wsp

Agile. Empowered. Resilient.

2019 GLOBAL SUSTAINABILITY REPORT

Table of Contents

HOW TO USE THIS REPORT

This sustainability report is an interactive PDF and is designed to be viewed with Adobe Reader and an Internet connection. The report can also be viewed offline, but any external links will not be accessible.

Overview

About This Report

This report ("Report") covers the activities of WSP Global Inc. and its subsidiaries (collectively, "WSP" or the "Corporation") from January 1, 2019 to December 31, 2019, unless otherwise indicated herein. This report was prepared in accordance with the "GRI Standards: Core Option".

Our intended audience for this Report includes our employees, clients and investors. Unless otherwise specified, the information in this Report covers all of WSP's operating companies across the world, including those acquired before January 1, 2020.

A list of these acquisitions can be found on page 8 of our Annual Information Form for the year ended December 31, 2019.

As a corporation, we intend to continue to report annually on our global sustainability activities. To develop this Report, WSP consulted with a broad range of internal and external stakeholders on regional and global levels, including Workplace Strategy, Human Resources, Legal, Procurement, Ethics and Compliance, Risk Management, Health and Safety, Investor Relations, Communications, Regional Operations, Clients and Investors. The Report is published with the overall approval of WSP's Global Director, Environment & Resources (our Global Sustainability Sponsor).

As a result of data coverage and quality improvements, a small number of past performance figures published in our 2018 report have been restated, and these are clarified in our footnotes. WSP received limited verification of the GHG emissions performance disclosed in this report. Verification was performed by an independent third party, Apex Companies, LLC. A copy of the Assurance Statement is available here.

What We Stand For

Our teams bring global expertise to their local communities, dare to challenge the status quo, collaborate with and learn from others, and are empowered to turn challenges into opportunities.

OUR BELIEF

For societies to thrive, we believe that we must all hold ourselves accountable for tomorrow.

OUR PURPOSE

We exist to future-proof our cities and environments.

OUR ROLE

We plan, design, manage and engineer our communities to thrive.

OUR GUIDING PRINCIPLES

We value our people and our reputation.

We are locally dedicated with international scale.

We are future-focused and challenge the status quo.

We foster collaboration in everything we do.

We have an empowering culture and hold ourselves accountable.

Introduction from our CEO

I am pleased to introduce this Report, following the first year of our 2019-2021 Global Strategic Plan, where our sustainability ambitions[1] guided us under our foundational pillars of Clients, People and Culture, Operational Excellence and Expertise.

I am writing this in challenging times. The COVID-19 pandemic is without a doubt the most difficult situation the majority of us have faced in our professional lives. Our top priority remains to ensure the safety of our people, our clients and the communities where we operate.

We are currently mobilizing our experts across the world to help our clients respond to the unique challenges posed by the pandemic. To do this, our business continuity plans have been put into action, allowing our people to access the technology necessary to continue to serve our clients and communities remotely without disruption. Ever agile, our teams have quickly embraced this digital approach to deliver projects and pursue new assignments to meet the needs of our clients and communities.

We are proud of our employees, who have shown great strength so far in the face of this pandemic, striving to deliver for our clients while in many cases facing a completely different reality in their personal lives. Our Global Leadership Team is committed to leading by example and empowered to guide our people so that we can come out of this pandemic in the most positive way possible.

Alexandre L'Heureux
PRESIDENT AND CHIEF EXECUTIVE OFFICER

1   Some of our ambitions under our 2019-2021 Global Strategic Plan may be impacted by the COVID-19 pandemic; it remains premature to reassess these ambitions at this time.

> **Despite the difficult times, we intend to continue to invest in our sustainability strategies, as they underpin our belief, purpose and role and create short-term and long-term value for our stakeholders.**

ALEXANDRE L'HEUREUX

STRENGTHENING OUR SUSTAINABILITY FOCUS IN 2019

Prior to the crisis reaching global proportions, our business was in a favourable position as we reported solid financial and operational performance in 2019, as well as a strong balance sheet.

In addition, we strengthened our focus on Environmental, Social and Governance matters, for example by assigning Board-level responsibility for sustainability to the Chair of the Governance, Ethics and Compensation Committee and defining a Global Sustainability Sponsor role.

WSP became the first professional services firm in the Americas to sign a sustainability-linked syndicated credit facility, which was formalized in 2020. This amendment to our existing credit facility includes financing terms that reduce or increase the borrowing costs as sustainability targets are met or missed. The terms are tied to three sustainability performance targets: a reduction in market-based greenhouse gas (GHG) emissions across our global operations; an increase in Green Revenue (revenue from services having a positive impact on the environment); and an increase in the percentage of management positions held by women.

We also became a signatory to the United Nations Global Compact (UNGC) and began to examine our operations alongside the Ten Principles of the UNGC. We reaffirm our commitment to the UNGC, and our first "Communication on Progress" is incorporated in this Report.

OUR STRATEGIC PILLARS

Clients

In 2019, the Future Ready® program was launched in the US, Norway and Finland. These markets will officially implement the program in 2020, bringing us closer to our 2021 ambition to have the program executed globally as a key element of our strategy.

Through this Report, you will find examples of projects where we offered our future-focused thinking to our clients and made an impact in our communities, as valued partners.

For 2019, we reported a three percent increase in net revenues from our Environment, Water, Power & Energy, Resources and Industry sectors, which represents progress towards our ambition to diversify and balance the revenues from our largest sectors, Transportation & Infrastructure and Property & Buildings.

The way we care for our clients is central to our strategy, and in 2019 we rolled out Net Promoter Score Surveys or similar initiatives in the majority of our regions, to listen to our clients and gauge any improvements we can make.

People and Culture

Providing an environment for our people to deliver on their full potential is at the core of our People and Culture strategy. We must put people first, or how can we expect them to give their best and remain trusted advisors for our clients?

> **The stronger our organization, and the more empowered our people, the better we can cope with adversity.**

ALEXANDRE L'HEUREUX

We are pleased that for 2019 we saw a slight reduction in our global voluntary employee turnover figure. We are also grateful for the hard work put into improving employee wellness programs, including for mental health.

We remain committed to Diversity and Inclusion at WSP and in our wider industry, and are proud to showcase our involvement in a number of initiatives in this Report. Despite some regional movement, in 2019 we did not show the level of progress we were aiming for in increasing the number of women we have in management positions - our ambitious gender balance target from our 2019-2021 Global Strategic Plan. Although this is disappointing, we will continue to work hard to meet this target by the end of 2021.

Operational Excellence

Our Operational Excellence pillar is all about making our organization stronger and more resilient.

In terms of health and safety, in 2019 we achieved a Lost-Time Injury Rate below 0.1 in all regions and 0.06 globally. We continued to ensure that health and safety remained top of mind for employees through strong leadership, regular communications and training.

We believe we have a world-class Ethics and Compliance program, which is supported by a team of experienced Ethics and Compliance officers covering our regions. In our "Ethical Business Practices" section, we present our 2019 update, which includes numerous initiatives meant to support our employees and ensure we

uphold the highest ethical standards while protecting WSP's reputation.

2019 also saw the establishment of an internal Sustainability Task Force, comprised of key regional and global leadership, to support the achievement of the GHG reduction targets in our 2019-2021 Global Strategic Plan. We are pleased that we made good progress, largely due to ambitious commitments from our regions. This is a metric which requires constant drive; as we continue to grow, we need to be mindful that our footprint does not grow commensurately.

Expertise
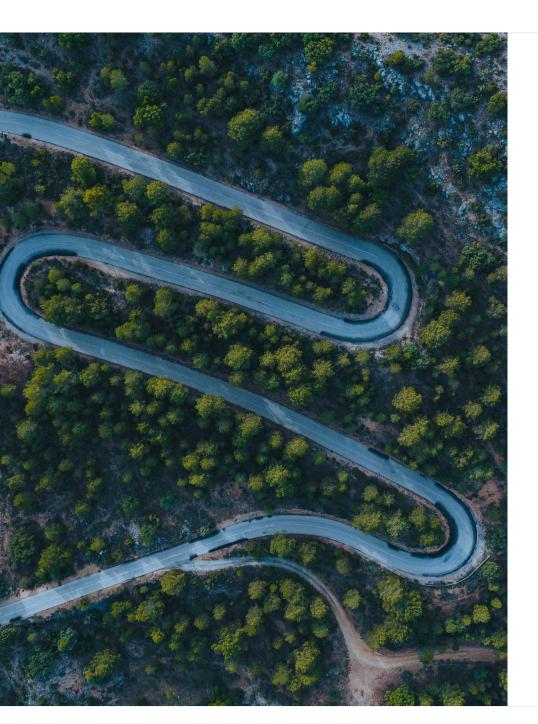
In 2019, we strengthened our existing capabilities and expanded into new geographic regions with eight acquisitions, adding approximately 2,000 colleagues to our organization.

Since January 2019, we have notably added 1,470 employees to our Environment platform, which is our third-largest global sector in terms of net revenue.

