement in nature across the county by 2050

20% more wildlife on council land by 2030

2030 target for clean air for all

Hertfordshire County Council - Sustainable Hertfordshire Strategy

Creating a bold roadmap to net zero

SDGs: 11, 12, 13, 15
Client: Hertfordshire County Council
Completion 2020

When Hertfordshire County Council declared a climate emergency, we led the development of its ambitious strategy for achieving net zero – aligned to the UN’s Sustainable Development Goals.

The strategy has two ambitions: to make the council a leader in its own operations; and to enable and inspire a sustainable county. It focuses on environmental, climate, energy and social issues to cut carbon, protect nature and ensure a fair transition for all.

“Our strategy shows how we will lead in the way we behave as a council, enable our providers to respond to the climate challenge and inspire the businesses and residents of Hertfordshire to make their own contribution to the climate challenge we all face.”

David Williams
Leader, Hertfordshire County Council

Specialists from across WSP advised on the strategy, including those with expertise in:

- Social value
- Biodiversity net gain
- Natural capital
- Carbon costing



Image courtesy of Hertfordshire County Council



LEFT: St Albans Abbey
BELOW: Hertfordshire Health Walks



In focus: teamwork to meet a tight deadline

After declaring a climate emergency in summer 2019, Hertfordshire County Council committed to producing a sustainability strategy by the end of the year – a tight timeframe for any local authority. To meet this deadline, we needed to act quickly and gain support from across the organisation.

Our wide-ranging sustainability expertise and close existing relationship with the council, which includes WSP specialists already seconded to advise on topics such as future mobility, gave us a head start. To develop the strategy, we engaged with over 35 leaders from across the council’s different functions.

We started by establishing a baseline capturing what the council had already achieved. For example, it had reduced CO₂ emissions from street lighting by over 30% in 2018/19 compared to 2012/13. Then, we mapped business-as-usual trajectories, showing what would happen with no action. Finally, we outlined interventions that would help achieve the strategy’s aims.

In energy, for example, the strategy outlines a range of interventions to help it eliminate fossil-fuel-derived energy from its buildings, transport and public realm. These include buying energy from renewable sources and developing renewable energy investments, including solar farms and battery storage.

The strategy was approved by the council’s cabinet in March 2020 and each department is now creating and implementing action plans.

“Engaging closely with senior leaders was key to meeting the tight deadline and developing a robust strategy. By presenting at the council’s forum for leaders we gained early feedback on the initial ambitions and generated real enthusiasm for the project.”

Eve Peverley
Associate Consultant, WSP



100% rise in bus use
in 10 years

500,000 tonne
reduction in CO₂
emissions per year

5 key transport
corridors

2 new large bus park
and ride sites

2 extended existing
bus park and ride
sites

2 new city-centre
gateways at key
interchange points

250 new low-
emission buses,
including 5 electric
buses

Leeds Public Transport Investment Programme (LPTIP)

Doubling bus usage in a decade and cutting CO₂ emissions

SDGs: 9, 11, 13
Client: Leeds City Council and West Yorkshire Combined Authority
Completion 2021

A radical transformation of Leeds' bus network will double usage within ten years and save as much CO₂ per year as 23 million mature trees could absorb.

Making buses faster and more reliable will see them replace cars as the first choice for travelling around the city, as well as to and from commuter communities along key transport corridors.

The schemes on which WSP is working will underpin this step change. They include improvements to infrastructure such as bus lanes, junctions, intelligent traffic signals, park and ride sites, and bus shelters – as well as cycling and walking infrastructure and public realm.

Using the bespoke greenhouse gas assessment tool we developed, we calculated that every year the scheme will replace car journeys equivalent to between 9 and 10 return trips to the moon. This will save 500,000 tonnes of CO₂ per year.

In partnership with local government, bus operators and contractors, we are:

- Identifying and developing schemes to preliminary design
- Securing government funding through the devolved assurance process
- Overseeing contractors' design and delivery of schemes
- Providing project and programme management expertise.

"Many off-the-shelf greenhouse gas assessment tools focus solely on carbon emissions from construction, so we invested in researching and developing a bespoke tool to model the whole-life savings. This means we can be confident of the long-term contribution the project will make to achieving net zero."

Simon Pope
Technical Director, WSP

BELOW LEFT and BELOW: Alwoodley Park and Ride



LEFT and BELOW: Leeds City Centre Transport Redevelopment



In focus: beyond buses

Our work on the LPTIP will generate wide-ranging benefits that go beyond the emissions saved by switching journeys from cars to buses.

As well as completely reimagining the bus network to vastly improve passengers' journeys, the wider project being delivered with a range of partners will introduce electric and low-emission vehicles, create more accessible public realm and support active travel.

Five electric buses will serve the 1,200-space park and ride site at Stourton. The first fully electric park and ride in the UK, it will include solar panels on the terminal buildings and on canopies around the site.

Designing the new bus infrastructure has given us opportunities to significantly improve cycling and walking infrastructure around the city – including wider footways and cycleways. The public realm will also benefit, with 80 mature trees planted in the redesigned areas around the two city-centre gateways.

Integrating sustainable urban drainage into the new infrastructure will reduce runoff and lessen the resulting flood risk – an important consideration in a city that has been hit by flooding in recent years.

Operational Excellence

Ethics and Compliance

WSP's Ethics and Compliance function helps us to operate ethically, lawfully and profitably across the world.

WSP has a non-negotiable commitment to operating lawfully and ethically in all our operations. We achieve this in practice by having proportionate and commercially sensitive systems and controls, and by empowering our colleagues to apply a values-based approach to solving dilemmas. Academic research and our own experience make it clear that ethical workplaces are happier, more resilient, and achieve higher returns on equity. Consequently, there is a perfect alignment between our global commitments to maximising long-term value for shareholders, to supporting the Sustainable Development Goals, and to working lawfully and ethically everywhere.

While the advice we provide our clients has the most impact, we're proud to be a leader in our own operations. In striving for operational excellence, we measure and manage our own environmental, social and governance practices and continually improve over time.

We encourage and support our staff across the UK to participate meaningfully in the local communities in which we operate.

Activities and achievements in 2019

We achieved 98%+ completion of our ethics and compliance e-learning across our workforce. This is a gold-standard, industry-leading achievement.

With a special emphasis on developing markets, we have integrated our ethics and compliance risk management into our contract development process and systems.

In 2019, we launched a secure and global Business Conduct Hotline (whistleblowing service). The Hotline is open 24/7 to receive reports or concerns about unlawful or unethical conduct in relation to WSP's business worldwide. Anyone can access the hotline, and reports may be lodged anonymously.

Plans and targets for 2020

During 2020, we will increase our engagement with key clients to raise standards across the industry, as well as clarifying the way we meet with clients and industry participants and make more transparent how we give and receive gifts, entertainment and hospitality.

By increasing our use of data and analytics we will make ethics and compliance processes faster, cheaper and more assured.

Our Offices

All WSP offices across the UK consume grid-generated electricity. Where heating is not powered by electrical systems, in the majority, natural gas is the fuel source.

Activities and achievements in 2019.

Electricity

We reduced electrical consumption across our UK office portfolio from 221 kWh/m² in 2018 to 196 kWh/m² by December 2019.

Gas & Oil

Both reductions were a result of improved data validation across the estate coupled with a reduction in our office footprint from 65 to 50 offices – a reduction of 60,000 sq. ft. against a total estate of approximately 500,000 sq. ft.

Fitwel

Fitwel is a building rating system for commercial interiors and both multi-tenant and single-tenant existing buildings that provides guidelines on how to design and operate healthier buildings.

Our two flagship office projects from 2018 were both accredited to Fitwel status in 2019. The Mailbox, Birmingham, achieved a two-star rating and our First Street, Manchester office, was given a one-star rating.

Plans and targets for 2020

Where WSP holds direct agreements for energy across our estate and in conjunction with a third-party energy advisor, we will be procuring 100% renewable energy; 14 sites for electricity and five sites for gas.

WSP has recently invested in a new energy reporting system, 'Panoramic Power', through our strategic partner Centrica. This is a self-powered non-invasive system for real-time monitoring of electricity consumption. The system is being installed at 13 of our largest properties that account for around 80% of our electricity consumption. Our aim is to use the system to improve energy consumption analysis and target a decrease in our consumption by at least 5% through improved energy management.

