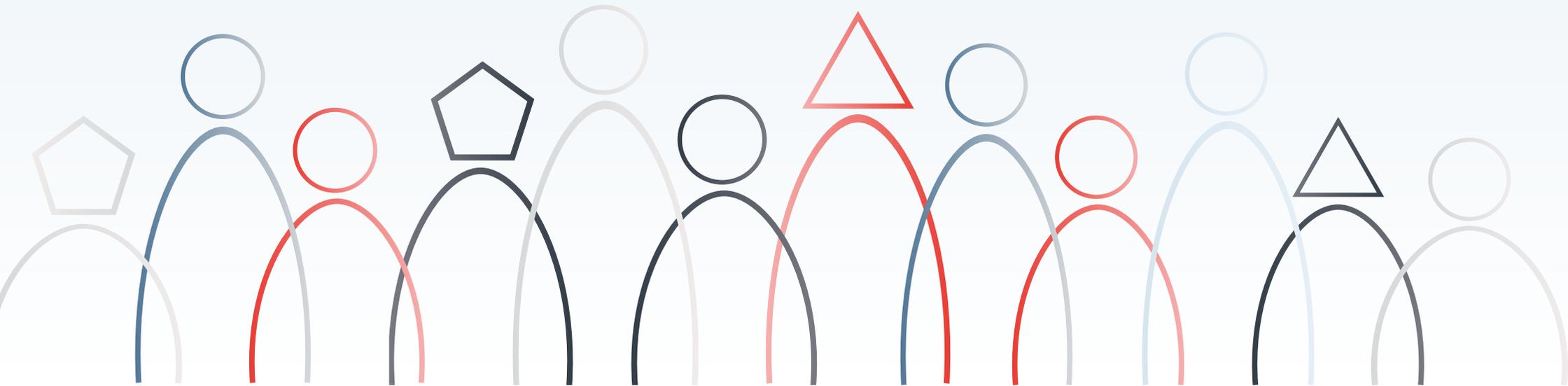




# UK Gender and Ethnicity Pay Report 2021



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



**Mark Hurley**

Managing Director  
Water, Energy & Industry  
He/Him



**Jane Grant**

Head of Learning,  
Development & I&D  
She/Her

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.

The snapshot date for the report is the same every year (05 April). Therefore, the snapshot date for our latest figures is **05 April 2021**.

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 continued to publish our gender pay gap figures.

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.

### Gender pay vs equal pay

The 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.

### Measuring the gaps

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

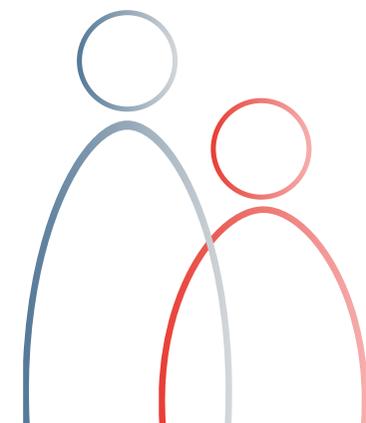
The ethnicity pay gap measures the difference between average hourly earnings of ethnic minority background colleagues, compared to white colleagues.

### Mean and medium

These measures and definitions 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.

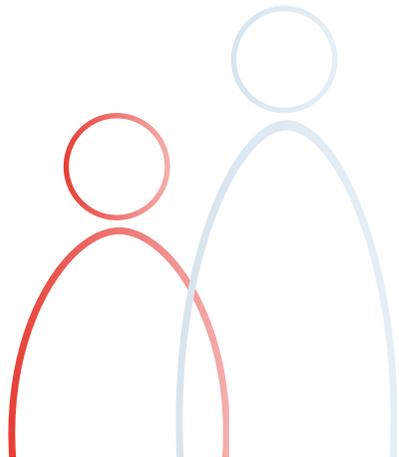


# Our 2021 data

## Our UK gender pay gap

The mean and median pay gaps have increased since our 2020 report:

	2021	2020
<b>Mean</b>	25.6%	20.2%
<b>Median</b>	24.7%	17.18%



## Bonus gap

The mean and median bonus pay gaps have reduced since our 2020 report:

	2021	2020
<b>Mean</b>	55.7%	60.3%
<b>Median</b>	-12.3%	29.5%

Due to the pandemic, no bonuses were paid to WSP UK colleagues in 2021. These bonus payments relate to a small number of WSP Global colleagues who are based in the UK.