Last year, we worked with our experts to enhance our collaboration platform, enabling our professionals to consistently bring our best expertise to bear across all our projects. Our new and improved Practice Area Networks platform was launched across the organization at the beginning of 2020, ensuring that our technical excellence is not limited by geographic location, mobility or time.

Read more on our pillars in this Report in the following sections: Clients and Expertise; Operational Excellence; and People and Culture.

AGILE. EMPOWERED. RESILIENT.

I am confident that under the guidance of our newly appointed Global Sustainability Sponsor, André-Martin Bouchard, we will continue to push forward with our sustainability priorities in the remaining months of 2020 and beyond. Despite the difficult times, we intend to continue to invest in our sustainability strategies, as they underpin our belief, purpose and role and create short-term and long-term value for our stakeholders.

Our agile business model, based on diverse markets and geographies, means that we are able to embrace challenges by drawing on our current strengths. Rarely has this been so true. Already in 2019, events such as the devastating bushfires in Australia meant we were adapting quickly in one of our regions. The COVID-19 pandemic has struck every region where we are present, requiring a global response.

And no sooner had we settled into this new "normal," we also began to look to the next step – how will we gradually adapt to a world where we can once again meet in person, at the office? What lasting impact will the crisis have?

We must continue to *think the unthinkable*. The stronger our organization, and the more empowered our people, the better we can cope with adversity.

Our success and ability to come out of this can only be reached through the diligence, passion and commitment of our leaders and employees. I thank you sincerely for your unwavering dedication to our clients, our communities and our organization.

Alexandre L'Heureux
President and Chief Executive Officer

Performance Scorecard

The following table provides a status update on our principal sustainability-related ambitions.

| 2021[1] OBJECTIVE	STATUS	2019 PROGRESS
Clients and Expertise		
Execute our Future Ready® approach globally	On track	The Future Ready® program was officially launched in the US, Norway and Finland[2]
Obtain a top quartile satisfaction rating by over 75% of our clients (in the Net Promoter Score Survey ("NPS"))	On track	Prepared to launch our new global Practice Area Networks (PANs)[3] to foster collaboration and sharing of expertise Expanded our key account programs for our global private and public sector clients ("Diamond Clients"), with an emphasis on client management, engagement and opportunity identification Launched NPS surveys (or similar process) in several large regions, including Canada, Australia and the UK
Diversify our global portfolio by increasing our net revenues in target sectors (Environment, Water, Power & Energy, Resources and Industry) to between 30 and 50% of the total, to balance exposure to our Transportation & Infrastructure and Property & Buildings sectors	On track	Reported net revenues from these target sectors of 23% in 2019, compared to 20% in 2018 Welcomed 1,470 Environment-sector employees, through acquisitions closed or announced in 2019
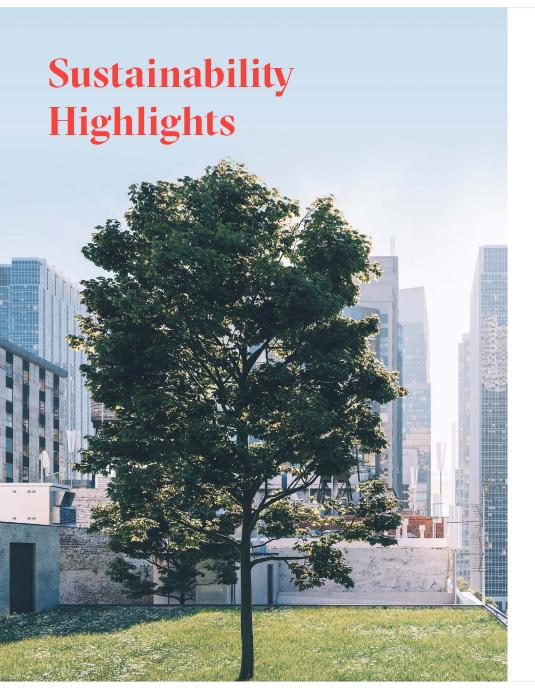
1   Unless a different timescale is indicated. Some of our ambitions under our 2019–2021 Global Strategic Plan may be impacted by the COVID-19 pandemic; it remains premature to reassess these ambitions at this time.
2   The Future Ready program had already been launched in Australia, New Zealand, Canada, Sweden, the Middle East and the UK.
3   Launched in the first quarter of 2020.

2021[1] OBJECTIVE	STATUS	2019 PROGRESS
Diversify our service offerings by increasing net revenue from Strategic Advisory Services to between 40 and 55%	Improved	Increased Strategic Advisory Services revenues in 2019, largely due to growth in Environment as this sector is represented by a high proportion of advisory services
Increase the percentage of Green Revenue from our operations, i.e. revenue from services having a positive impact on the environment	On track	Developed a process to measure Green Revenue globally and prepared to incorporate a Green Revenue target as a financing term of our syndicated credit facility[4]
Operational Excellence		
Achieve a Lost Time Injury Rate (LTIR) of <0.1 per 100,000 hours worked, in all regions	On track	Achieved an LTIR below 0.1 in all regions and 0.06 globally
Ensure 100% of our workforce completes ethics onboarding training (following hire) and annual refresher training	On track	Achieved completion rates for Code of Conduct training of approximately 98.1% for onboarding training and approximately 96.8% for annual refresher training
Reduce absolute scope 1, scope 2 (market-based) and scope 3 business travel GHG emissions across our global operations by 5% from 2018 to 2021	On track	Established a global Sustainability Task Force and prepared regional GHG emissions reduction plans to support our ambitious reduction goals

Achieved a 12% year-over-year reduction in absolute scope 1, scope 2 (market-based) and scope 3 business travel GHG emissions |
Reduce absolute scope 1, scope 2 (market-based) and scope 3 business travel GHG emissions across our global operations by 25% from 2018 to 2030	On track	
People and Culture		
Fill over 75% of Global Leadership positions (and those of their direct reports) by internal candidates	Requires improvement	Filled 59% of our vacant as well as new Global Leadership senior positions (and those of their direct reports) by internal candidates
Reduce our voluntary turnover rate below 12% globally (compared to 15% in 2018)	Improved	Observed a voluntary turnover rate of 14% at the end of 2019, an improvement of one percentage point in comparison to 2018
Fill over 30% of management positions (business leaders and middle management) by women (compared to 21% in 2018)	Requires improvement	Noted no change in the overall percentage of management positions held by women between 2018 and 2019 (remained at 21%)

4   This amendment to our existing credit facility was announced publicly on February 4, 2020.

Sustainability Highlights

GLOBAL RECOGNITION AND COMMITMENTS

Named "Most Sustainable Company in the Engineering Industry – 2019" by *World Finance* magazine

Achieved an "A-" score for our response to CDP's 2019 Climate Change questionnaire

Became a signatory to the United Nations Global Compact (UNGC)

Assigned Board-level responsibility for sustainability to the Chair of the Governance, Ethics and Compensation Committee

Shortlisted for the CR Reporting Awards in the "Creativity in Communications" category (2018 Sustainability Report)

SELECT REGIONAL RECOGNITIONS

15 WSP projects recognized for advancing sustainability by the Professional Green Building Council and the Hong Kong Green Building Council

Sydney Water's Lower South Creek Treatment Program achieved an Infrastructure Sustainability Design "Excellent" rating from the Infrastructure Sustainability Council of Australia

Our Middle East business was named "Company of the Year: Championing Diversity & Inclusion" at the Women in Construction event hosted by the Big 5 conference in Dubai

WSP was an "Electric Vehicle Fleet Champion finalist" at the 2019 EVWorld New Zealand Champions Awards

WSP was awarded "'Company of the Year'" at the inaugural Building Equality Awards, recognizing organizations and individuals who have made outstanding contributions in achieving LGBT+ inclusion (UK)

The Reconstruction of John C. Bartlett, Jr. County Park at Berkeley Island project was selected by *Engineering News-Record (New York)* as 2019 Regional Best Project (Small Project Category)

Our Business

At a Glance

As one of the world's leading professional services firms, WSP provides engineering and design services to clients in the Transportation & Infrastructure, Property & Buildings, Environment, Power & Energy, Resources and Industry sectors, as well as offering strategic advisory services. WSP's global experts include engineers, advisors, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. Our talented people are well positioned to deliver successful and sustainable projects, wherever our clients need us.

OUR PRESENCE

Head Office

Montreal, Canada

± 50,000

Employees

As at March 31, 2020.

01	**10,100** United States
02	**8,075** United Kingdom and Ireland
03	**8,000** Canada
04	**6,060** Nordics
05	**5,525** Australia and New Zealand
06	**3,665** Middle East and India
07	**3,275** Asia
08	**3,200** Latin America
09	**1,400** Continental Europe
10	**500** Africa

2019 REVENUES BY MARKET SECTOR

54%

Transportation
& Infrastructure

23%

Property
& Buildings

12%

Industry, Resources,
Power & Energy

11%

Environment

2019 NET REVENUES BY SEGMENT

35%

Europe, Middle East,
India & Africa (EMEIA)

34%

Americas

16%

Asia Pacific (APAC)

15%

Canada

Financial Position

WSP Global Inc. is a corporation existing under the *Canada Business Corporations Act*. We are publicly listed on the Toronto Stock Exchange under the ticker symbol "WSP".

