



WSP UK&I

# INCLUSION & BELONGING STRATEGIC PLAN AT A GLANCE

# OUR COMMITMENT

We're proud to introduce our 2025–2027 Inclusion and Belonging (I&B) Strategic Plan for WSP in the UK & Ireland. This plan outlines the practical steps we're taking to create a workplace where everyone feels seen, heard and valued.

Inclusion and belonging are created through purposeful, continued actions. This plan brings together our Employee Resource Groups, business leaders and clients to shape a shared understanding and embed inclusive thinking across our business.

Our ambition is clear: to be recognised by our people, peers and clients as a safe, inclusive workplace where we all promote an inclusive culture, creating a sense of belonging. We believe every individual has a role to play in building a culture free from discrimination, where everyone can thrive.

We look forward to working with our colleagues, clients, partners and our wider global business to share best practice and build communities of trust – where inclusion is not just encouraged but expected.

## Looking back: highlights over the last 18 months

### Building our community:

We introduced two new Employee Resource Groups – our Neurodiverse Community and Menopause Support Group – and our CREED group evolved with new communities to celebrate culture, build allyship and drive inclusion.

### Representation:

We increased the representation of women at a senior leadership level, reduced our gender pay gap to the lowest it's been since we started reporting in 2017 and continued to voluntarily report our ethnicity pay gap.

### Inclusive processes:

We completed a recruitment lifecycle review and introduced inclusive recruitment training for all hiring managers, and refreshed our Family Leave policy to increase paternity leave and introduce emergency leave provisions.

### Recognition:

We matured our approach to inclusion, earning external awards and accreditation including:

- Inclusive Employer of the Year at the 2024 ACE Awards
- Clear Assured Silver accreditation
- A place in the Top 100 Employer Stonewall Workplace Equality index and a Stonewall Gold Employer award
- Platinum 5% Club membership, with over 10% of colleagues in 'earn and learn' roles.

# ASSESSING THE CURRENT ENVIRONMENT:

As we move into our next strategic cycle, we are looking more closely at the representation of the communities in our society and will measure the comparable number of our workforce for different protected characteristics (as set out by the UK Equality Act 2010) to that within the UK&I population.

This multi-layered plan sets our objectives that reach across leadership, recruitment, culture and data, and keeps us accountable as a business.

Our aim is for all levels of our UK&I workforce to be representative of the communities and society we live and work in, to promote visibility of role models, encourage diversity of thought, creativity, innovation and ideas, maximise performance, improve retention and reduce the opportunity for group think.

|                                              | Men   | Women | Ethnic minority background | Adults with disability <sup>1</sup> | LGBTQ+ <sup>2,3</sup> |
|----------------------------------------------|-------|-------|----------------------------|-------------------------------------|-----------------------|
| UK population in employment <sup>4,5,6</sup> | 52%   | 48%   | 19.3%                      | 23%                                 | 3.3%                  |
| WSP workforce representation 2025            | 67.6% | 33.4% | 16%                        | 2.7%                                | 3.2%                  |

1. [Disability in context, labour market overview | BCS](#) (accessed 20/05/2025)

2. [Sexual orientation, UK - Office for National Statistics](#) (accessed 20/05/2025)

3. [Gender identity, England and Wales - Office for National Statistics](#) (accessed 20/05/2025) Within the 2021 Census, 0.2% of the UK population identified as trans.

4. [Diversity in the labour market, England and Wales - Office for National Statistics: Census 2021](#) (accessed 20/05/2025)

5. [Working age population - GOV.UK Ethnicity facts and figures: Census 2021](#) (accessed 20/05/2025)

6. [Sexual orientation, UK - Office for National Statistics](#) (accessed 20/05/2025)

# OUR PLAN AT A GLANCE

Our plan is shaped by four cornerstones that guide how we act, lead and grow together:

## Fostering a trusting workplace

We provide a safe and trusting work environment for all our people.

## Speaking up

By living our guiding principles, we accept no compromise when it comes to our ethics and inclusive behaviours, and we ensure our people feel at ease to talk openly.

## Managing fairly

We ensure equal opportunity and fairness in a consistent manner.

## Growing stronger together

As a global community, we celebrate our differences, and we share our learnings.

# OUR OBJECTIVES

## Fostering a trusting workplace:

1. Empower collective responsibility for driving an inclusive and accessible workplace where everyone feels physically and psychologically safe and able to thrive.
2. Drive greater visibility and role modelling from senior leaders talking about the benefits of inclusive workplaces and teams.
3. Increase participation in our Employee Resource Groups.

**Success indicators:** Increase I&B scores and positive comments in our internal employee survey (WSP Listens); increase ERG membership and participation in events year on year; All People Managers complete psychological safety learning by end of strategic cycle; increase in the number of Leadership engagements recorded.

## Speaking up:

4. Create greater visibility and awareness of our speak up culture.
5. Ensure our Guiding Principles In Action are understood and embedded within the organisation, bringing to life our culture and the behaviours that we expect of our leaders and employees.

**Success indicators:** Increase in the percentage of people who feel that it is safe to challenge, captured through WSP Listens; increase UK&I WSP Listens I&B scores non-discrimination responsiveness scores.

## Managing fairly

6. Renew our focus on people leadership development so that people managers feel supported and support their teams in turn.
7. Improve experiences and mitigate unconscious bias throughout the employee lifecycle.
8. Measure and reduce our **Gender and Ethnicity pay gaps** and be transparent with the actions we are taking.

**Success indicators:** All People Managers complete the first module of our global leadership training (WSP Leads); all employees complete I&B learning journey; increased representation of employees from different backgrounds at all levels; continued year-on-year improvement of pay gaps; employees from all backgrounds feel supported, evidenced by improvements in WSP Listens.

## Growing stronger together:

9. Strengthen connections with our clients and industry I&B peer groups and suppliers.
10. Validate our I&B best practice through independent external accreditation.

**Success indicators:** We are represented at or sponsor two I&B client/ industry events each year of the strategic cycle; accreditation awarded with an industry recognised I&B standard.



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