## Ethnicity gap

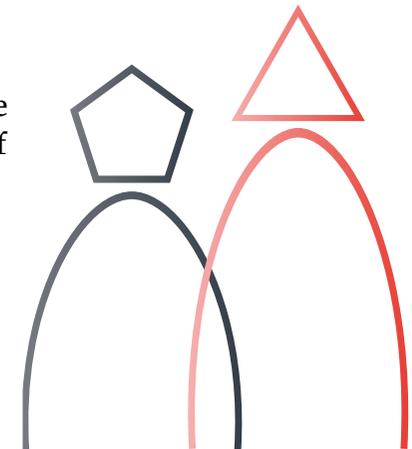
This has been calculated in the same way as the gender pay gap; our 2021 figures are:

	2021
<b>Mean</b>	13.37%
<b>Median</b>	6.57%

This is the first time we have reported our ethnicity pay gap, and so we don't yet have a year-on-year comparison.

Currently, 77% of our colleagues have chosen to share their ethnicity, of which 14.7% are from a Black, Asian or Ethnic Minority background.

While our data gap has closed considerably, as not all colleagues choose to share their ethnicity, we still have an incomplete picture of our workforce.

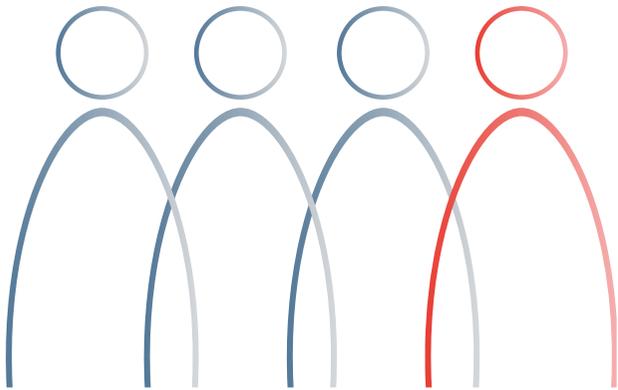
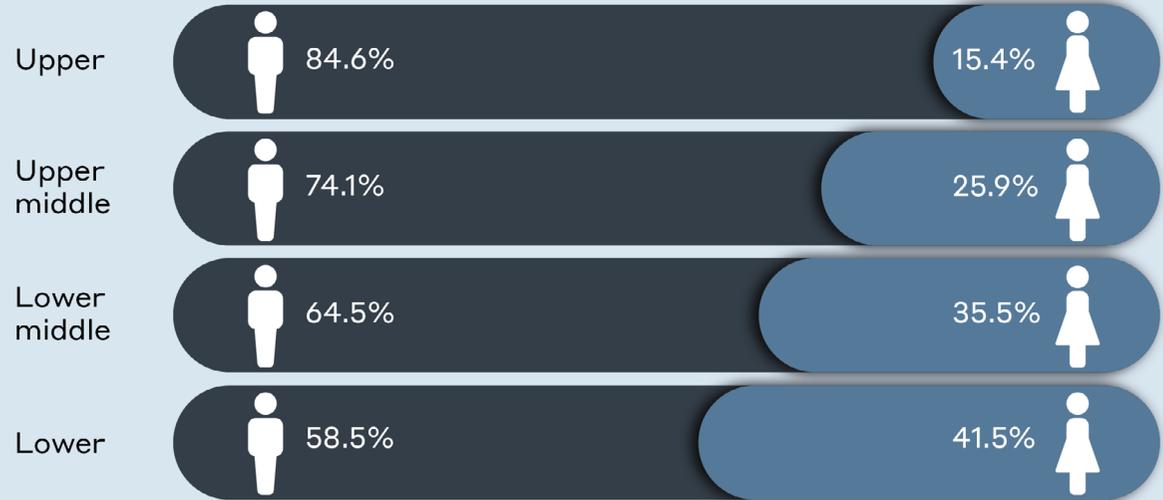


## What the data tells us

Our UK-wide gender and ethnicity pay gaps reflect the shape of our organisation, and our industry, and will narrow as we improve gender- and ethnicity-balanced representation. 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. This has been exacerbated by imbalances caused by the global pandemic.
- There is a huge range of different roles, professions and levels of experience within the different grade ranges in our organisation, and not all command the same market salary (see graph).

Proportion of males and females in each quartile band



# Our response to the 2021 figures and next steps



We recognise that our latest figures set us back on our progress to achieving gender parity.