For full disclosure of WSP's economic position and metrics of economic value generated and distributed, please refer to our Annual Report for the year ended December 31, 2019, beginning on page 23.

— For our revenues and expenses (including employee compensation), please refer to our Consolidated Statement of Earnings on page 74 of the Annual Report (Consolidated Financial Statements).

— WSP's revenues are allocated to geographic regions based on the country of operations, and this information is presented on page 102 of the Annual Report (Consolidated Financial Statements). Our disaggregated revenues by geographic region, market sector and client category can be found on page 103.

A list of our principal subsidiaries can be found on page 5 of WSP's Annual Information Form for the year ended December 31, 2019. All subsidiaries are covered by the descriptions in this Report, unless otherwise noted. For more information on our Named Executive Officers' compensation, please refer to our 2020 Management Information Circular, beginning on page 42.

Highlights relating to the development of WSP's business over the past three years are summarized in our Annual Information Form for the year ended December 31, 2019, starting on page 6. During the year ended December 31, 2019, WSP completed eight acquisitions. Details of these acquisitions may be found in the Table of Acquisitions on page 8 of the Annual Information Form.

Value Chain

GLOBAL OPERATIONS

± **50,000**

Employees[1]

± **150,000**

Active Projects worldwide[2]

8.9B (CAD)

2019 Revenues

6.9B (CAD)

2019 Net Revenues[3]

TRANSFORMATIVE PROJECTS IN OUR SECTORS

Property & Buildings

Transportation & Infrastructure

Industry, Resources, Power & Energy

Environment

2019 VALUE DISTRIBUTED

Employees

5.2B (CAD)

in personnel costs

Subconsultants

2.0B (CAD)

including direct costs[4]

Shareholders

77.6M (CAD)

in cash dividends paid

Taxes

79.8M (CAD)

in income taxes paid

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1 As at March 31, 2020.
2 We worked on approximately 150,000 projects in 2019.
3 Non IFRS measure. Net revenues are defined as revenues less direct costs for subconsultants and other direct expenses that are recoverable directly from clients. Additional details for non-IFRS measures can be found in WSP's MD&A, which is posted on WSP's website at www.wsp.com, and filed with SEDAR at www.sedar.com.
4 Direct costs are defined as costs incurred to deliver consulting services and that are recoverable directly from clients.

Market Sectors

WSP operates in the market sectors described below.

TRANSPORTATION AND INFRASTRUCTURE

WSP's experts advise, plan, design and manage projects for rail transit, aviation, highways, bridges, tunnels, water, maritime and urban infrastructure. Public and private-sector clients, construction contractors and other partners seek WSP's expertise around the world to create mid- and long-term transport and infrastructure strategies, and to provide guidance and support throughout the life-cycle of a wide range of projects. As WSP offers comprehensive, innovative and value-oriented solutions to assist clients in achieving their desired outcomes, we take great pride in solving clients' toughest problems. WSP offers a full range of services locally with extensive global experience to successfully deliver projects, helping clients overcome challenges and respond to emerging areas in new mobility, resiliency and funding the infrastructure gap.

PROPERTY AND BUILDINGS

WSP is a world-leading provider of technical and advisory services with a track record in delivering buildings of the highest quality. WSP can be involved at every stage of a project's life-cycle, from the business case, through design and construction, to asset management and refurbishment. WSP has teams of technical experts across the globe delivering engineering and consultancy services ranging from decarbonization strategies and SMART building design to structural and mechanical, electrical and plumbing (MEP) engineering. WSP is expert in enabling clients to maximize the outcome of their projects in sectors from high-rise to healthcare, stadiums to stations and commercial to cultural.

ENVIRONMENT

WSP has specialists working with and advising businesses and governments in all key areas of environmental consultancy. These experts deliver a broad range of services covering air, land, water and health. They work with and advise clients on a range of environmental matters ranging from due diligence, permitting authorizations and regulatory compliance, to handling and disposal of hazardous materials, land remediation, environmental and social impact assessments, and employee health and safety. WSP's reputation has been built on helping clients worldwide mitigate risk, manage and reduce impacts, and maximize opportunities related to sustainability, climate change, energy use and the environment.

POWER & ENERGY

WSP offers energy sector clients complete solutions for all aspects of their projects, whether they are large-scale power plants, smaller on-site facilities or retrofitting and efficiency programs, with an aim to reduce energy demand and deliver schemes to create a sustainable future. WSP's experts can advise and collaborate on every stage of a project, from pre-feasibility to design, operation, maintenance and decommissioning. They offer long-term operational management support services from the first feasibility studies, providing advice on aspects ranging from technical, financial and environmental issues, to engineering design and energy simulations.

RESOURCES

WSP has the scale and expertise to support all its worldwide resource clients. In mining, WSP's experts work with clients throughout the project life-cycle – from conceptual and feasibility studies to addressing social acceptance issues, and from detailed engineering and complete engineering, procurement and construction management ("EPCM") to site closure and rehabilitation. WSP expertise includes resource and reserve modelling, metallurgical testing, geotechnical and mine design and detailed engineering for mining infrastructure. In oil and gas, WSP helps clients with some of their most demanding technical and logistical challenges. Our experts advise on how to plan, design and support the development of pipelines and gas networks, as well as how to ensure the integrity of critical assets and obtain permits and consent.

INDUSTRY

WSP works in almost every industrial sector including food and beverages, pharmaceutical and biotechnology, automotive and chemicals. WSP's experts offer a variety of skills with a deep understanding of industrial and energy processes, and the engineering expertise required to plan, design, build and operate a new plant, or to automate equipment in an existing industrial facility. A full range of consulting and engineering services is offered within multiple disciplines that span all stages of a project – from strategic studies, concept design and productivity analysis, to serving as an owner's engineer at each stage of an EPCM contract.

In addition to these sectors, the Corporation offers the highly specialized strategic advisory services below:

PLANNING AND ADVISORY SERVICES

The Corporation helps clients make informed decisions during various stages of the project life-cycle, taking into consideration changing economic, environmental and social factors, evolving government priorities and emerging technologies. To stay competitive and effectively manage and develop their infrastructure and property assets, public and private-sector organizations are looking to gain access to more refined data and "lessons learned" from experts who help drive client success around the globe. WSP not only provides local expertise, but also offers international benchmarks and best practice solutions based on its extensive experience. WSP's team blends the technical skills of its global network with results-oriented business acumen to provide effective and sustainable strategies that also contribute to the advancement of the communities where WSP is present.

MANAGEMENT SERVICES

The Corporation's professionals help clients assess and define their goals, as well as the technical, environmental and commercial realities and challenges they face. Coupled with the Corporation's integrated service offerings, this helps the Corporation build strategic relationships with clients. WSP supports them throughout the planning, implementation and commissioning stages of their projects, including during times of emergency. With a focus on cost, schedule, quality and safety, and using best-in-class management processes and techniques, WSP can mobilize the right team from anywhere in the organization across the world to execute projects of varying sizes and complexity.

TECHNOLOGY AND SUSTAINABILITY SERVICES

The Corporation's professionals work throughout the life-cycle of a project to offer innovative solutions with a strong focus on change management and executive engagement. As significant technological advancement offers the opportunity to improve the way we live, commute and travel, it also sheds a new light on how property and infrastructure owners need to adapt and embrace the changes. The Corporation's Technology Services experts integrate the use of digital solutions and software to enhance engineering, infrastructure, buildings and environmental projects. In addition, as the world faces significant challenges related to population growth, resource demands and constraints, and extreme weather events that impact the resiliency and sustainability of communities, the Corporation remains committed to integrating the principles of sustainability into WSP's work in planning, designing and managing both property and infrastructure.

Our Contribution to the UN SDGs

Companies have an important role to play in contributing to achieving the United Nations Sustainable Development Goals (SDGs).

In 2018, we carried out a refreshed materiality assessment (see the section "What Matters Most") and at the same time consulted our employees on which SDGs we contribute to the most through our client work and our own operations, resulting in the list on this page. Through this Report, we are proud to present examples of projects and initiatives that illustrate these contributions.

The full list of SDGs is available here.

