



# UK Gender Pay Report 2020

# Introduction

At WSP, we have never been more committed to making our workplace equitable in every way – ensuring all colleagues, regardless of background, can reach their full potential.

As we continue to grow, building a diverse and inclusive workforce that brings together different cultures and perspectives will help us to compete, innovate and deliver for our clients.

Our latest Diversity & Inclusion Strategy sets out how we will achieve this across all diversity strands, including maintaining our long-term focus on gender balance – key to closing our gender pay gap.

Our latest figures show a reduction in our gender pay gap – from 22.4% in 2019 to 17.18% in 2020, demonstrating that we have laid the right foundations for change.

As we look forward, and particularly as we recover from the impacts of the global pandemic, it is more important than ever that we remain focused on achieving gender balance and closing the pay gap. To do this, we need to ensure that WSP, and indeed the industry as a whole, is a place where women want to work.

While we know it will take time, we will use the targets we have set out within our Diversity & Inclusion strategy to keep us on track, including our commitment to increase the number of women in our overall UK workforce and in senior roles.

In this report, you will see what we are doing to drive change through leadership actions and support for our employees. As always, I welcome your input and ideas also.

Thank you for your support.

“We have never been more committed to making our workplace equitable in every way”



**MARK NAYSMITH**

Chief Executive Officer, UK & MEIA Region



# What this report looks at

As 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 their average male and female salaries.

In 2020, the government suspended the mandatory reporting of the gender pay gap due to the impact of the global pandemic. To provide full transparency around our data and show year-on-year progress, we have published our gender pay gap figures for 2019 and 2020.

## How the pay gap is calculated

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

It is reported on a mean and median basis:

- The 'mean' is the difference between the average hourly earnings of men and women – this can be skewed by any extremely high or low salaries.
- The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all salaries in the sample, lines them up in order from lowest to highest, and picks the middle salary.

## The gender pay gap is not the same as equal pay

Equal pay relates to men and women being paid the same for the same work or work of equal value. The Equal Pay Act of 1970 made it illegal to pay different amounts to men and women doing the same work.



# Our data

## Our UK gender pay gap

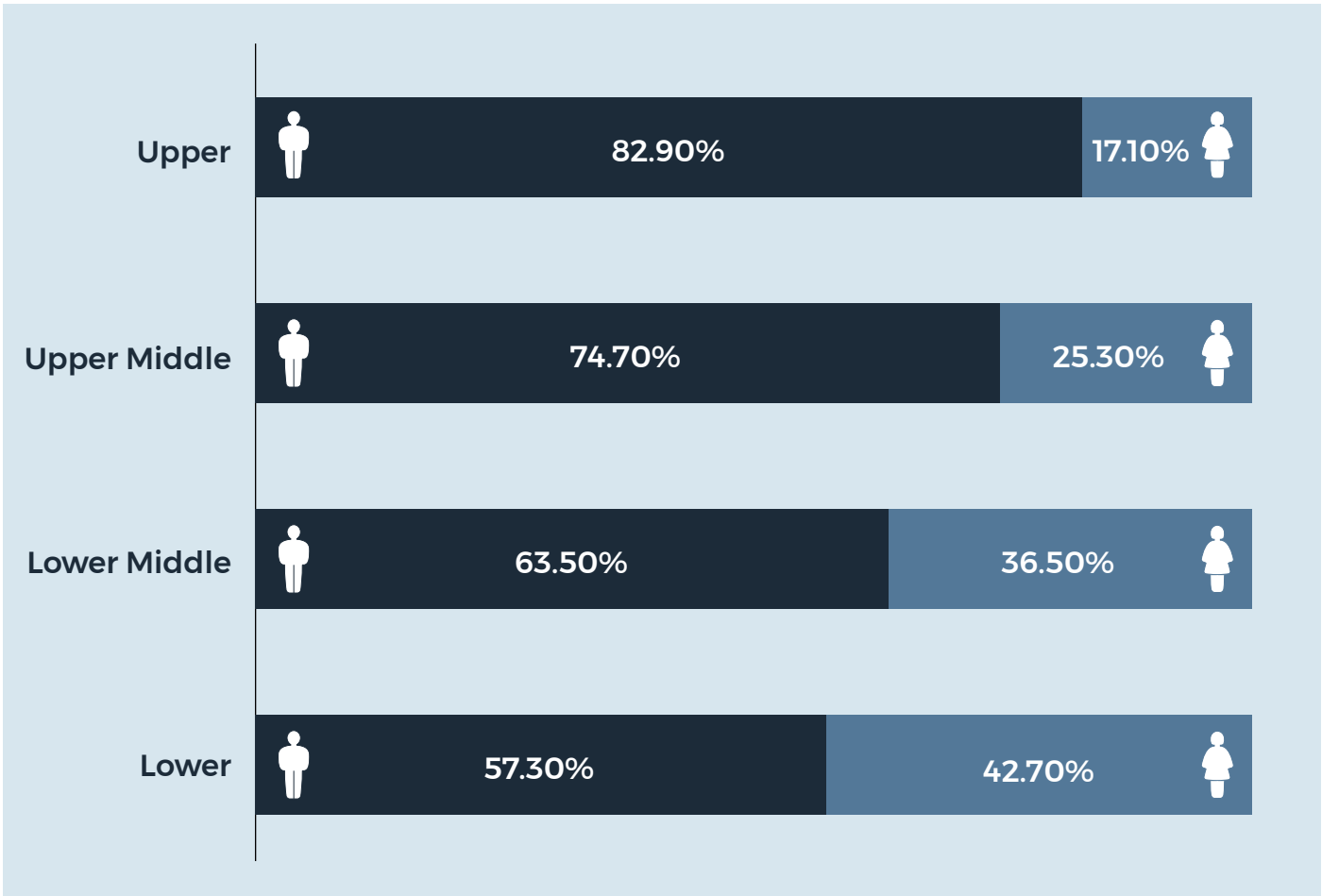
Our results show a reduction in the mean pay gap. Since we began reporting in 2017, we have also seen a year-on-year reduction in the median pay gap, demonstrating greater female representation across all levels of our organisation.