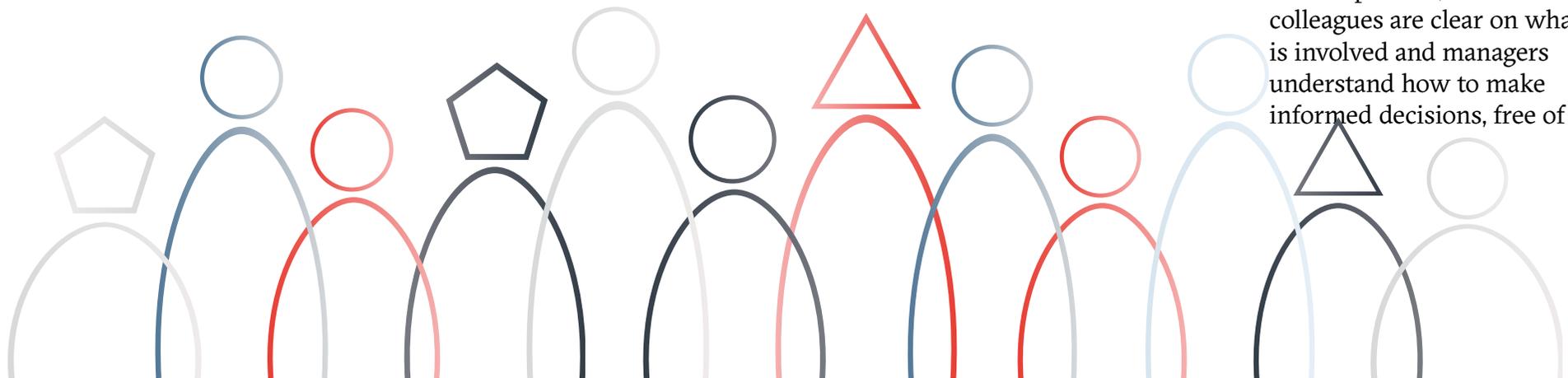
We are reviewing the figures in greater detail to fully understand the root causes and ensure the actions we take as a result will lead to positive change.

This includes building on the actions already put in place over the course of 2021, which are not reflected in these figures.

We are however pleased that our ethnicity pay gap figures provide a more positive outlook, but recognise that we have an incomplete picture of our workforce due to the number of colleagues who choose not to share their ethnicity.

To ensure that this report prompts the right action and drives positive outcomes in future, we will:

- Speak to our colleagues to understand attitudes and behaviours – focusing on the areas of the business where we see the greatest impact on our pay gap figures.
- Analyse our pay gap figures at more regular intervals, rather than annually, so we can respond more quickly.
- Review parental leave policies and carry out competitor analysis to ensure that WSP is an attractive place to work.
- Continue to encourage our colleagues to update their diversity information in their HR records. That way we have an accurate picture of our ethnicity pay gap and can take appropriate steps to address it.
- Report our 2022 pay gap figures well before the government deadline – so that we can ensure the actions we take now address our 2022 pay gap figures.
- Use our new PowerBI People dashboard to enable more regular reviews of our pay gaps.
- Introduce greater transparency to the promotion, pay and reward process, so that colleagues are clear on what is involved and managers understand how to make informed decisions, free of bias.



# Ongoing measures to close the gap

In addition to the specific actions we will take based on the data in the 2021 report, we continually strive to make WSP in the UK a more inclusive and diverse place to work. In 2021, we introduced a number of actions as part of our 2021-24 Inclusion & Diversity strategy, which are not reflected in these figures. These include:

## Learning & Development

- We carry out a thorough review of all nominees for our leadership development programmes to ensure diverse and balanced groups are put forward.
- We review all learning opportunities provided to colleagues with an I&D lens for language, imagery and inclusion principles, and offer a similar reviewing service to colleagues who produce training materials.

## Promotions process

- Continue to review the diversity of our assessment panels.
- All assessors must complete our Diversity and Unconscious Bias e-learning programme.
- Changing our assessment panel process so less-confident colleagues are not unfairly disadvantaged.

## Recruitment

- Recruitment ads and copy content are reviewed to deliver more compelling messages.
- Identifying other potential opportunities to advertise our vacancies that could help further reach our target audiences and/or under-represented groups.
- Joining Where Women Work and Black Professionals in Construction.

## Other activities

- Executive Committee receives ongoing inclusivity coaching.
- The annual pay review for all employees is used as an opportunity to scrutinise pay to make sure we are being fair and equitable.
- Pregnancy loss and bereavement now included in Family Leave Guidance.
- Launched a Menopause Hub.
- Introduced a Returners' Programme to build confidence after parental leave.
- Introduced reverse mentoring throughout the business.

### 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](mailto:belonging@wsp.com)