GOAL 5: GENDER EQUALITY

Achieve gender equality and empower all women and girls

GOAL 6: CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all

GOAL 7: AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all

GOAL 8: DECENT WORK AND ECONOMIC GROWTH

Promote inclusive and sustainable economic growth, employment and decent work for all

GOAL 9: INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote sustainable industrialization and foster innovation

GOAL 11: SUSTAINABLE CITIES AND COMMUNITIES

Make cities inclusive, safe, resilient and sustainable

GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensure sustainable consumption and production patterns

GOAL 13: CLIMATE ACTION

Take urgent action to combat climate change and its impacts

GOAL 15: LIFE ON LAND

Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

Polish Green Building Council's SDGs in Construction Working Group

Poland

CASE STUDY

Workshops on the Sustainable Development Goals

Sweden

In order to familiarize our Swedish colleagues with the Sustainable Development Goals and allow them to feel confident in discussing them with their clients, our sustainability team in Sweden prepared material to support an hour-long workshop on the goals. The resulting presentation is designed to be used by our different business units and internal teams. It starts with an introduction to sustainability and the 2030 Agenda for Sustainable

Development, as well as a brief discussion about how sustainability is linked to our business. It also contains instructions, speech scripts and a description of the 17 goals and their sub-goals. Participants can then conduct two different exercises: one to identify concrete actions where we contribute to the goals in our existing assignments, and one to practice offering sustainable solutions to the client based on a tender request.

The Polish Green Building Council (PLGBC) aims to positively influence the construction industry by promoting the principle of the "triple bottom line": environmental, social and economic. The objective is to transform the design, construction and operation of buildings across the country for the overall benefit of end users, as well as all stakeholders in the construction process.

A member of WSP's sustainability team in Poland is participating in the PLGBC's "SDGs in Construction Working Group". The final product of this group's work will be a report describing good practices and promoting development in line with the discussed objectives of the United Nations, for real estate companies and public institutions. The report is expected to be published in 2020.

Strategy, Governance and Stakeholders

At WSP, we are committed to responsible growth that is beneficial to our clients, people and shareholders. Our approach to sustainability aims to capture opportunities and mitigate risks arising from urbanization, globalization, demographic shifts, technology and climate change. Our sustainability ambitions influenced the development of WSP's 2019-2021 Global Strategic Plan, ensuring these values are embedded at the core of our business strategy over this period.

As we work towards meeting the sustainability related targets in our Plan, we strengthened sustainability governance at the Board level in 2019, as well as redefined our Global Sustainability Sponsor role.

Our strategy is supported by our Global Sustainability Policy. The Policy, the outcomes of our latest materiality assessment and this Report are structured around the pillars of our Global Strategic Plan: Clients; Expertise; Operational Excellence and People and Culture.

Our Global Sustainability Sponsor: An Interview

Like many other companies, WSP is facing unprecedented challenges across the globe at this time. Can you comment on this context for your sustainability reporting?

While we are pleased to report on our 2019 sustainability performance, we cannot ignore what is going on in 2020. We see the COVID-19 pandemic as the ultimate example of why sustainability is key to our organization and embedded in WSP's strategy; it affects our employees, has deep impacts on our communities and it is creating a huge economic challenge. We believe that organizations with strong sustainability programs and cultures in place, such as WSP, will be able to navigate through the crisis much more efficiently than others.

In this Report, we discuss our ambitious sustainability goals while recognizing the impact the crisis will have on our business this year and beyond, as well as the challenges we will need to overcome.

How does the Global Sustainability Sponsor role complement your operational position at WSP?

I am privileged to have led WSP's Environment business since 2013 and the Resources sector since the beginning of 2019. We are proud of our talented professionals and have a clear vision to bring these business lines to a position of global leadership. Stepping into the Global Sustainability Sponsor role provides an excellent opportunity to leverage my passion

André-Martin Bouchard

GLOBAL DIRECTOR, ENVIRONMENT & RESOURCES
GLOBAL SUSTAINABILITY SPONSOR

> **We see the COVID-19 pandemic as the ultimate example of why sustainability is key to our organization and embedded in WSP's strategy; it affects our employees, has deep impacts on our communities and it is creating a huge economic challenge.**

ANDRÉ-MARTIN BOUCHARD

for sustainability alongside my existing role at WSP, where I regularly interact with WSP's Global Leadership Team, Board of Directors, clients and employees, to strengthen links between project work and corporate sustainability.

For WSP, sustainability is both an opportunity and a responsibility, as we draw upon our expertise to keep improving the organization. The work we have completed so far in sustainability has favourably positioned WSP as a leading organization in our industry, and I will continue on this path, particularly as we work towards further incorporating the United Nations Global Compact (UNGC) principles into our business.

What were the highlights of WSP's sustainability program in 2019?

2019 was a busy and successful year. We created a global Sustainability Task Force, composed of representatives from all our operating regions and global corporate experts, to tackle some of the most pressing items on our sustainability agenda.

We are happy to report significant progress against our GHG emission reduction objectives. We have also secured a sustainability-linked credit facility with our banking syndicate, which was a first for a professional services firm in the Americas at the time of announcement. This means that achieving ambitious targets around GHG reduction, our Green

Revenue and the percentage of women we have in leadership roles will enable us to reduce the cost of credit. Conversely, if we fail to maintain these metrics at the levels they were at the time of entering into the sustainability-linked credit facility, our borrowing costs will be higher.

We also conducted an internal gap analysis against TCFD disclosure items, with a view to improved alignment with the recommendations.

Finally, we were pleased that our efforts were recognized as we were named "Most Sustainable Company in the Engineering Industry – 2019" by *World Finance* magazine.

You mentioned the new Sustainability Task Force. What progress has the group made so far?

We believe good progress has been made in the first year of the Task Force. Our operating regions are fully empowered to design and implement their own plans for GHG reductions, and all regions now have a plan in place. Last year, our US and Swedish businesses joined the UK in setting goals to become carbon neutral. We constantly learn from and leverage the best of our regional initiatives, to enhance our sustainability ambitions across the globe.

Although we recognize there are still efforts to make on reduction of emissions, in the future we will be able to count on the Task Force to support with the progression of other sustainability-linked ambitions.[1]

The crisis will have a significant global impact on carbon emissions for 2020. What has been the impact on WSP?

In the last two months, we have had a genuine preview of a low-carbon world. Although current low levels of global activity cannot be maintained, it brings a unique perspective, and will inform WSP's continued contribution to future thinking. Our Future Ready® program provides the ideal basis for this thought leadership.

Reduction in office space use and business travel will have a significant positive impact on WSP's GHG emissions in the short term. However, to continue driving emissions reductions, we will need to consider new ways of working in the future. For example, we must examine whether the agility we are showing to deliver for our clients remotely during the crisis should translate into an increase in remote work, a decrease in office space needs, and reduced travel, over the medium or long term.

What are the main priorities for WSP's sustainability initiatives in 2020?

It goes without saying that 2020 will be the "year of the pandemic", and the challenges the situation has brought to our people and operations will persist for many months. Our sustainability-linked global ambitions and our commitment to the UNGC will help us focus on what matters. Social responsibility will become ever more important, so we can expect enhanced efforts to be made for our people, communities and wider stakeholder groups.

Being able to draw upon outstanding internal expertise, the full empowerment of our regions to deliver on their sustainability ambitions, and our continued focus on reporting and accountability should enable us to remain strong in our sustainability strategy. As we progress with the management of the crisis, we will look through our sustainability lens and see it as an accelerator of some of our ongoing initiatives, to keep on building a safe, compassionate and more resilient organization.

1   Some of our ambitions under our 2019-2021 Global Strategic Plan may be impacted by the COVID-19 pandemic; it remains premature to reassess these ambitions at this time.

Corporate and Sustainability Governance

Corporate Governance

WSP Global Inc.'s Board of Directors is responsible for the stewardship of WSP, and oversees the management of the business and affairs of WSP. The Board of Directors' duties and responsibilities are set out in a formal charter, which was last updated in 2019.

The Board discharges its responsibilities directly and through its Committees, currently the Audit Committee and the Governance, Ethics and Compensation Committee ("GECC"). WSP's Corporate Governance Guidelines and our 2020 Management Information Circular reflect WSP's compliance with securities laws and corporate governance best practices applicable in Canada.

Working with senior management, the Board develops key objectives for WSP's three-year strategic cycles and oversees the development of corporate strategy. The 2019-2021 Global Strategic Plan covers WSP's current activities, and this strategy was approved by the Board in December 2018 and launched in January 2019. Within the Plan, WSP has set a number of non-financial objectives to ensure that our growth is in harmony with sustainability principles.

More information about WSP's governance is available on our website.

Sustainability Governance

WSP manages sustainability from the highest levels of our organization.

In 2019, WSP reviewed Board-level responsibility for sustainability, assigning this in the first quarter of 2019 to the Chair of the GECC, and also defining a Global Sustainability Sponsor role. Also in 2019, the Governance, Ethics and Compensation Committee Charter was amended and now includes the following responsibilities:

— The review of WSP's sustainability policies and practices and the monitoring of WSP's commitment to sustainability;

— The review of the Corporation's environmental and social policies and oversight of WSP's strategy and reporting of environmental and social matters (the scope of which was expanded and transferred from the Board to the GECC).