In 2020, WSP intends to consolidate its UK estate further through improved workplace efficiencies and a continued drive towards more agile workspaces.



ABOVE: WSP newly refurbished Birmingham offices

Safety, Health & Wellbeing

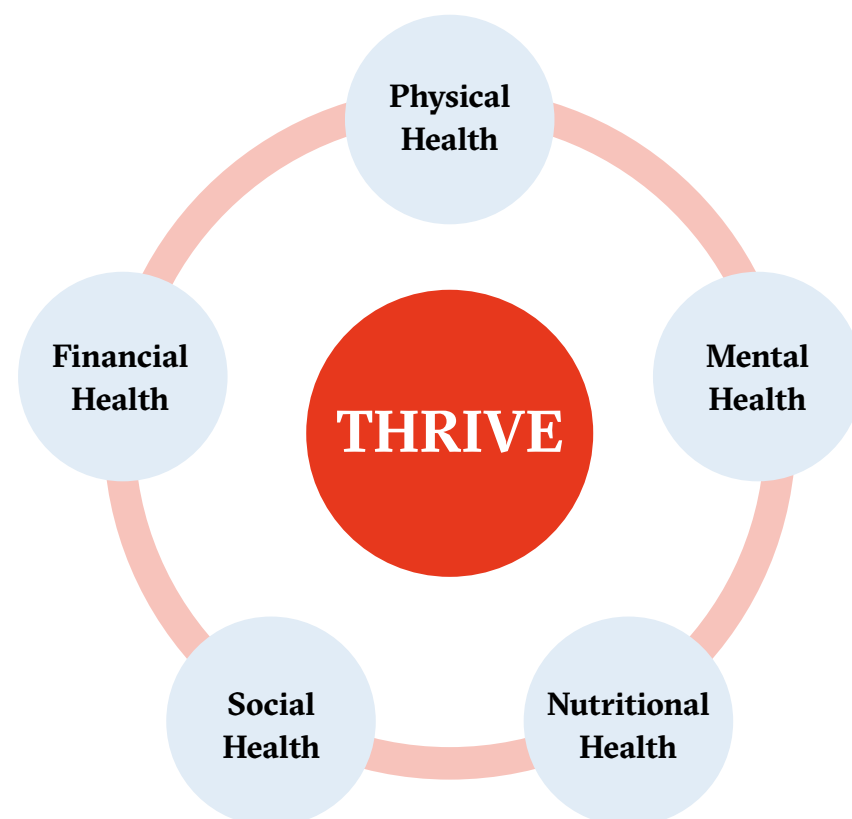
At WSP we value and care for our people. We believe that Safety, Health and Wellbeing (SHW) are all interlinked – by keeping our people safe and healthy we positively impact their wellbeing; by providing and supporting wellbeing opportunities we improve our ability to keep them safe and free from harm. Our business is full of amazing people with a positive and mature SHW culture.

We want to continue to build on this strong foundation to create a thriving workplace and way of working that attracts, develops, engages and retains our people – a place where our work has a positive impact on our SHW and that of others.

Activities and achievements in 2019

2019 has seen our continued commitment in SHW, helping us move ever closer to our vision of Zero Harm and ensuring our people, and all those we interact with, go home safe and free from harm every day to spend time with their families and friends.

In 2019 we re-launched THRIVE, our Wellbeing programme, which focuses on five categories: physical, mental, nutritional, social and financial health. By utilising the output from our online wellbeing survey, we continue to focus our support on positive mental health in the workplace, including extending our Mental Health First Aider team to over 100, developing an Individual Stress Risk Assessment Tool, creating 'Stress Awareness for Line Managers' eLearning training, and issuing eBooks and guidance on the themes of 'Better Sleep', 'Work/Life Balance', 'Stress Awareness & Management' and 'An Aging Workforce'.



The tenets of our Wellbeing programme, THRIVE

THRIVE was also featured at our UK-wide SHW Day, which included the launch of our WSP SHW culture video and a focus on movement, ensuring that as a predominantly office-based business we understand the risks of a sedentary lifestyle, the benefits of physical activity and the tools we can use, such as wellbeing kits provided across the office network to help baseline, manage and record our physical health.

Our SHW training programme covered more ground than ever with us delivering 772 face-to-face training courses. Our Reportable Accident Frequency Rate (AFR) was 0.02, well below the construction industry average, and our Near Miss Reporting Rate was 5.5, more than twice the global WSP target. We were also awarded our 16th consecutive Royal Society for the Prevention of Accidents (RoSPA) award, RoSPA's Order of Distinction.



ABOVE: WSP Safety, Health and Wellbeing culture video

Plans and targets for 2020

2020 will see us continuing to pursue our Zero Harm vision, THRIVE programme and Make Safety Personal culture by reframing our executive SHW leadership engagement programme, launching our 2020 SHW-themed communications calendar, delivering a bespoke SHW culture survey as part of our UK-wide stand down and rolling out a 'hearts and minds' cultural maturity assessment workshop across our operational SBUs.

Environmental management

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

Activities and achievements in 2019

We continued to update and improve our EMS to go beyond the ISO 14001: 2015 standard and legal compliance. We also continued our accreditation of RISQS and Achilles. We reviewed and updated our environmental aspects registers to reflect the changing circumstances in our office portfolio and organisational structure.

We have also reviewed how and what we ask our suppliers and sub-contractors before adding them to our approved supplier list. This helps strengthen our sustainable procurement goals.

Internal Audits

As part of our internal audit programme we conducted several in-depth environmental audits which included one of Network Information Services (NIS) (Highways England) and a Local Government project. Supplier audits included our Facilities Management provider and geotechnical sub-contractors. The lessons learnt from these audits were shared with our business units and procurement team to help deliver continual improvement.

SBU Environmental Goals

We have been working closely with our business units to develop specific environmental objectives related to their activities. Initially starting with our Water, Energy & Industry teams, the objective focus on identifying key environmental risks, site work training, incidents and near misses.

Green Lease

WSP has developed a Sustainable Office Standard (SOS) – the purpose of which is to ensure a consistent approach across our office locations about environmental and sustainability performance, whether these are new leases, refurbishments or existing buildings. In order to do this, we need to work collaboratively with our landlords and leading agents. This also ties in with our EMS and ISO 14001 which requires us to look at our operations from a lifecycle perspective.

From this SOS document, a template was then created called the Green Lease Memorandum of Understanding (GL MoU) which we ask that our landlords sign up to. The goal is to get as many office locations covered by the MoU as possible. At the end of 2019, 32% of our floor space was covered by GL MoU.

The programme has drawn interest from our global colleagues; the WSP Global Director of Workplace Strategy has asked for our support in rolling out the SOS and GL across the WSP global regions.

ESOS Phase II

As part of our compliance with the Energy Saving Opportunities Scheme (ESOS), energy audits were conducted at our Basingstoke, Liverpool, Birmingham, Leeds and Bristol offices. Emissions from our transportation (including all WSP vehicles used for business travel, pool cars, vans and company vehicles) were also reviewed. This will help us make informed decisions for energy efficiency and identify opportunities for improvement.

Training

During 2019 we rolled out the ENV002 Environmental Risk Assessment training package. The course was developed for any staff members who are involved in site work or activities. This includes undertaking surveys, inspections, investigation, construction site visits or site supervision. The aim of the course is to enable the attendee to understand the environmental risks and opportunities associated with their activities and how they can source expert advice from our team of professionals.

RoSPA Awards

WSP has received its first RoSPA environmental award, receiving 'Highly Commended' in the International Dilmun Environmental Award.

Office Environmental Champions

We have sought volunteers at each office location in the role of Office Environment Champion. They provide a local point of contact for environmental initiatives and campaigns, and support our goal of improving environmental performance by incorporating local staff suggestions and ideas.

Environmental Incident Statistics

There were 22 environmental incidents. We received an enforcement letter in relation to a water pollution incident in 2019, which was quickly resolved in collaboration with the regulator. We have not had any environmental prosecutions in the last five years.



