



WSP in the UK

**2022 Gender and Ethnicity
pay gap report**



At WSP, we remain committed to making our workforce equitable in every way, so colleagues can reach their full potential regardless of background.



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She/Her

We are making WSP an even better place to work. A place where all our colleagues feel like they belong and have the opportunities and support they need to thrive.

Our gender and ethnicity pay gaps are an indicator of how we're doing. Part of the UK government's approach to achieving gender equality, employers with over 250 employees must collect and publish data on the difference between the average male and female salaries. All private companies are given the same snapshot date and reporting deadline every year. The snapshot date is 5 April, with reporting deadline 4 April the following year.

While ethnicity pay gap reporting is currently voluntary in the UK, we have chosen to publish our data as we believe it merits equal focus as we strive to become a more inclusive and diverse organisation.

Our 2021 data was not where we wanted it to be, and we were disappointed with our results.

So, we committed to reporting our 2022 pay gap figures (snapshot date 5 April 2022) well before the government deadline of 4 April 2023, so that we could see if the actions we put in place to address the pay gaps were having an impact.

Reporting almost five months early, we are pleased to see that we have made good progress on both our gender and ethnicity pay gaps and they are heading in the right direction.

While this gives us confidence in the actions we are taking, we know we still have work to do. Therefore, as well as reporting our latest pay gap figures, we are also sharing our commitments to how we will continue to drive improvements in both areas.

Gender pay vs equal pay

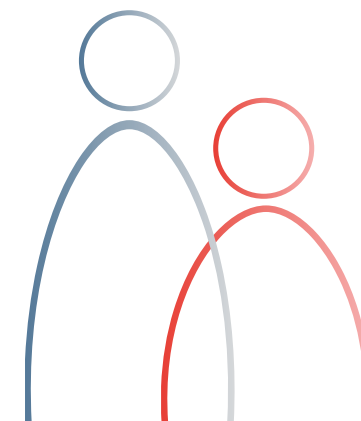
Gender pay gap is not the same as equal pay. The Equal Pay Act of 1970 made it illegal to pay different amounts to men and women doing the same work.

Mean and Median

The measures and definitions we use to determine our gender and ethnicity pay gaps are given to us by government so that all companies report in the same way.

- The 'mean' is the difference between the average hourly earnings.
- The 'median' is the difference between the midpoints in the ranges of hourly earnings. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

The same measure of mean and median is applied to bonuses.



Our 2022 data

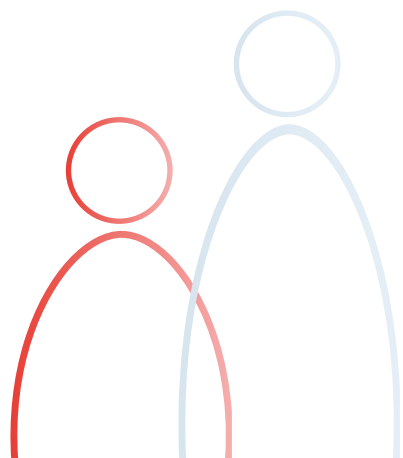


Our UK gender pay gap

The gender pay gap is the difference between average hourly earnings of all men and all women in an organisation.

Our mean and median gender pay gaps have reduced since our 2021 report.

	2022	2021
Mean	21.48%	25.6%
Median	22.06%	24.7%



Ethnicity pay gap

The ethnicity pay gap is the difference between the average hourly earnings of Black, Asian and Ethnic Minority colleagues, compared to white colleagues.

	2022	2021
Mean	10.2%	13.37%
Median	5.55%	6.56%

Currently 84% of colleagues have shared their diversity data, of which 18.3% are from a Black, Asian or Ethnic Minority background.

Our diversity data gap has closed since publishing our 2021 report, however we still have an incomplete picture of our workforce as not all colleagues choose to share their diversity data.

Gender and Ethnicity bonus pay gap

Our 2021 and 2022 gender and ethnicity bonus pay gap figures do not provide a like-for-like comparison. Due to the pandemic, no bonuses were paid to WSP UK colleagues in 2021. The 2021 bonus payments related to a small number of WSP Global colleagues who are based in the UK.

Additionally, this is the first year we have reported on our ethnicity bonus pay gap, however we will continue to do so going forwards.