Linda Smith-Galipeau, Board member and Chair of the GECC, therefore has oversight responsibility for company sustainability goals, commitments, risks and opportunities at the Board level, and acts as the Board liaison on sustainability issues to senior management. In addition, as identified in WSP's 2020 Management Information Circular on pages 32 and 33, all of WSP's directors have business experience in the following areas: Risk Management and Risk Mitigation, Human Resources, Health and Safety and Sustainability.

André-Martin Bouchard, WSP's Global Director, Environment & Resources took over the role of Global Sustainability Sponsor in April 2020. Our Global Sustainability Sponsor has the mandate to empower our regions in their sustainability efforts and coordinate their approaches under our global strategy. André-Martin is a member of the Global Leadership Team (GLT) and will brief GLT members on sustainability matters on a regular basis, as well as lead WSP's Sustainability Task Force.

In 2019, the Sustainability Task Force began to coordinate progress across global initiatives, notably the greenhouse gas (GHG) reduction targets. The Task Force is strongly supported at the global level by functional experts, and at the regional level by the local expertise of our employees.

In addition, presentations are made quarterly by the Global Sustainability Sponsor to update our Directors on sustainability reporting and initiatives, with topics including industry trends and Task Force activities. From May 2020, André-Martin Bouchard will lead these presentations.

More information about WSP's sustainability governance is available in WSP's 2020 Management Information Circular on pages 38-39.

Chow Tai Fook Finance Centre

Guangzhou, China

The Guangzhou Chow Tai Fook (CTF) Finance Centre is the tallest mixed-use skyscraper in Guangzhou, China and the eighth-tallest in the world.

With a gross floor area of more than 500,000 square metres, the development has 66 office floors, 23 serviced apartment floors, 11 hotel floors, a retail podium, as well as a three-storey parking garage. The offices and retail podium were completed in 2016 and 2017 respectively, and the serviced apartments and hotel were completed in 2019.

WSP provided MEP consultancy for the project, which consisted of the overall design, tender-stage support and construction stage coordination, as well as the design of the building's vertical transportation system.

WSP also served as a strategic sustainability consultant to pursue LEED Certification. The serviced apartments and hotel achieved LEED Gold Certification in 2019, while office and retail space achieved LEED Gold Certification in 2018. Given the LEED certification and China Green Building Label, this building is environmentally superior in terms of its energy consumption, lower water usage and better indoor comfort.

Examples of energy saving achievements include:

— The use of energy and water measurements in real time.
— A minimum of 10% in energy savings over the ASHREA 90.1-2007 standard.
— A 20% reduction in annual freshwater usage for the offices and retail podium, and 30% reduction for the serviced apartments and hotel, through use of water-saving faucets and applications.
— A 50% reduction in freshwater irrigation by adopting rainwater harvesting, recycling systems and greywater reuse systems.
— A 50% reduction in fresh water for flushing through the use of water-saving sanitary fittings.

Global Sustainability Policy

Our Global Sustainability Policy defines our objectives and approach to embedding sustainability in our services and advice to clients, in our operations, and in the communities in which we operate. It covers all of our operating entities, and employees at all levels are responsible for complying with the Policy.

The Policy was last updated in 2020. The objectives outline our aim to be a leader across our four strategic pillars:

CLIENTS

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.

EXPERTISE

We will provide expert consulting services in sustainability, energy, climate change and environment to help clients improve sustainability performance, reduce costs, create brand value and manage risk across their organizations.

OPERATIONAL EXCELLENCE

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

PEOPLE AND CULTURE

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

In preparing this annual sustainability report, we have identified environmental, social and governance issues that are material to our business. Guided by our Global Sustainability Policy, we manage these material issues using specific policies; programs and training; tools and communications; goals and targets; and discrete roles and responsibilities. These management processes for the material issues identified are described throughout this Report.

Risk Management

Corporate Risk

WSP's enterprise risk management (ERM) program comprises a risk universe covering the following 13 areas: People; Ethics; Projects; IT Security; Regulatory; Finance; Emerging; Corporate Governance; Corporate Responsibility and Sustainability; Reputation; Marketing and Communications; Workplace Strategy & Procurement; and Strategy.

These risk areas are further divided into categories, of which approximately 16 are identified by Management and approved by the Board of Directors, as recommended by the Audit Committee of the Board, as WSP's top risks. These global risks are aligned with regional risks, alongside their respective mitigating mechanisms, which are periodically assessed to determine whether there is adequate mitigation. Action plans have been put in place or are currently being prepared for the majority of the top risks.

The top risk categories are not static, as they evolve during quarterly discussions with the Board, as well as part of a structured biannual review process. At any time, the list may also include ad hoc risks, such as risks related to strategic corporate projects in progress at that time. Risk owners are attributed at the global and regional level, and WSP's global ERM team reports on a quarterly basis to the Audit Committee of the Board of Directors and to the Board of Directors.

A list of our top global risks and their definitions[1] (including a summary of management and mitigation strategies, 2019 actions and 2020-2021 planning), can be found in Appendix B. In addition, discussion of the risks may be found in section 20 (Risk Factors) of the 2019 Management's Discussion & Analysis, on pages 51-64, and in section 18 (Risk Factors) of our Q1 2020 Management's Discussion & Analysis, on pages 26-27.

1   At June 1, 2020.
2   The neighbourhood is owned by a BASF housing company, and Thilo Cunz's presentation in China was sponsored by BASF, a German chemical company.

CASE STUDY

WSP at the International Passive House Conference in China

In October 2019, our Sustainability Team Leader Thilo Cunz from Hamburg, Germany, represented WSP at the 23rd International Passive House Conference in Gaobeidian, China.

The event brings together around 1,000 thought leaders and innovators from around the world to share their experiences and learn more about the latest developments around the Passive House sustainable building standard.

Thilo Cunz presented on the long-term monitoring of economic outcomes for the sustainable modernization of a residential neighbourhood, the Brunck Quarter in Ludwigshafen[2] in south-west Germany. In 2001, it was the first district renovation project to be conducted using Passive House components, reducing the heat demand from more than 200 kWh/m2a in three levels down to 70, 50 or 30 kWh/m2a (3-l-house). After approximately 15 years, the cost efficiency was recalculated under current conditions. Even if the cost of energy did not rise as much as was expected 20 years ago, it was demonstrated that the energy savings are financially advantageous under current conditions.

According to Cunz, "Sustainable construction based on the Passive House standard is a great success story, and in many countries use of the standard is common. Through careful adaptation to local conditions, it can be applied to construction in any climate, by adapting to and building on local strengths. Current low interest rates help to finance additional investment costs required to adhere to the standard, within roughly 20 years. In addition, fewer vacancies, lower costs for tenant changes and higher rents mean that payback times can be even less than 20 years."

7.A   By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology

9.4   By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

Climate Change Risks and Opportunities

We recognize that climate change poses both risks and opportunities for our business and clients. Preparing for and responding to the physical and transition risks and opportunities that climate change presents and helping our clients develop and implement sustainable and resilient business models in the face of increasing economic pressure are important aspects of our service offerings.

Climate risks and opportunities are relevant whether we are designing low-carbon solutions for the built environment, providing expertise in clean and renewable energy, or advising clients on resource management solutions, including carbon cap and trade schemes and water footprint measurement. A key risk exists in failing to respond to rapidly emerging market demands for these services, which could impact our ability to generate revenue and affect

our reputation. We manage this risk by enhancing our own organizational sustainability and resilience and cultivating diverse expertise, including through our Future Ready® program, where one of our key considerations is future climates. We also stay abreast of changing requirements and advise our clients on emerging chronic and acute trends and issues.

Our expertise can also directly impact our daily operations and business continuity, as it helps us navigate and mitigate the physical risks from climate change and extreme weather due to operational and project disruptions.

WSP continues to support the recommendations outlined by the Task Force on Climate-Related Financial Disclosures (TCFD), which were published in 2017. These recommendations are designed to advance understanding of climate change and business by investors.

WSP already discloses much of the information recommended by the TCFD through this Report, as well as in our annual CDP Climate Change response. In early 2020, we completed an internal gap analysis to identify and prioritize recommendations for improved alignment with the TCFD recommendations to enhance transparency, performance, and reporting on climate-related risks and opportunities most relevant to WSP. The findings from the gap analysis informed the development of our Climate Resilience Action Roadmap, which is designed to guide our current and future climate mitigation, adaptation and resilience efforts. This is an internal document which is currently under review.

WSP analyzes climate-related risks and opportunities across several time horizons and future climate scenarios including short term (less than 2 years), medium term (2–5 years), and long term (5–15 years). These tables outline a selection of representative

climate-related risks and opportunities we disclosed in our 2019 CDP Climate Change response. For further details, please consult our complete response.

CLIMATE ACTION

Beyond managing the impact of our own operations and projects, WSP has taken action to address the urgency of climate change within our industry. Recent examples include:

— WSP's UK business joined the Society for the Environment (SocEnv), the Association for Consultancy and Engineering (ACE), the Institute of Environmental Management and Assessment (IEMA) and the Environmental Industries Commission (EIC), along with AECOM, in founding "Pledge to Net Zero." The initiative is the first environmental services industry commitment in the UK requiring science-based tar gets from its signatories to tackle GHG emissions within their organizations.