ABOVE: Kirsten McLaughlin, Corporate Environment Manager, accepting the RoSPA Environmental Award

Plans and targets for 2020

We have set ambitious goals and targets for 2020, which include launching our Travel Planning Portal (TPP) to:

- Encourage staff to travel smarter
- Reduce our commuting carbon footprint by encouraging increased use of public transport, cycling and walking
- Support our Net Zero by 2025 commitment
- Provide inter-office travel advice
- Support informed travel choices
- Improve local air quality and wellbeing

The Streamlined Energy and Carbon Reporting (SECR) guidelines will apply to WSP during the next calendar year, covering a 12-month period. The first reporting period for SECR will be January 2020 to December 2020.

We aim to work with our team of over 200 seconded staff at Hertfordshire County Council (HCC) to integrate our EMS with the client's and joint venture partners' systems and processes to help them achieve ISO 14001: 2015.

We will review and update our Environmental Induction package to ensure we engage with staff from the moment they start with the organisation and let them know how they can support us in meeting our environmental and sustainability goals.

We will continue wherever possible to work with our landlords to apply the GL MoU across our portfolio.



Greenhouse gas emissions

Activities and achievements in 2019

Our UK Carbon Management Plan was further developed during 2019 to set out our plans to 2030. As part of this update, we were able to complete a re-baselining of our 2018 office emissions to reflect the actual electricity being supplied. Our total emissions fell from 2018 by around 17%.

Business Travel Reductions

In 2019 we benefited from the success of our business travel initiatives launched in 2018, with reductions in distance travelled across all modes: air (-12% km), rail (-6% km) and road (-22% km). When combined with reductions in the gCO₂e/km of these modes (from the gradual decarbonisation of transport), we delivered a 19% reduction in business travel emissions, compared to 2018. Reductions in air travel alone accounted for savings of 800 tCO₂e.

Commuting

We continue to estimate emissions associated with staff travel to/from work via an annual e-survey to all staff, which this year received a 70% response rate. Emissions declined due to a combination of a fall in average distance travelled (km) as well as a fall in average gCO₂e/km. Overall, carbon-free commuting held steady at 10% of distance travelled, while car travel declined slightly from 45% to 42% of total distance.

Real Estate

Our Corporate Real Estate team reported reductions in both gas and electricity consumption (kWh) as we saw a decline in total floor area. In mid-2019 we moved out of the only office heated by oil (Ferrybridge). We were also able to identify the electricity providers at many of our offices; this allowed us to apply an accurate gCO₂e/kWh figure for our electricity consumption rather than assume a worst-case UK Residual Mix figure.

Electricity Transmission & Distribution Losses and Waste

To increase the transparency and completeness of our 'Scope 3' reporting, we have reported these emissions for the first time. As the carbon intensity (gCO₂e/kWh) of electricity has declined, so have the associated T&D losses.

Plans and targets for 2020

During 2020, we will also adopt science-based targets aligned to a 1.5°C global warming scenario (Paris Agreement), and extend the scope of our carbon reduction targets to include commuting and outsourced IT (data storage) as part of our commitment to become Net Zero in our operations by 2025. As part of our move to Net Zero, we will also review our offsetting strategy to incorporate carbon removal.



		Annual GHG Emissions (tCO ₂ e)				
		2015	2016	2017	2018	2019
Scope 1	Gas, oil & biomass*	1,389	1,163	1,225	625	442
	Refrigerants (HFCs & CFCs)	45	45	125	6	3
	Pool vehicles	333	320	311	312	279
Scope 2	Electricity*	3,703	3,554	2,293	1,389	834
Scope 3	Purchased materials (paper)	101	92	68	42	33
	Electricity transmission & distribution losses	399	193	233	132	86
	Waste generated in operations	24	24	25	23	17
	Business travel	9,616	8,896	9,077	7,631	6,164
	Employee commuting	7,440	6,824	6,685	6,239	5,780
	Outsourced IT**	116	116	116	116	116
Total:		23,166	21,227	20,158	16,515	13,754

* In 2018 the methodology for estimating office energy (gas & electricity) consumption was updated (from ECON19 to REEB)

** Our 2019 emissions have been assumed for all earlier years

Annual GHG Emissions (tCO ₂ e)						GHG Targets* (tCO ₂ e)	
	2015	2016	2017	2018	2019	2025	2030
Scope 1 & 2	5,470	5,082	3,954	2,332	1,558	1,646	1,157
Scope 3	17,696	16,145	16,204	14,183	12,196	10,013	7,035
Total	23,166	21,227	20,158	16,515	13,754	11,659	8,192

* Our reduction targets use the SBTi's Absolute Contraction method against a 2018 baseline, using the 1.5°C global warming scenario.

Creating a Low-Carbon Culture

During 2019 we developed ambitious environmental policies and programmes to raise awareness around our carbon reduction programme and engage our staff to get involved.

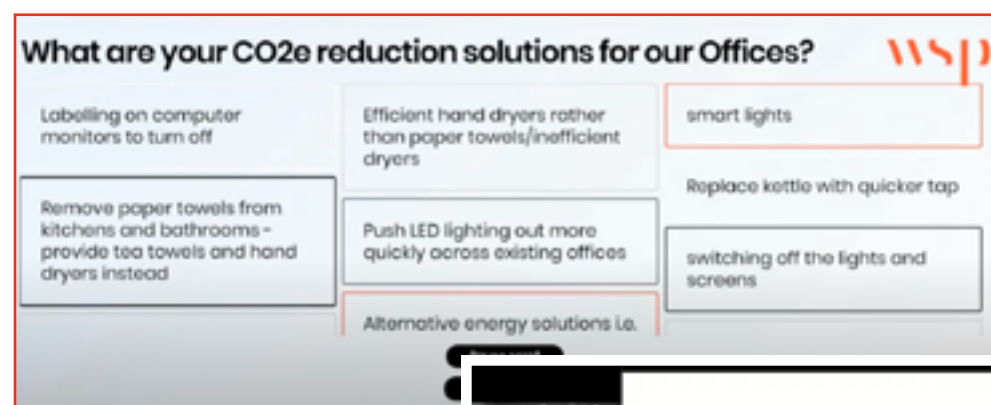
Activities and achievements in 2019

Travel Campaigns

We continued to promote our Travel Choices Hierarchy, encouraging employees to choose virtual meetings over unnecessary business travel. In conjunction with this guidance we introduced a £200 flight levy on our domestic flights, which incentivises lower carbon travel and contributes towards our WSP Foundation activities. Proceeds from the levy are also invested in carbon engagement activities, such as our Green Travel Fund, a monetary prize for the best performing business unit to use towards green initiatives. WSP Carbon Champions continue to help track carbon performance and promote greener travel behaviours within their SBU.

Carbon Conversations

To raise awareness around our strategy and receive feedback from our colleagues, we launched 'Carbon Conversations', a live, interactive webinar series designed to inform the business of our carbon-neutral trajectory and showcasing best practice with our company experts. Participants are able to contribute ideas and questions throughout the sessions. During 2019 we covered office energy, air quality and virtual working.



ABOVE: Carbon Conversations – Interactive ideas session – March 2019

RIGHT: Carbon Conversations – Interview with experts – December 2019



Low Carbon Day

We hosted a Low Carbon Day online and across four of our UK offices to mark the UN's World Environment Day on 05 June. The aims of Low Carbon Day included:

- Raise the profile of our goal to become Net Zero in our operations by 2025
- Engage staff face to face, in a fun and interactive manner
- Provide guidance on how they can help reduce their own carbon footprint

During the day we encouraged local office interaction by asking for contributions of green pledges, provided low carbon local food and provided engaging activities such as quizzes, smoothie bikes to educate on energy usage, and guest presentations. 95% of our feedback respondents would be keen to take part in Low Carbon day again.



LEFT and BELOW: Low Carbon Day events in Glasgow and Bristol



Plans and targets for 2020

We have committed to reinvesting our carbon levy funds in the following initiatives:

- WSP Foundation – supporting our corporate funding platform to support local charities and humanitarian aid.
- Launching our Carbon Literacy Training pilot – to help staff members become more carbon literate with guidance to reduce carbon footprints in everyday life.
- Launching an eco-efficient driving campaign with our Safety, Health & Wellbeing team.
- Subsidised bike safety gear
- Green Travel Fund

We will further extend our levy to cover non-project international flights during 2020. We will expand the Carbon Conversations series in 2020 to external audiences as a panel discussion, with a refocus on 'Net Zero', covering topics around carbon and lifestyle including food, fashion and green energy. We will also look to develop Low Carbon Day as an online event for 2020 to enable more staff to take part and engage with our initiative.