Gender bonus gap

	2022	2021
Mean	42%	55.7%
Median	43%	-12.3%

Ethnicity bonus pay gap

	2022
Mean	20%
Median	37.5%

What is driving the data

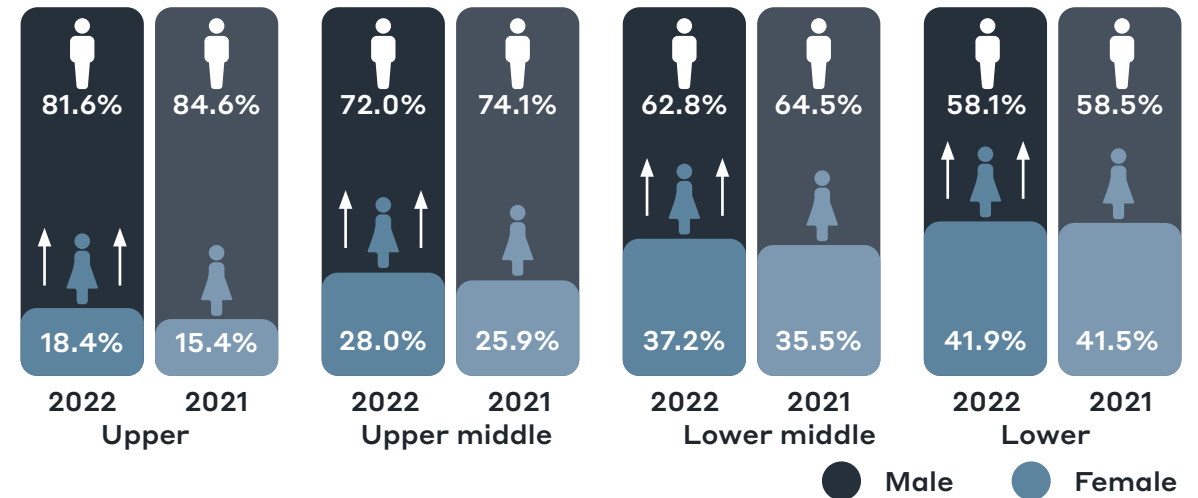
We're pleased that we have seen improvements in our primary gender and ethnicity pay gaps since our 2021 report. This demonstrates that the actions we have been taking as part of our Inclusion & Diversity strategy are helping to drive change.

The pay gaps we have reported reflect the shape of our organisation, and wider industry, and will continue to narrow as we achieve more balanced gender - and ethnicity - representation. However, as shown in the graphs, this is improving.

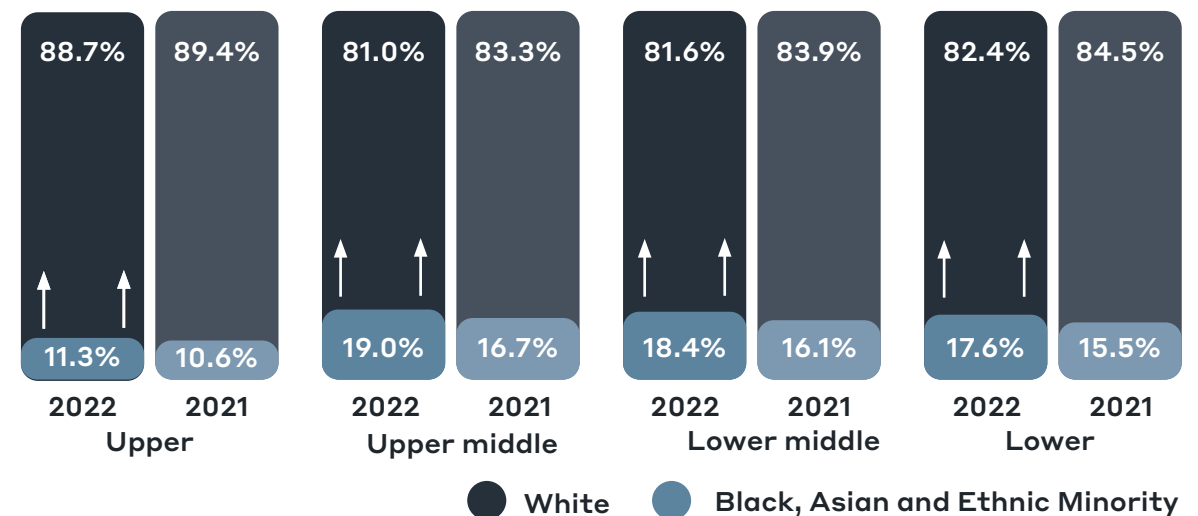
The key influences on our pay gaps are:

- There are more men than women in senior and higher paid roles, and fewer colleagues of minority ethnic backgrounds at more senior levels of the organisation.
 - More colleagues at senior level benefit from the WSP bonus programme – driving our bonus pay gaps.
- There is a variety of different roles, professions and levels of experience within the different grade ranges in our organisation, and not all command the same market salary.