Hourly gender pay gap		
Median	17.18%	(22.4%)
Mean	20.2%	(21.8%)

2019 figures in brackets

## Quartile split

When we analyse the gender distribution across different pay quartiles, we see the greatest disparity at our more senior levels (the upper quartiles). This illustrates the primary driver of our gender pay gap in the UK. However, we are seeing year-on-year improvements in each quartile.





## Bonus gap

Our gender pay gap submission also includes data on bonus - 2019 scheme payments paid in 2020. We have a number of arrangements to recognise business, team, project and individual success across the business. Whilst the data indicates varying gaps over time, due to the relative success of different business areas, the difference between the proportion of each gender receiving bonus is closing as female representation improves at more senior levels.

Gender bonus gap		
Median	60.3%	(46.5%)
Mean	29.5%	(14.1%)

2019 figures in brackets



# Closing the gap

Our UK-wide gender pay gaps reflect the shape of our organisation, and the industry within which we operate, and will narrow as we improve gender balanced representation.

We are committed to increasing the number of women in our overall UK workforce and in senior roles, and our recently-updated Diversity & Inclusion strategy is focused on improving participation of all groups at all levels of the business, but it will take time to change our employee profile.

Together, our Diversity & Inclusion Committee, Gender Balance Committee, along with SBU Diversity & Inclusion committees, will drive the actions we will take to achieve this. This includes:

## Maternity, Paternity and Adoption Leave

Returning to work after a period of parental or adoption leave can be a difficult decision for many parents and carers. Having made that decision, we want to make the experience a positive one. We know that this involves a variety of challenges and are working with the business to identify how best to support returning colleagues, including via introducing returner career coaching support.

We further recognise that encouraging shared parental leave (SPL) and paternity leave is also important for both parents to return to their careers.

## Leading by example

All key leaders in the business will undertake Inclusivity Assessments, which include 360 degree feedback, to help them understand how to become a more inclusive leader, recognise knowledge gaps and identify the areas they need to develop.

## Career development

We are focussing on nominations for our career development programmes to ensure a balance of opportunity for all strands of diversity across the organisation. This covers:

- **LEAD** – for colleagues already in leadership roles
- **Aspire** – aimed at mid-career professionals
- **Taskforce** – selected as ambassadors to drive change and business excellence

## Promotions at WSP

We are reviewing our promotions process to ensure that all Promotion Assessment Panels are balanced, and creating a scoring system which includes Diversity & Inclusion alongside leadership, accountability and decision-making criteria.

## Attracting more women to the workplace

We are partnering with external organisations like ‘Where Women Work’ to tap into a much broader talent pool – using their growing networks of women across the globe to help raise the profile and visibility of WSP, and encourage more women to consider us when applying for roles.

## STEM@WSP

STEM@WSP supports engagement with students, under the age of 19, to inspire them into STEM (Science, Technology, Engineering and Maths) careers. We are committed to addressing stereotyping that still occurs, so that girls and boys alike think about careers in STEM. For some time we have had targets on female representation within our graduate and apprentice intakes. This has improved the proportion and we recognise that it will take some time for those recruited in the past few years to work through to more senior roles, but we remain committed to continuing to encourage a balance of those studying for an STEM career.



## 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 [UK-D&I@wsp.com](mailto:UK-D&I@wsp.com)





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With 7,800 talented people in the UK and more than 42,000 globally, we engineer projects that will help societies grow for lifetimes to come. WSP has been involved in many high profile UK projects including the Shard, Crossrail, Queen Elizabeth University Hospital, Manchester Metrolink, M1 Smart Motorway, the re-development of London Bridge Station, and the London Olympic & Paralympic Route Network.