Material Consumption

Paper continues to be the main material that we consume and therefore our reporting focuses on this material.

Activities and achievements in 2019

At the start of 2019 we raised our recycled paper target from 80% of content to 85%. Over the year we averaged 86%. This figure covered all internal copier paper (A3, A4 and A5 paper sizes) as well as our large plotters (which take paper rolls). Our use of paper also continues to shrink, from 7.5 kg/FTE in 2018 to 5.9 kg/FTE in 2019. We also reviewed our use of external printing services.

Plans and targets for 2020

We will increase our recycled paper target to 90% of content across the business. As part of this we will develop and publish guidelines on recycled content for reference when ordering external brochures and publications.



Single-use plastics (SUP)

The effect of SUP on the marine environment has gained widespread publicity in the last couple of years. An average employee can use over 1,000 pieces of single-use plastic per year at work alone.

Activities and achievements in 2019

In July 2019 we published our SUP policy.

Although WSP does not produce single-use plastic products, we purchase and use them in our offices. Our SUP policy sets out our commitment to stop the use of SUP, looking at office consumables, kitchen supplies and catering. As part of our commitment we have signed up to the Plastic Free City Pledge.

Plans and targets for 2020

In 2020 we will continue to phase out single-use plastics across our supply chain, reduce packaging and operate a stationery recycling scheme. We will utilise our local Office Environmental Champions to identify opportunities to reduce waste through initiatives such as composting of food waste and recycling of food packaging and encourage staff to do the same.



Zero Waste to Landfill

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. 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 2019

During 2019 we produced 580 tonnes of waste, a decrease of 35% from 2018. Our waste per head has decreased from 128kg per full-time employee (FTE) in 2018 to 82kg per FTE in 2019, despite the company continuing to grow with an increase in FTEs of 7%.

Our landfill diversion rate (waste diverted from landfill for re-use, recycling energy from waste) reached 98% by the end of 2019, an improvement on the 95% rate in 2018. However, we still have an estimated 2% of waste (12 tonnes) being sent to landfill from our office activities.

We believe the significant reduction in waste is due to the hard work of the corporate Environmental team and Real Estate teams in identifying landfill hotspots and working with our landlords and leasing agents to obtain improved data and analysis. This data enables our teams to drive change in diverting our waste away from landfill.

In addition we have been raising staff awareness about waste minimisation and recycling. We have implemented new recycling guidance to ensure the message is consistent across our office locations.

To gain more detailed information about the effectiveness of our recycling scheme, our waste specialists and volunteers conducted bin dives at several locations. The information from these audits proved invaluable in identifying areas for improvement.

WSP requires the use of PPE for several of its activities. To prevent this PPE ending up in landfill when it can no longer be used, we have been trialling a PPE recycling scheme. If successful we hope to roll this out across the UK.

BELOW: WSP PPE recycling bin



Plans and targets for 2020

We aim to become Zero Waste to Landfill (ZW2L) and seek external third-party verification and certification by the end of 2020. We will also continue to try to reduce the overall waste we produce to become as efficient as possible.

	Waste per employee	Diverted from landfill
2015 Performance	64 kg / FTE p.a. Parsons Brinckerhoff (PB) 119 kg / FTE p.a (WSP)	55% (PB) 96% (WSP)
2016 Performance	153 kg	93%
2017 Performance	144kg / FTE p.a.	91%
2018 Target	120 kg / FTE p.a.	80%
2018 Performance	128 kg / FTE p.a.	95%
2019 Target	120 kg / FTE p.a.	95%
2020 Performance	82 kg / FTE p.a	98%
2020 Target	70 kg / FTE p.a.	100%

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.

Activities and achievements in 2019

We continued to work with our travel provider to implement our carbon reducing travel policy.

Our facilities management contractor has placed greater emphasis on environmental performance, and we moved our gas and electricity contracts to low-carbon energy supplies as they came up for renewal.

Our Procurement and Supply Chain teams continue to work hard to ensure our supplier assessment processes support the company's core values and protect us from risk with a greater emphasis on environment, sustainability and carbon.

We also conducted several environmental audits of our contractors and suppliers, within the context of ISO 14001 Environmental Management System. When we undertook a tender review process of our office supplies and consumables, we found that supplier, environmental and sustainability requirements were already key in the selection process.

Our integration process supports The Modern Slavery Act and risk grading associated with the Act, and full compliance with GDPR.

Plans and targets for 2020

We will continue to work with our new office consumables supplier to reduce packing waste, single-use plastics and provide greener options. Our CSR and Procurement teams will work collaboratively to conduct a gap analysis against ISO 20400 to identify opportunities for improvement in sustainable procurement practices.

Diversity & Inclusion

We oversee strategy through our Diversity & Inclusion (D&I) Steering Group and raise awareness through the identification of role models from across the UK business.

The Gender Balance Action Group, which is directly linked to our D&I Steering Group and strategy, has devised a roadmap of activities to shift mindsets and unlock the opportunities of a diverse workforce where colleagues can fulfil their potential and contribute to WSP's success, irrespective of their gender.

Our in-house community networks, 'VIBE' for our LGBT+ employees and allies, and 'PLEDGE' to encourage gender diversity in the workplace, are supporting the D&I Steering Group to embed a diverse workforce and inclusive culture across the UK.

NES

In 2019, we celebrated being accredited with the National Equality Standard (NES), a government-backed and industry-recognised UK standard for equality, diversity and inclusion. WSP UK's D&I practices were assessed by EY against the 35 competencies in the NES framework and passed with high marks. We attained one of the highest scores by a construction and engineering firm assessed to date and are in the top 5% of all organisations that have been assessed under the NES.

Abigail Frost, UK D&I Manager at WSP in the UK, said: "Through the accreditation process we have learned how important and how well embedded flexible/agile working is across our teams, and how our focus on gender balance is making a difference to our colleagues. It has also proven that having strong and demonstrable leadership is key to driving change."

Arun Batra OBE, CEO/Founder of the National Equality Standard and Partner at EY, added: "We are delighted to be awarding WSP with a National Equality Standard. EY has supported more than 200 clients, from all kinds of sectors, with their Equality, Diversity & Inclusion programmes. The commitment shown by WSP across a number of areas, and to increase female participation in the engineering sector, was marked."

BELOW: National Equality Standard Presentation



Gender Balance

Achieving greater gender balance in areas of our business traditionally dominated by either men, or women, at all levels, continued to be a focus in 2019 for our Gender Balance Action Group.

As it stands, 30% of our overall UK workforce is female, and there is an opportunity to attain a better gender balance across our teams and leadership.

Our focus continues to be on achieving a greater understanding of our workforce diversity as well as increasing the number of women in leadership and engineering roles (including graduate and apprentice intakes).

Activities and achievements in 2019

We recruited 210 graduates, 84 (40%) of these were women. Of our intake of 71 apprentices, 30 (42%) were women, placing us well on track to achieve our UK Growth Strategy targets of 40% and 30% female graduate and apprentice recruitment by 2021.

Following the appointment of TMP to audit our job advertisements for gender neutral and inclusive language, we redesigned our approach to recruitment. From 2019, all job adverts have adopted gender neutral language and indicate our openness to agile and flexible working.

Our Unconscious Bias and Diversity e-learning training is now mandated for all staff undertaking interviews and those with responsibility for promotion activities.

Plans and targets for 2020

To move towards a more balanced gender ratio for roles that are traditionally male dominated, our UK Growth Strategy set a target of 30% female senior leaders by 2021. In 2019, 19% of senior leader and middle management positions were held by women, and we recognise further progress is required in this area. In response, during 2020 we will be reviewing career pathways, coaching opportunities, refreshing our Unconscious Bias and Diversity e-learning module, as well as setting out our plan for a more inclusive workforce in our UK D&I Strategy.

To date, our Gender Balance training has been rolled out to 200 senior leaders. Following feedback, we recognise there are areas that need a refresh to address challenges raised during the sessions. In 2020, we are re-engaging with 20-First Consultants who started our gender balance journey. They have carried out phone interviews with a range of people within the business to inform the Executive Leadership Team of the refreshed approach to training later this year.