Proportion of males and females in each quartile band



Proportion of white and Black, Asian and Ethnic Minority colleagues in each quartile band



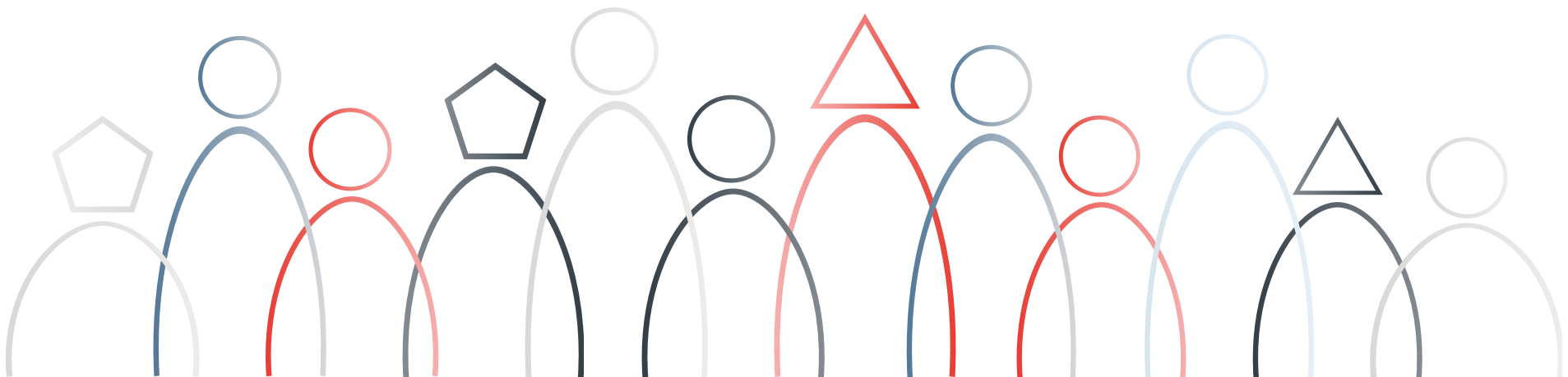
Responding to our gender and ethnicity pay gaps



Our Inclusion & Diversity strategy, and the actions we are taking as part of that strategy, continue to be shaped by our gender and ethnicity pay gaps.

Since our 2021 report, we have taken a number of actions to help ensure that we are meaningfully addressing our data. This includes:

- Senior leaders have taken part in an Inclusive Leadership 360 feedback programme focused specifically on behaviours and actions related to inclusion and diversity.
- We launched a new 'Impact for Inclusion' e-learning programme, and have encouraged all employees to complete it, with specific focus on line managers.
- Embedding inclusion and diversity into all Learning & Development programmes, including the recently launched Engage programme, developed specifically for line managers.
- Launched a new Parental Leave coaching programme, open to all colleagues expecting to take, or preparing to return from, a period of extended parental leave.
- Our salary review analysis includes a review of gender to ensure we are tackling the issue at each review.
- Introduced a new daily reporting dashboard, providing line managers and team leads with greater visibility of the inclusion and diversity data for their teams.
- Enhanced maternity / parental pay putting WSP firmly in the top quartile for our industry.
- All senior leaders now have a link between Inclusion & Diversity performance and their remuneration,



Actions we will continue to take

- Speaking and listening to colleagues about their personal experiences, and opportunities for improvement as part of Speakeasy sessions hosted by our leadership teams.
- Analyse our pay gap figures at more regular intervals, including the intersectionality of gender and ethnicity.
- Continue to encourage our colleagues to update their diversity information on their HR record.
- Continue our investment in STEM education to ensure that more young people of all backgrounds consider a career in engineering.
- Partner with external organisations, our clients and peers to continue to improve the industry as a whole.
- In early 2023 we will launch our Explore programme developed for all line managers. The programme will focus on inclusive leadership using Strengthscope and how to lead change.
- We are signing up to the Clear Company's Clear Assured Diversity & Inclusion standard which will give us real time assessments of progress as well as best practice guidance on activity such a recruitment.
- By the end of 2022 we will adopt Clear Company's Clear Learning programme which provides training modules on inclusive and best practice recruitment.

Contact us

For more detail on the pay gap figures and the actions we are taking, or to obtain an accessible format of this document, email belonging@wsp.com