- WSP's Singapore and UK businesses signed the Engineers Declare a Climate and Biodiversity Emergency statements, which seek to advocate for quicker transformation to sustainable practices in the built environment industry.
- WSP is proud to be a signatory and supporter of "Advancing Net Zero", a program organized by the Hong Kong Green Building Council (HKGBC) and the World Green Building Council (WorldGBC) with a purpose to inspire actions from the building and construction industry to take more ambitious steps towards achieving the goal for all buildings to operate at net zero by 2050.
- Together with the American Society of Civil Engineers (ASCE), the ASCE Foundation, The Resilience Shift (a global initiative to accelerate resilience among engineering sectors funded by Lloyds Register Foundation of London) and the Global Covenant of Mayors for Climate & Energy,

WSP's USA business helped launch the new International Coalition for Sustainable Infrastructure. The purpose of the coalition is to address the urgent need to accelerate planning, design, construction and operation of sustainable and resilient infrastructure. Two key differentiators of this new and growing network of organizations will be its action-orientation (i.e. not just studies, technology transfer and events) and its objective to bring more engineers into leadership and facilitation roles (as individuals as well as organizations) on the issues of infrastructure sustainability, resilience and climate change impact mitigation.

- Within the framework of the Swedish government initiative Fossil Free Sweden, our sector has united around a common roadmap, with the goal of achieving a carbon-neutral sector by 2045. WSP was on the steering group for the development of the

roadmap, together with a handful of other key players. Supported by the roadmap, the WSP team is working on two projects of great importance for achieving the goals of a climate-neutral sector: a model for commissioning projects, products and services and a collaborative framework for monitoring total GHG emissions at a national level.

Precautionary Principle

The Rio Declaration (1992) defines the precautionary principle as follows: "In order to protect the environment, the precautionary approach shall be widely applied {...}. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation."

Since we are a professional services firm, the work that we undertake for clients has a focus on both

understanding risk and mitigating that risk. We implement the Precautionary Principle in the following ways:

- Our experts assess project risks and present clients with recommendations that protect the environment and prioritize health and safety (see an example from Australia).
- We provide clients with a full array of solutions that seek to prevent environmental degradation and restore the natural environment (see the Environment services we offer).
- Within our own business, we are also proactive in managing climate change and other environmental impacts, striving to reduce our own greenhouse gas emissions in alignment with the latest climate science. In addition, we support clients in reducing their GHG emissions and adapting to the impacts of climate change through resilient design (see an example from the United States).

CASE STUDY

Southern Program Alliance (SPA)

Melbourne, Australia

So far, we have removed seven level crossings on the Frankston Line in Melbourne, helping to improve connectivity and safety for local communities.

On behalf of the Victorian Government, the Level Crossing Removal Project is overseeing the largest rail infrastructure project in the state's history, involving the removal of 75 of Melbourne's most dangerous and congested level crossings by 2025. The project will also see the upgrading or building of more than 27 train stations, the addition of many kilometres of new track and the implementation of associated rail improvements. Removing the level crossings will reduce risk for pedestrians, cyclists and motorists, as well as creating new community spaces for residents and visitors to enjoy.

The Southern Program Alliance (consisting of Lendlease, Acciona Coleman Rail, MetroTrains Melbourne, WSP and the Level Crossing Removal Project) is removing level crossings on the Frankston line, south of Melbourne, delivering over AU$1.8 billion in work packages over the course of the project.

7

Level Crossings Removed

The design approach focuses on minimizing environmental impacts while maximizing access to the surrounding areas. Future works are planned that will improve accessibility to the beach from Carrum Station, including cycle paths, upgrades to the local recreation facilities and sports clubs. The project at Mentone and Cheltenham will include more than three kilometres of walking and cycling paths connecting the stations, better lighting and accessibility, landscaping, new open space, parking, and potential residential and retail development.
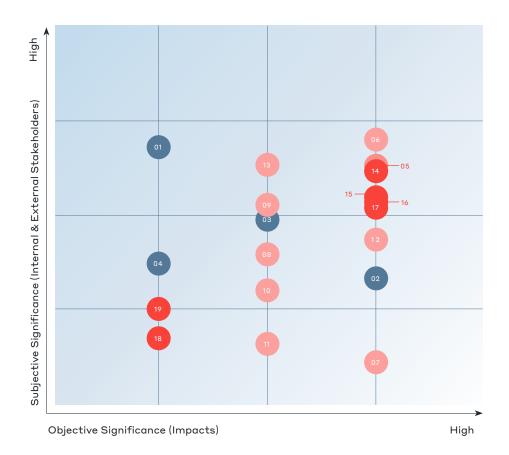
Outcomes of the SPA project include reduced congestion on local roads, improved safety around train lines, and a new open space for communities.

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

What Matters Most

Material Topics

Y-axis: Subjective Significance (Internal & External Stakeholders) — High

X-axis: Objective Significance (Impacts) — High

CLIENTS AND EXPERTISE

- 01 Financial Performance[1]
- 02 Green Revenue
- 03 Innovation
- 04 Project Impacts

OPERATIONAL EXCELLENCE

- 05 Occupational Health and Safety
- 06 Ethical Business Practices
- 07 Supply Chain
- 08 Energy
- 09 GHG Emissions
- 10 Water
- 11 Effluents and Waste
- 12 Environmental Compliance
- 13 Climate Change Resilience[2]

PEOPLE AND CULTURE

- 14 Diversity and Equal Opportunity
- 15 Employee Training and Education
- 16 Non-Discrimination
- 17 Employment Practices
- 18 Local Community Impacts
- 19 Indigenous Relations

1   See also "Our Business" in the Overview section.
2   See also "Climate Change Risks and Opportunities" in the Risk Management section.

Materiality Assessment

We periodically conduct a materiality assessment to ensure that we report on what matters most to our stakeholders. Our most recent materiality assessment was conducted in 2018 in accordance with the latest GRI Standards.

As part of the 2018 materiality assessment, we:

— Benchmarked the topics disclosed by our peers and sustainability leaders in other industries; reviewed feedback on WSP's past reports including key ESG raters' assessments of our disclosure; and validated our initial list of possible topics with company leadership and those involved with our reporting process to identify topics to review with stakeholders;

— Reviewed these topics with external and internal stakeholders via questionnaires and individual conversations to validate our internal perspectives. External stakeholders were comprised of investors and clients, while internal stakeholders included our employees, regional sustainability leaders and corporate function

leaders overseeing areas related to our environmental, social and governance impacts;

— Analyzed all stakeholder feedback to determine which topics should be reported;

— Organized the content of this Report in alignment with the GRI Standards; and

— Validated the Report content to ensure that it included the outcomes of stakeholder engagement processes and covered significant organizational impacts in a balanced and transparent manner.

Our material topics, including information on management and performance, are covered in the following sections of this Report:

— Clients and Expertise
— Operational Excellence
— People and Culture

The results of the 2018 materiality assessment have been used to define the topics and content included throughout this Report.

CASE STUDY

Collaborative Design for the Myyrmäki Neighbourhood

Myyrmäki, Vantaa, Finland

WSP is working with the City of Vantaa on zoning projects for the city's regions, beginning with its second largest, Myyrmäki.

Zoning projects are often difficult because they require extensive collaboration between experts, city officials and residents. WSP was able to address these challenges through collaborative design in the form of an interactive city-building game. The game consists of a small-scale city model, creating a virtual environment for planning

the urban space. Design features in the model include safety, material choices, street furniture and lighting, and residents and city planners provide their input through a web-based platform.

Our approach presents city officials, designers and residents with a new way to communicate and visualize their conception of a better living environment. The outcomes generated will be used throughout the lifespan of the Myyrmäki development scheme.

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

Material Topic Boundaries

MATERIAL TOPIC	DESCRIPTION	BOUNDARY
CLIENTS AND EXPERTISE		
Financial Performance	Economic value generated and distributed through our business activities.	Our economic performance impacts our shareholders, employees and partners.
Green Revenue	Proportion of revenue derived from services that provide sustainability benefits.	Our approach to this topic impacts our shareholders, employees, partners and the environment.
Innovation	Advancing a culture of innovation to deliver projects and services and develop new methods and solutions addressing client needs, including through WSP's Future Ready® program.	Our innovative projects impact our clients, environments, communities and the industries in which we work at large.
Project Impacts	Direct and indirect economic, social and environmental impacts associated with projects delivered by WSP; for example, area of wetlands restored, greater transit availability or enhanced water treatment.	Projects have the potential to broadly impact the environment as well as the communities in which projects are located.
OPERATIONAL EXCELLENCE		
Occupational Health and Safety	Initiatives to measure, manage and reduce safety incidents, and protect employee health.	Our approach to these topics has a direct impact on the employees inside our organization and those affected by our projects. Our compliance with laws and regulations impacts our business reputation.
Ethical Business Practices	Business practices that serve to avoid corruption and human rights violations, such as those described in our Code of Conduct and Third Party Code of Conduct.	Our business practices impact the reputation of our firm in the business community and with third-party suppliers.
Supply Chain	Monitoring for impacts and practices beyond our own operations, in our supply chain (e.g. office leasing, technology/software, etc.), by screening suppliers.	Our relationships with suppliers and the supply chain impact environmental, social and governance issues beyond our own direct operations.