LGBT+

VIBE, our LGBT+ employee network stands for visibility and inclusion in the built environment and has been driving a culture of inclusion. Set up in 2015, it's open to everyone who has an interest in LGBT+ issues regardless of sexual orientation or gender identity, across the UK business. We work to develop the right environment to enable LGBT+ employees to reach their full potential and bring their whole selves to work. WSP is a Stonewall Diversity Champion and voluntarily participates in the Workplace Equality Index (WEI) – Britain's leading best-practice employers' forum for sexual orientation and gender identity diversity and inclusion. In 2019, WSP moved 39 places up the WEI and is ranked 123 out of 502 participating employers.

Activities and achievements in 2019

VIBE introduced rainbow lanyards to our workplaces, as a clear and visible demonstration of our commitment to creating an inclusive workplace. The lanyards have been a huge success and are now worn by staff throughout our UK offices, and have even been adopted in Australia and by D&I Champions in our US offices.

In celebration of #PrideMonth2019, we recognised the importance of our allies in creating an inclusive culture. In our [allies' video campaign](#), we asked what it means to them to support their LGBT+ colleagues, and the results were fantastic! In addition to attending five regional Pride events, for the first time, VIBE sponsored both Bi Pride and Sparkle Weekend in celebration of our bi and trans communities.

We were also recognised as 'Company of the Year' at the Building Equality Awards in 2019 in recognition of our outstanding contributions in achieving LGBT+ inclusion.

VIBE UK has led the global collaboration of WSP's LGBT+ community, which now includes Australia, Canada, New Zealand, the Philippines and the US.

Plans and targets for 2020

WSP continues to climb the WEI and is aiming to become a Top 100 Employer in 2020. Our Global LGBT+ community is planning a campaign to celebrate Pride month (June 2020) and the diversity of our workforce. We are also planning a series of webinars and remote-access events to engage with our members, clients and partners to maintain our momentum in creating an inclusive workplace.

BELOW: WSP Pride London 2019



BAME

WSP continues to be a sponsor member of the Association for Black Engineers (AfBE-UK) which promotes employment within engineering for students and graduates from the black, Asian and minority ethnic (BAME) community. We are also active members of the Royal Academy of Engineering's Graduate Engineering Engagement Programme (GEEP), a broad programme designed to increase the transition of engineering graduates from diverse backgrounds into employment. The programme focuses on undergraduates, from universities outside the Russell Group, who are female or from a socially disadvantaged or BAME background and brings them into contact with a range of leading engineering companies providing engagement opportunities, mentoring, speed networking and skills sessions.

Within WSP UK, 12% of staff (that have shared their personal details) are from BAME backgrounds. We recognise we have a responsibility to make sure potential candidates, and our colleagues, from underrepresented groups can access our sector and achieve their career aspirations both in the office and on site.

Activities and achievements in 2019

In October, AfBE-UK and WSP co-hosted a Careers Transitions Workshop in our Birmingham office. The day was a great success, providing an opportunity for engineering students from underrepresented groups to meet our engineers to discuss their path into the sector and share experiences. The afternoon involved mock interviews with our engineers, psychometric testing and a mini project for students to get a flavour of the type of problem-solving skills they would apply in a real-world project.

In October and December, WSP hosted the Royal Academy of Engineering's award-winning GEEP programme in our Birmingham and Manchester offices. For further details, see the [Apprentices and Graduates](#) section.

Plans and targets for 2020

Our D&I Steering Group will be launching its UK strategy. Building on the achievements of moving towards a more gender balanced workforce and the National Equality Standard, the strategy sets the direction for our continued commitment to creating an inclusive and empowered culture. We have already started planning the steps to strengthen our position, recognising the need to do more to improve the inclusion and representation of people from BAME backgrounds in our workforce. Working towards this, the strategy includes the creation of a multi-cultural network, greater emphasis on feedback, and stronger communication on the importance of gathering our people's diversity data.



ABOVE and RIGHT: WSP and AfBE-UK Career Transitions Workshop



Learning and Development

Through our Learning and Development (L&D) strategy we deliver a wide range of programmes and courses for career development. These include internal and external courses, with a focus on digital methods of delivery such as webinars, virtual classrooms and e-learning, but include face-to-face sessions where appropriate.

Activities and achievements in 2019

Our strategy continued to focus on helping our colleagues become professionally qualified at all levels of their specialism.

We have renewed, maintained and increased our professional institution training schemes and invested in both in-house and professional institution mentoring training. We held Professional Institution Week in March 2019 with our colleagues in the Middle East and India. Our mentoring programme supports a range of early career professionals (ECPs) and we incentivise both staff and their mentors in gaining a qualification.

Our new L&D SharePoint provides an interactive digital platform, where staff can easily access learning resources. The site has expanded with new materials and topics throughout 2019, based on staff needs and feedback. To support, we have created 'Learning Journeys' which help staff to take short modules which build into an overall knowledge base on topics such as 'Behaviours of a Line Manager', 'Being an Effective Mentor', and 'Effective Communication'. The use of our SharePoint site exceeded 5,000 unique views in its first two months. We are one of the few companies in our sector to claim more than 100% of our ECITB Industrial Training levy – ensuring our workforce has the specialist skills, and evidencing the emphasis and quantity of training provided.

LEAD (Leadership, Exploration and Development) – our new leadership course – was created in response to feedback from our business. It has been developed around three core learning outcomes, 'People Leader', 'Collaborative Leader' and 'Change Leader'. The programme is aimed at strengthening our leaders' ability to embrace their behavioural strengths and skills. This leadership training is by nomination, for those who will benefit the most. It is a six-month programme, combining workshops and a live leadership project to embed learning.

Together with our bids team, we continued to develop collaborative behaviours training; this training helps teams to develop a one-team approach and navigate the collaborative behavioural assessments. Our UK Head of Learning and Development, Jane Grant, was invited to speak on the Global Leadership programme webcast, to discuss how we train teams on collaborative working and help our clients.

We facilitated bespoke sessions for teams in areas such as leadership behaviours and high-performing teams, utilising Strengthscope assessments to explore different ways of working. We extended these workshops to our client teams, where appropriate, in both face-to-face and virtual sessions.

Plans and targets for 2020

We will continue to convert and create courses in digital format. We will also take the feedback gained from our first LEAD cohort in 2019 and improve our offering for 2020 through lessons learnt. We will support major projects with their collaborative working, action plans and behaviours and do this alongside other consultants, clients and professional partners to continue our one-team approach. We will share our materials with the global community in L&D as well as supporting the Global 'Leadership Forum' project to identify and promote talent across the business. We will develop training for virtual and remote working and deliver webinars for teams and clients. The L&D team also plays a direct role in the support of activity from our D&I Steering Group and Gender Balance Action Group.



ABOVE: LEAD programme

Scholarships

Our scholarship scheme has been set up to source the best talent from universities, offer real industry experience and to develop students by offering them the best possible chance to be successful graduates with WSP in the future. Our 2018-2021 Growth Strategy outlined our target to reach 30% of our graduate intake joining WSP through scholarship and college scholarship schemes.

Students complete a 6-8-week placement which usually takes place between June and September. On completion of the placement, both the student and their line manager provide feedback via a survey. If feedback from both sides is positive and the line manager recommends a scholarship, the agreement is created. The student will be paid a scholarship payment of £550 per term and WSP will commit to offering future placements. The scholarship agreement also outlines our intention to make a graduate offer should there be suitable opportunities upon graduation.

Activities and achievements in 2019

During 2019, we increased our number of partnership universities for the scholarship schemes from 11 to 16, and hosted 104 summer placements and 20 in-industry placements.

In parallel, we launched our university engagement SharePoint site to support our activities with universities throughout the UK, which has been received positively. Our Head of Discipline (Civil, Bridge & Ground) Steve Denton stated "Engaging with universities is essential to recruitment, business and staff development and our culture of innovative thinking. The portal (SharePoint) helps us track and view these fantastic activities centrally, so we can maximise opportunities to build on these links."

Plans and targets for 2020

During 2020, we intend to grow the number of our partner universities to 20. We will appoint university ambassadors for each of these universities; currently we have 15 ambassadors in place. The WSP University Ambassador network ensures we regularly engage with universities, record our engagement activities and provide one key contact at WSP for our partner universities.

Apprentices

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 skills, knowledge and behaviours set out in the apprenticeship standards, supporting our apprentices to help them realise their potential. Our programmes include bespoke WSP training which supports the academic and work-based elements of apprenticeship study.

Activities and achievements in 2019

We recruited a total of 71 apprentices, 25 at Level 3, and 46 degree apprentices. Three of our current and former apprentices were featured in the Women's Engineering Society Top 50 and the Top 100 Women in Engineering 2019.

We won the 2019 ACE Emerging Professional Employer of the Year' award, in recognition of the investment we have made in this area through apprentice, undergraduate and graduate development schemes. Our entry also acknowledged our wider training and development programme.

In September we welcomed our very first intake of Environmental Practitioner Degree Apprentices, having contributed to the Trailblazer (framework and standard) for this apprenticeship.

The Environmental Practitioner Degree Apprenticeship was designed to provide a much needed entry route into the Environmental sector, and the course itself has its roots in Environmental Science allowing our apprentices to develop a strong base on which to specialise later in their careers.

Our five Environmental Practitioner Degree Apprentices are part of the first ever cohort in the UK at Kingston University. Our apprentices are based across our Environmental discipline and, following a year with a 'home' team they rotate throughout the discipline to give them exposure to a wide range of multi-disciplinary projects allowing them to extend their experience and support the knowledge, skills and behaviours that sit at the heart of their apprenticeship.

Plans and targets for 2020

We will continue to work with our teams to source the best candidates and courses for their business needs following the successful addition of two new apprenticeships in 2019.

WSP has been chairing the Trailblazer for the Land Referencing Level 4 apprenticeship, which we are looking to launch in Q2 2020.



ABOVE: WSP Apprentice Induction Nail Challenge

BELOW: ACE Emerging Professional Employer of the Year award



Graduates

WSP's bespoke graduate development programme includes corporate, discipline, institution and individual learning designed to support graduates to further develop their professional and technical skills. The programme provides a structured route to accelerate initial professional development so that graduates can work towards achieving professional registration with their chosen institution. It supports members to build a UK-wide cross-discipline network through various training sessions and events, the Professional Growth Network and STEM activities.

Activities and achievements in 2019

210 Graduates were welcomed to our two day induction by CEO last year at our two-day induction, welcomed to the business by CEO Mark Naysmith, senior discipline leaders and the Early Careers team. The agenda included sessions on the graduate development programme, finding out more about their discipline, clients, and health and safety at WSP, as well as opportunities to develop a network with colleagues and discipline leaders.

We were delighted to win at the 2019 Women in Rail Awards. The body recognised WSP's Graduate Development Programme in the category 'Best Graduate Programme of the Year'. Our programme successfully attracts, develops and retains female recruits who represent 25% of graduates within Rail.

We transitioned several face-to-face training courses into virtual online sessions, redesigning modules so that the learning objectives could be achieved in a remote setting. This was complemented by the new graduate programme page as part of the recently launched UK Learning SharePoint. This page provides access to on-demand programme resources and learning along with professional institutions' guidance and support. We continued to deliver, review and improve our events bringing our second-year graduate event 'Teambuild' in-house and redesigning it as 'WSP Collaborate'. The event focuses on collaborative and multidisciplinary working and encourages participants to work together in a team setting to design for the future using Future Ready principles. At the Career Development event in August 2019, graduates attended a series of workshops throughout the day using Strengthscope to understand what energises them and how these strengths can aid career development.

The Royal Academy of Engineering Graduate Engineering Engagement Programme

In October and December 2019, we hosted two Graduate Engineering Engagement Programme (GEEP) events in our Manchester and Birmingham offices. Organised by the Royal Academy of Engineering and partly funded by employers, GEEP gives students from underrepresented groups the opportunity to meet employers, attend careers workshops, develop their CV and assessment centre skills, and participate in speed networking with employers. The GEEP programme was recognised at the Business in the Community Responsible Business Awards, winning the Race Equality Award.

As well as hosting GEEP events at our offices, our dedicated Early Careers Recruitment team delivered the CV and group activity skills sessions across the two events and many of our employees contributed to presentation sessions and Q&As providing details and answering questions about their careers in Engineering. Both events were opened by our Executive Leadership team – Claire Gott in Birmingham and Darren Oldham in Manchester.

In 2019, we welcomed two former GEEP graduates onto our Graduate Development Programme and made four offers of employment to candidates that participated in GEEP 2019 to join our 2020 Graduate Development Programme.

Plans and targets for 2020

The corporate Graduate Development Programme duration will be transitioned to two years. This decision is based on external research and insight from our current and previous graduate intakes. To facilitate the change in length, the team will deliver additional training events and further develop the virtual training offering.

New content will be introduced into the programme, including work winning and client care for our first-year graduates. Working closely with the Key Client Management team we will develop an interactive workshop that aligns with our Client Care Strategy.

The Early Career Professionals' (ECP) steering committee will review the technical training delivered as part of the early careers' programmes, sharing knowledge and best practice. The committee will set up working groups of current and previous ECPs to provide valuable feedback and input to aid the review and development of new and existing training. A new interactive programme brochure will be developed to demonstrate the programme offering.

BELOW: WSP hosted the GEEP Programme at the Birmingham Mailbox office in October 2019.



Launchpad

Our Launchpad initiative supports engagement with students, under the age of 19, to inspire them into STEM (Science, Technology, Engineering and Maths) careers. It also provides support for employees organising and hosting STEM activities in schools, work experience placements and other school's engagement activities.

Activities and Achievements in 2019

In 2019, approximately 320 WSP employees attended more than 135 STEM events nationwide, to promote STEM careers to approximately 40,500 students in the hope of inspiring the next generation of built environment professionals. In addition, we hosted over 140 Work Experience students within our offices. We have established links with approximately 75 school. These figures are approximately 20% higher than in 2018. A summary of some of the STEM events attended by our employees are summarised below.

Inspiring Women event at Aerospace Bristol

Employees from the Bristol office attended South Gloucestershire Council's 'Inspiring Women' event at Aerospace Bristol. Students were tasked with creating social media campaigns about Women's Rights through history, and discussing what its like to be a young woman in today's society. These campaigns were displayed at the University of the West of England (UWE) on International Women's Day.

Big Bang North Wales

Three colleagues from the Wrexham office attended the North Wales Big Bang event and worked with volunteers from other companies to run the ICE's bridge activity. The ICE Bridge gives young people the chance to build a miniature version of the Second Severn Crossing Bridge. Using the model cable stayed bridges, children experience bridge building first-hand whilst wearing hard hats, high-vis vests, gloves and goggles.

Cornwall Skills Show

The Truro office hosted a careers stand at the Cornwall Skills show in March, which was attended by 3,000 Year 10 students. The stand was a joint venture with Mace, Stride Treglowen Architects, Ward Williams Associates and the ICE.

Plans and Targets for 2020

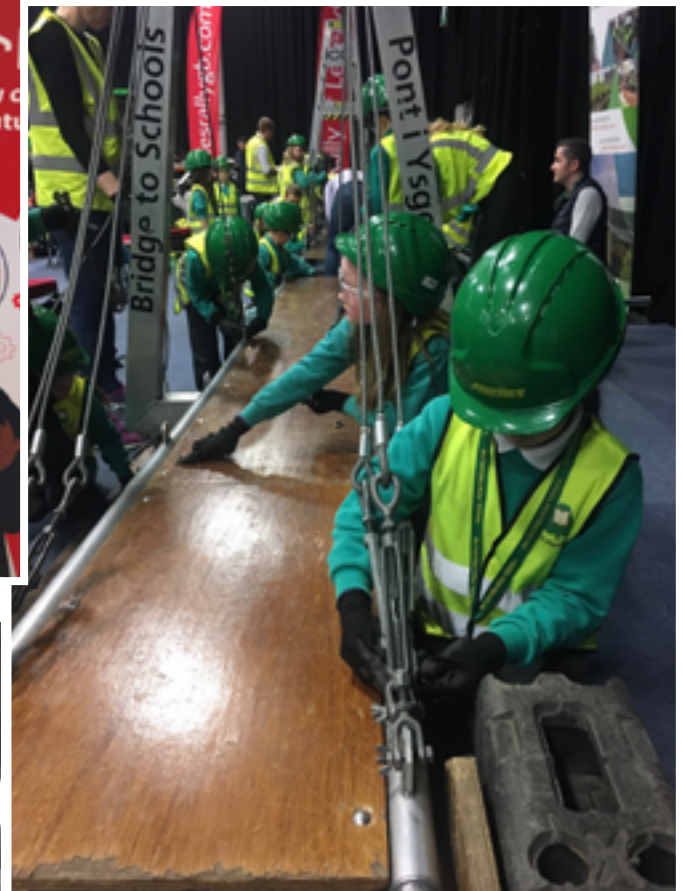
Towards the end of 2019, it was decided that the Launchpad programme could be further improved and additional resource was allocated to make changes. A secondment opportunity was created to develop and implement a STEM engagement strategy into the UK Business. To help to develop the strategy, we will be partnering with Engineering UK, a not-for-profit organisation, which works in partnership with the engineering community to inspire tomorrow's Engineers and increase the talent pipeline into Engineering.