MATERIAL TOPIC	DESCRIPTION	BOUNDARY
Energy	Energy used in our operations.	The efficiency with which we use resources in our operations impacts the environment.
GHG Emissions	Greenhouse gas emissions resulting from our operations.	
Water	Water used in our operations.	
Effluents and Waste	Waste resulting from our operations.	
Environmental Compliance	Complying with environmental laws and regulations.	Our compliance with laws and regulations impacts the environment, as well as our business reputation.
Climate Change Resilience	Financial implications, risks and opportunities associated with climate change, as well as the readiness to respond to new markets in the transition to a low-carbon economy.	Our approach to climate change resilience impacts the environment, our shareholders, clients, employees and partners.
PEOPLE AND CULTURE		
Diversity and Equal Opportunity	Opportunities for employees of diverse backgrounds at all levels of our business, including women.	Our approach to these topics has a direct impact on the employees inside our organization.
Employee Training and Education	Investments in our employees' development.	
Non-Discrimination	Providing a workplace and organization free from discrimination.	
Employment Practices	Professional opportunities and employee benefits delivered by our firm.	
Local Community Impacts	Benefits delivered to local communities.	Through our business, we have the potential to directly and indirectly impact the communities in which we work.
Indigenous Relations	Respecting the rights of Indigenous peoples and supporting and strengthening the Indigenous communities with which we work and interact.	

CASE STUDY

Reinforcement of the Grebbedijk ("Grebbe dyke")

Wageningen, the Netherlands

Flood control is an important issue in the Netherlands, as climate change leads to rising sea water levels and increasing discharge peaks of the Rhine River.

The Grebbedijk is located along the north bank of the Rhine River, protecting an extensive low-lying and densely populated area between two natural heights. Behind the dyke, local people live, work and play, enjoying nature and the recreational areas.

With climate change in mind, the Vallei and Veluwe district water board asked Lievense, now part of WSP, to create a design for dyke reinforcement. Sustainability and the consideration of future trends were central to the improvements; the Grebbedijk reinforcement also provided an opportunity to explore sociocultural and environmental objectives such as further nature and recreational development. Within this project, a new method was developed to quantify and compare the sustainability of the design options.

One of the ways that a dyke can fail is through a form of internal erosion called piping, so we proposed an alternative technique that saved space and costs, called a "sand-barrier". Locally excavated clay and sand will improve the dyke's stability.

250,000

inhabitants protected from the waters of the Lower Rhine

5.5 KM

Length of dyke

One example of multifunctional design is the new footpath on the dyke, which improves safety for users and serves as a breakwater so that the dyke did not have to be raised as high. Another is the integration of the "Grebbelinie" monument (this was a defense line that played an important role during WWII). To avoid damage due to the dyke reinforcement, the monument will be restored in a sensitive manner.

Through a unique and intensive participation process, residents, visitors, local businesses and other parties submitted their goals for the dyke, as well as their priorities for improvement.

13 CLIMATE ACTION

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
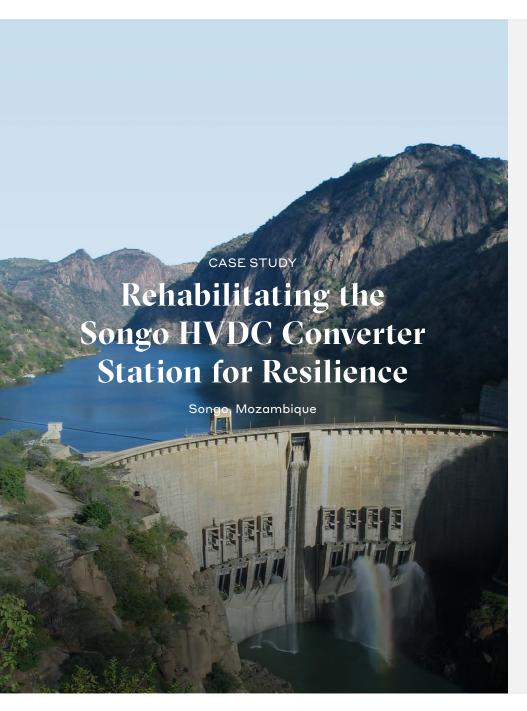
Engaging our Stakeholders

We take our responsibility to our stakeholders seriously. The table below summarizes the Corporation's general engagement with its key stakeholders, representing the main groups that are interested in, interact with and benefit from our business activities. Feedback received from these stakeholders informs our corporate initiatives.

STAKEHOLDER	TYPE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	ENGAGED AS PART OF REPORTING PROCESS?	EXAMPLES OF FEEDBACK
Employees	Employee surveys Townhall meetings Information cascaded from leadership, via team meetings Leadership Forum activities/webcasts Global internal communications (intranet, emails) and local intranets Annual Report Sustainability Report Leadership interviews	From daily to annually	Yes	Employees generally believe WSP's Energy, Water, GHG Emissions, Supply Chain and Green Revenue to be important to manage, and that WSP should also implement the solutions we suggest to clients to help them reduce their impacts. To that end, we are continuing to coordinate on operational sustainability initiatives, such as the global GHG emissions reduction target. Employment, Diversity and Inclusion, Training, and Health and Safety topics are important to promote a rewarding, equitable and safe workplace environment.

STAKEHOLDER	TYPE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	ENGAGED AS PART OF REPORTING PROCESS?	EXAMPLES OF FEEDBACK
Investors and analysts	Investor relations activities including: investor days, meetings, roadshows, conferences, discussion with senior executives and market sector experts, conference calls Website postings Financial reports Press releases and media relations Annual Information Form Annual Report Sustainability Report Annual Meeting of Shareholders Site visits to explain our project work	Ongoing, quarterly to annually	Yes	Investors are interested in how WSP helps clients advance sustainability. In 2019, investors asked how WSP manages its climate-related risks and how the target set out in the 2019-2021 Global Strategic Plan would be met. Further interest was expressed regarding the sustainability-linked syndicated credit facility announced in February 2020. WSP intends to continue to report its climate-related risks and opportunities via its response to the CDP climate change questionnaire.
Clients	Project communications Project feedback received from clients Client interviews Thought leadership communications Workshops and panels during events Examples of engagement in 2019 include: — Workshops conducted with a selection of clients as part of the development of the System Dynamics tool, to validate parameters required to help clients in their decision-making on new mobility. — Workshops and panels with clients in our Environment sector in the UK, as part of our Global Leadership Conference. — Meetings, workshops and events with our Resources clients during the Prospectors & Developers Association of Canada (PDAC) conference.	Ad hoc, annually and on an ongoing basis for client projects	Yes	

STAKEHOLDER	TYPE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	ENGAGED AS PART OF REPORTING PROCESS?	EXAMPLES OF FEEDBACK
Business partners, including subcontractors, joint ventures and consortiums	Project communications	Ad hoc	No	
Suppliers	Procurement	Ad hoc	No	
Governments, including regulatory authorities	Project communications involving government agencies	Ad hoc	No	
Industry bodies	Participation on key industry association committees Attendance at industry functions Sponsorship of industry events and research Trade show displays Thought leadership	Ad hoc	No	
Local communities	Consultation on behalf of clients within projects Local community involvement/charity work Sponsorship and donations	Ad hoc	No	

CASE STUDY

Rehabilitating the Songo HVDC Converter Station for Resilience

Songo, Mozambique

Through its rehabilitation initiatives, Hidroeléctrica de Cahora Bassa (HCB), which owns and operates the Cahora Bassa hydroelectric power station, continues to secure reliable power supply in Southern Africa.

Located on the Zambezi River near Songo, Mozambique, HCB converts the power generated from the Cahora Bassa dam into electricity, as one of the most important power transmission systems in Southern Africa.

With the majority of Cahora Bassa's power transmitted to South Africa, the associated Songo high-voltage direct current (HVDC) converter station is critical as it exports power to the Apollo inverter station in South Africa, thereby contributing more than 1,000 MW to South Africa's grid.

To rehabilitate and replace the aging equipment at the Songo HVDC converter station, WSP's transmission and distribution team provided its expertise to improve the station's reliability, availability and maintainability (RAM).

The scope of work in Phase 1, which was completed in 2018, included the techno-financial option analysis of "Greenfield" versus "Brownfield" for the rehabilitation of the HVDC converter station, as well as the replacement of critical HVDC equipment in the converter station.