As part of the strategy, the aim is to increase the number of STEM ambassadors at WSP, notably senior STEM ambassadors with a push to increase the number of volunteering days used for STEM engagement. To help achieve this, an effective communications strategy will be developed to update both internal and external communities about WSP's STEM programme.

We want to ensure that our STEM outreach activity connects WSP to a range of students that reflect the diverse make up of our society. To help us to do this, we will develop a network of schools which WSP offices are connected to, and measure the quality of interactions with those schools. To aid schools engagement, we will create a library of 'ready to run' activities which meet Engineering UK standards.



LEFT: WSP STEM team
BELOW: Children getting involved with the ICE Bridge Activity



LEFT: WSP stand at the Cornwall Skills Show

Employees & Communities

WSP has a great track record of local community engagement and charity support through the WSP Foundation, our charitable funding framework, our volunteering programme and our humanitarian aid corporate patronage.

In 2019, WSP and our staff collectively donated over £372,000 through the following initiatives.

- Over **£23,000** to charities chosen at office level
- Over **£45,000** in matched funding
- **£10,000** through grants
- Our internal Health and Safety scheme donated an additional **£2,900** to UK charities
- Our staff raised over **£251,203** for their chosen charities
- Four humanitarian aid organisations received **£40,000** in corporate patronage

WSP Foundation



Activities and achievements in 2019

Our office Foundation Teams have a focus on charitable activities within our UK offices and the communities in which our business operates. In 2019, we fundraised for numerous charities; a few highlights are included below:

LEFT: Birmingham Children's Hospital fundraising day



Birmingham Children's Hospital

Our Birmingham Foundation Team partnered with Birmingham Children's Hospital (BCH) raising £641 which was match funded from WSP Foundation by £300. Following the team's fundraising efforts throughout the year, we have been nominated for the 'Remarkable Partnership' award in the BCH 100 Heroes Awards.

BELOW: Our ITS team preparing to walk the Three Peaks

Alzheimer's Society

Colleagues from our Intelligent Transport Systems (ITS) business participated in the Yorkshire Three Peaks Challenge, raising £612 for the Alzheimer's Society. WSP Foundation match-funded £300. The weekend brought together colleagues from across the Guildford, Bristol, Manchester and Hertford offices, and developed working relationships within the ITS business.



BELOW: Manchester office Macmillan Coffee Morning



Macmillan Coffee Morning

The Manchester office supported Macmillan Coffee Morning in September to help make a difference to people living with cancer. With their delicious baked treats, they raised £500 matched by WSP Foundation with £300.

Aldermary House

Each September the Aldermary House office gets involved with City Giving Day, the Lord Mayor's charity appeal for companies within the Square Mile. We take part in various activities, including pub quizzes, treasure hunts, bake sales and the legendary Tour de City bike race. Over the past couple of years, we've raised well in excess of £1,000 for various charities supported through this day.



ABOVE: WSP Team take part in City Giving Day

Plans and targets for 2020

As the business continues to grow, we will align our office-led initiatives and place a stronger emphasis on charitable and community engagement. We will achieve this with a WSP Foundation team in every office. With an annual grant of £100,000 from WSP UK, the 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 our chair and seven regional representatives.

Humanitarian Aid

As an organisation we believe that we have a role to play in supporting humanitarian aid (HA) activity beyond disaster relief projects, to include involvement in long-term education, healthcare and economic development programmes. We are a proud corporate sponsor of RedR, Article 25, Cameroon Catalyst and WaterAid. In addition to our annual corporate donations totalling £40,000, we volunteer for major fundraising events, such as Article 25's annual '10x10 art auction' and 'Wear Red for RedR day' nationwide. We also provide technical and staff secondments advice for:

- Infrastructure for social and economic development programmes
- Resilient infrastructure to protect against natural disasters and climate change
- Disaster relief projects
- Skills capacity building

Our HA volunteer skills register helps us identify which colleagues might best provide technical and organisational support on a voluntary or pro bono basis, including working within the constraints of locally available materials and technologies.

Activities and achievements in 2019

We launched our first international secondment with Article 25, providing 165 hours of engineering time for its inclusive pre-school for 250 disabled and able-bodied children in Mbeya, Tanzania. Our expertise in grading cut and fill was instrumental to the success of the project along with the design for the foul water and storm drainage systems.

Daniel Parker, from WSP's Development team, was seconded to Article 25's offices in London one day per week for three months to help with master planning and developing the foul water and storm drainage system. This work was carried out in preparation for our water engineer Ela Szostak to travel to Tanzania to supervise the construction works.

When construction of the school was nearly complete, Ela was seconded to supervise the installation of the septic tanks and foul water system – both essential for the school to open. Ela developed improvements to the installed drainage system, to ensure safe operation for children and staff.

In collaboration with RedR we have developed the second in a series of three e-learning modules on the essentials of humanitarian practice. As a starter course for anyone wanting to get involved in humanitarian work, it gives a broad overview of the sector and the core principles and issues.

Plans and targets for 2020

We will launch a Technical Design Forum so that all our HA charities can benefit from virtual access to WSP expertise on their design projects. We will continue to develop our programme of staff secondments to support our charities on site and virtually. We will continue to assess the unique multi-discipline engineering skills of our employees and match these with the needs of our HA charities and the international communities that they serve.

WSP will continue to support RedR, Article 25, Cameroon Catalyst and WaterAid, implementing 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.



Mbeya, Tanzania

ABOVE: The school opening

MIDDLE: Ela instructing a contractor on site

BELOW: Septic tanks in construction



Volunteering

We provide two paid days each year to all employees to take on volunteering duties on behalf of registered charities and organised volunteering events.

Activities and achievements in 2019

In 2019, 1,435 of our employees contributed 1,830 days to our local communities.

Missing Maps

This collaborative project between the Red Cross, Doctors Without Borders (MSF) and Humanitarian OpenStreetMap Team (HOT), allows volunteers around the world to remotely map communities using satellite imagery where maps are not readily available. This enables the provision of medical aid, emergency supplies, or other amenities for people affected by conflict, natural disasters and other humanitarian crises.

Our Bristol office hosted two Missing Maps events during the year, one in April with 100 attendees across eight UK offices and another with over 250 volunteers in November co-organised by Ritva Villapova in Australia and Isabelle Farley in the UK. Using their GIS skills, our passionate volunteers mapped communities in the Philippines, India and Northern Uganda. Overall, WSP volunteers mapped over 18,000 buildings and 2,000 roads.

BELOW: Bristol office taking part in the Mapathon





STEM Build Malawi Project

LEFT: Building a new classroom

BELOW: Completed classroom

STEM Build Malawi Project

In May 2019, several WSP employees including, Heather Williams, Katy Toms, Aimee Charley, Jessica Clark, Rosie Poad, Rafaelia Sarri, Megan Thomas and Janeesha Boodhia used their two volunteering days in support of Community Initiative for Self-Reliance (CISER) a local NGO based in Mangochi, Malawi.

As part of the first ever STEM Build Malawi project, the WSP team as well other engineers from the UK and Asia Pacific spent two weeks building a new STEM classroom block for the Rainbow Hope Secondary School.

The school was established in 2017 to complement CISER's efforts under the School Sponsorship Program, through which it offers scholarly support to orphans and vulnerable children. Rainbow Hope currently has a total of 140 students. The new classroom block will allow them to expand the number of pupils as well as providing much-needed STEM educational resources to the children of the community.

A documentary was produced capturing the team and the project challenges by the Institute of Engineering and Technology. Click [here](#) to view.



WESC Foundation

The WESC Foundation is a specialist day and residential centre offering a unique experience for young people and adults with visual impairment including complex needs. It provides high-quality education and care that increases their learners' opportunities and raises their expectations, and is committed to excellence and innovation.

Colleagues from our Exeter office used their volunteering days by supporting the WESC Foundation with clearing land in preparation for an inspirational sensory garden.



LEFT: WESC Foundation garden works underway

BELOW: WSP volunteer team



Otley Flood Alleviation Scheme

Our Leeds office held two volunteering events in Otley alongside Leeds City Council, River Stewardship Company, Environment Agency and the local community as part of the Otley flood alleviation scheme. The work involved treating invasive species, and clearing flood debris and litter from the river channel. The events were featured on the Environment Agency website to raise awareness around river protection.



ABOVE: WSP volunteers at the Otley scheme

Plans and targets for 2020

Two days' volunteering time will continue to be made available to all UK staff and we aim to top our 2019 record of volunteering days used.



Social Value

Social value (SV) quantifies the impacts of programmes and places a lens on the long-term wellbeing of individuals, communities and society in general. It provides a holistic approach to our activities and considers the wider financial and non-financial impacts of our internal and external projects.

At WSP, we are playing a positive and active part in the communities in which we operate. We are generating social value directly through our activities, such as our apprenticeship programmes and working with local supply chains, and indirectly through our services to clients, such as our Future Ready programme.

Activities and achievements in 2019

Our Social Value Advisory Group (SVAG) continued to support our project and bid teams, implementing our UK Social Value Policy, which publicly clarifies and reinforces our commitment to SV. This group has grown to include areas of the business that can make a material difference to our SV offering, such as supply chain, stakeholder engagement and communications. In addition, we now share best practice with our colleagues across Europe, North America and Australia and New Zealand.

We are proactively engaging with third parties, external networks and industry forums to both learn from and contribute to the social value expert community. We are actively engaged in consultation with The Cabinet Office (Government), The Infrastructure Forum, the Major Projects Association, Social Value Portal and Social Value UK, attending and supporting numerous events and conferences.

We completed an internal research paper exploring how to calculate SV, that would be the most practical for universal adoption across our business, such that it could be deployed at local level for client engagement, and complement our corporate measurement approach. This led to our engagement with Social Value Portal with whom we undertook a comprehensive policy, client and peer review to benchmark our position on social value delivery and in turn develop and adopt a three-year Social Value Objectives roadmap to increase our SV capability.

Plans and targets for 2020

We will establish a formal working partnership with Social Value Portal for SV measurement and advice. The three-year Social Value objectives roadmap will commence with committed expenditure and resource allocation. As part of this we will complete two pilot projects within our local government portfolio, develop our policy and a supply chain charter, and commence measurement of all SV activities at a corporate and project level across the UK organisation using the National Themes, Outcomes and Measures (TOMs) framework.

Social Value Measurement

Annually, we assess our corporate programmes to understand their value and how effective they are at contributing to wellbeing, social capital and the environment.

Activities and achievements in 2019

Using the TOMs method, we evaluated the social value generated by our WSP carbon initiatives in 2019 relative to the staff time invested in generating and working on this initiative.

Our measures included WSP's own commitments to clean growth, through various corporate level initiatives and achievements such as our events Low Carbon Day, Carbon Conversations, our flight levy and other travel reduction initiatives.

The TOMs tool uses financial proxies to assess the financial impact of the included measures. The study identified four environmental outcomes and calculated the social value generated Through analysis of the various 2019 initiatives undertaken in-house. Through analysis of the various measures undertaken in-house, we mapped and valued each initiative using financial approximations for value and any investment made. Where possible, some indicators have been adapted to align with WSP's initiatives. Our assessment concluded that for every £1 invested in the WSP carbon initiatives, an estimated £3.18 of social value was generated: over triple the value invested. The TOMs tool provides a framework to demonstrate the various environmental outcomes that can be achieved, and we align our carbon reduction culture with the same, as below.

- Carbon emissions are reduced
- Resource efficiency and circular economy solutions are promoted
- Sustainable procurement is promoted
- Air pollution is reduced
- The natural environment is safeguarded
- Sustainable procurement is promoted
- More buildings are certified

Plans and targets for 2020

Over the next year, we intend to assess the social value generated from our Zero Waste to Landfill initiatives using the TOMs method.

GRI Content Index

WSP produces a Global Annual Sustainability Report that complies with the latest GRI (Global Reporting Initiative) standards - 'GRI Standards: Core Option'.

While this UK report is not prepared in accordance with GRI, the following table provides an index cross-referenced with selected GRI-defined indicators. This report has not been externally assured.

This report references disclosures from:

GRI 102: General Disclosures 2016	GRI 307: Environmental Compliance 2016
GRI 205: Anti-corruption 2016	GRI 403: Occupational Health and Safety 2018
GRI 301: Materials 2016	GRI 404: Training and Education 2016
GRI 302: Energy 2016	GRI 405: Diversity and Equal Opportunity 2016
GRI 305: Emissions 2016	GRI 413: Local Communities 2016
GRI 306: Waste 2020	

General Standard Disclosures

GRI Standards (Disclosures)	Description	Page
Organisational Profile		
102-1	Name of the organisation	5
102-2	Activities, brands, products and services	6
102-3	Location of headquarters	5
102-4	Location of operations	5
102-6	Markets served	6
102-7	Scale of the organisation	5
102-8	Information on employees and other workers	5
102-9	Supply Chain	54
102-13	Membership of associations	25
Strategy		
102-14	Statement from senior decision-maker	1
Ethics and Integrity		
102-16	Values, principles, standards and norms of behaviour	5
Governance		
102-18	Governance structure	7, 8
Reporting Practices		
102-50	Reporting period	Contents Page
102-51	Date of most recent report	
102-52	Reporting cycle	
102-53	Contact point for questions regarding the report	83

Specific Standard Disclosures

Material Topic	GRI Standard (Disclosures)	Description	Page
Economic			
Ethical Business Practices	205-103	Management Approach	37
Environmental			
Materials	301-1	Materials used	50
	301-2	Recycled input materials used	52
Energy	302-1	Energy consumption within the organisation	38
GHG Emissions	305-1	Direct (Scope 1) GHG emissions	44, 46
	305-2	Energy indirect (Scope 2) GHG emissions	44, 46
	305-3	Other indirect (Scope 3) GHG emissions	44, 46
	305-4	GHG emissions intensity	44, 46
Waste	306-3	Waste generated	53
	306-4	Waste diverted from disposal	53
Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	42
Social			
Occupational Health & Safety	403-2	Hazard Identification, risk assessment and incident investigation	40
	403-3	Occupational health services	39
	403-4	Worker participation, consultation, and communication on Management Approach	40
	403-5	Worker training on occupational health and safety	39
	403-6	Promotion of worker health	39
	404-103	Management Approach	60
Employee Training and Education	404-2	Programmes for upgrading employee skills and transition assistance programmes	60 - 66
Diversity and Equal Opportunity	405-103	Management Approach	55
Local Community Impacts	413-1	Operations with local community engagement, impact assessments and development programmes	69 - 77

We welcome and encourage
your feedback on our
Sustainability Report



Claire Gott

UK Head of Corporate Social Responsibility

Claire.Gott@WSP.com

David Symons

Director of Sustainability, Future Ready Leader

David.Symons@WSP.com

We develop creative, comprehensive and sustainable engineering solutions for a future where society can thrive. Equipped with an intimate understanding of local intricacies, world-class talent and proactive leadership, we plan, manage, design and engineer long lasting and impactful solutions to uniquely complex problems.

wsp.com

WSP House
70 Chancery Lane, London, WC2A 1AF
Tel: +44 20 7314 5000
Fax: +44 20 7314 5111