Following HCB's selection of the Brownfield option, we provided a detailed performance analysis of the existing equipment to determine which

replacements were most critical. In an expedited project called Brownfield Phase 2, we aim to improve the converter station's performance in the short-to-medium term. We also developed the scope of work and technical specifications for the Brownfield Phase 3 project, which will be carried out once Phase 2 is complete. Phase 3 will include the replacement of all remaining equipment not replaced during Phases 1 and 2.

Despite Mozambique's enormous potential for power generation, currently only 34% of its population has access to electricity, further demonstrating that rehabilitating the Songo HVDC station is critical to enabling economies to develop in Southern Africa.

1,920 MW
Power Output

1,000 MW
Power Export

3
Planned Phases

7.1 By 2030, ensure universal access to affordable, reliable and modern energy services
7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

Clients and Expertise

In our 2019-2021 Global Strategic Plan, we have a strong focus on nurturing and deepening our relationship by bringing the "best of WSP" to our **Clients** across our partnerships with them. This implies that we will provide forward-thinking advice, innovations and unparalleled **Expertise** to help them succeed in a changing world.

The global COVID-19 pandemic underscores the importance of considering future scenarios and building resilience to acute shocks and chronic stressors. We are currently assisting clients with their COVID-19 response, recovery and resilience efforts to address the immediate impacts as well as prepare for the future, and we intend to report further on this response in our 2020 Global Sustainability Report.

Indeed, we believe that the greatest benefit we can provide in sustainability is through the services we offer and the projects we deliver. We are proud of the designs and advice we provide across the globe, and how WSP is supporting organizations of all sizes and geographic locations to prepare for the future.

For example, through WSP's Future Ready® program, we encourage and enable our talented staff to research and consider the implications of emerging trends related to climate change, society, technology and resources and develop solutions to improve the sustainability and resilience of our projects. This is increasingly important as we work to address the climate crisis and help our clients transition to a low-carbon economy.

We start our section with an interview with Maria Lindfelt, our HR & Communications Director, WSP Sweden, Nordic & Continental Europe, on Sweden's integration of the Future Ready® program.

We are Future-Focused: An Interview

What will be the impact of Future Ready® on WSP's Swedish operations?

Future Ready® is the backbone of WSP's global strategy. We strive to be future-focused in everything we do, from recruiting and talent management to client engagement and project delivery. In 2019, we fully integrated Future Ready® within our Swedish operations, led by Maria Brogren, Director of Sustainability and Innovation. We identified Future Ready® coordinators in each of our seven business units, who are responsible for helping to integrate Future Ready® into our service offering. In September, we launched our internal Future Ready® eLearning course to all employees – an exciting step towards full integration of the program.

How have you engaged with clients and communities?

In March 2019, we launched an external campaign called "We Future-Proof the World." With a touch of humour, we comment on four major societal changes that are important to our clients and communities— urbanization, social sustainability, mobility and water. Through the campaign, we aim to demonstrate that WSP takes responsibility for the future by evaluating future trends and designing for the long term. It's been inspiring to delve more deeply into these issues and share our expertise. We've received a lot of positive feedback and plan to use the Future Ready® framework moving forward to share information on other topics.

Maria Lindfelt

HR & COMMUNICATIONS DIRECTOR, WSP SWEDEN, NORDIC & CONTINENTAL EUROPE

Future Ready® is the backbone of WSP's global strategy. We strive to be future-focused in everything we do, from recruiting and talent management to client engagement and project delivery.
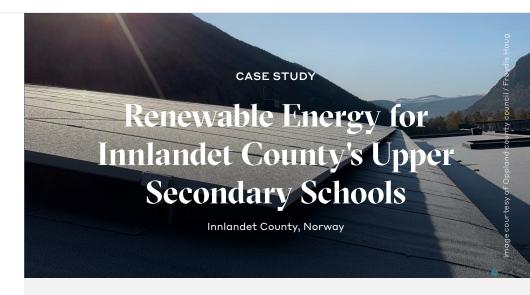
MARIA LINDFELT

What is so unique about the Future Ready® program?

Future Ready® emphasizes that every single person can contribute to a better future. Our Swedish business is committed to a sustainable future; we have even been bold enough to turn down a small number of opportunities that did not align with our values, which is difficult but important in order to truly be Future Ready®.

What Future Ready® initiatives do you plan to focus on in 2020?

Flexibility and circular thinking will be key themes for our next Future Ready® communications campaign. We are also advancing Future Ready® research. Sweden has developed an ambitious roadmap to achieve zero carbon construction by 2045, and in line with this our Swedish operations are taking the lead on a global WSP Future Ready® report on best practices in net zero carbon construction.

CASE STUDY

Renewable Energy for Innlandet County's Upper Secondary Schools

Innlandet County, Norway

WSP's solar power engineers have developed a plan for the implementation of solar cell installations at 13 secondary schools in Innlandet County.

In October 2019, solar cells were installed on the first school, Otta, where the renewable energy produced will supply electricity for car charging and local energy needs. Combined, the school solar installations systems will produce nearly 800 MWh of renewable energy each year, corresponding roughly to the annual energy consumption of 55 households.

In this way, WSP is helping Innlandet County achieve its aims as a public-sector organization. These include ensuring that energy-efficient measures are implemented; reducing energy consumption; and keeping greenhouse gas emissions as low as possible. Moreover, one of the County's goals is to increase energy efficiency by 20% by 2024. It will achieve this goal by ensuring that energy is used for the correct purpose; that is, high-quality energy, such as electrical energy, is used as little as possible for heating homes, cabins, public buildings and commercial buildings.

7 AFFORDABLE AND CLEAN ENERGY

7.2   By 2030, increase substantially the share of renewable energy in the global energy mix

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

9.4   By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

Future Ready® Program

We know our future world will be very different from today's in many ways. We also know that current standards and codes do not always account for the future we are anticipating. This is why we believe so much in Future Ready®, our global approach to thinking beyond the conventional so that we can design and deliver projects that are ready for the challenges our world will face in the future.

Through the Future Ready® program, we see the future more clearly by conducting research on key trends related to climate change, society, technology and resources. 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.

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. By designing for the long-term, and by sharing our approach and insights, we progressively help cities, communities and clients get ready for the future. Future Ready® delivers peace of mind for our clients, lower life-cycle costs and resilience.

Examples of Future Trends

SOCIETY

Global urbanization
Aging population
Social isolation

RESOURCES

Net zero GHG
Water availability
Circular economy

TECHNOLOGY

Automated vehicles
Mobility as a service
Data security

CLIMATE

Heat waves
Heavier cloudbursts
Sea level rise
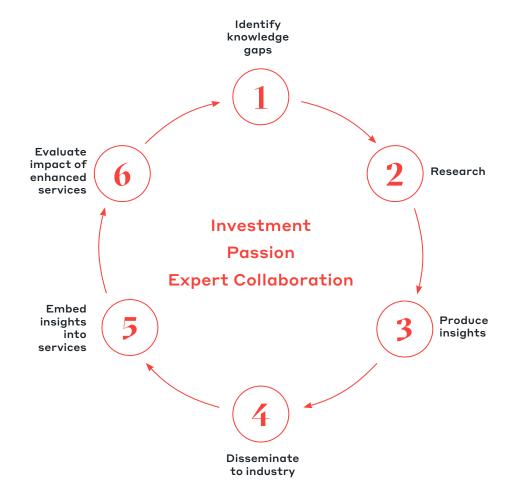
2019 Future Ready® Highlights

— Future Ready® was a major theme integrated in our 2019-2021 Global Strategic Plan.

— Senior leadership participated in a Future Ready® workshop during our Global Leadership Conference held in Edinburgh, Scotland.

— The Future Ready® program was officially launched in the US, Norway and Finland, bringing us closer to our 2021 ambition to have the program executed globally. Prior to 2019, the program had already been launched in Australia, New Zealand, Canada, Sweden, the Middle East and the UK.

We See The Future More Clearly

Through the Future Ready® research program, our experts undertake targeted research that examines the interrelationships, synergies and conflicts between trends and their potential solutions. We seek to advance the state of practice and to better understand how we can respond to future trends through project delivery today. The future-focused holistic thinking, global network and targeted research that Future Ready® provides complements and enhances our expertise, to ensure that our project solutions have truly considered an ever-changing future. Our experts have written articles and white papers that bring to life how we are seeing the future more clearly.

Identify knowledge gaps

1

Research

2

Evaluate impact of enhanced services

6

Investment

Passion

Expert Collaboration

Produce insights

3

Embed insights into services

5

4

Disseminate to industry

FUTURE READY® BUILDINGS

Our world is evolving faster than ever before. How do we prepare our buildings for these changes now and into the future? What could our future buildings look like?

CAN WE TRANSITION TO A ZERO-EMISSIONS FUTURE IN PUBLIC TRANSPORTATION?

Harnessing our global expertise, WSP prepared a white paper as a blueprint designed to help prepare transit providers for the many challenges ahead, and to highlight areas where expert guidance can help pave the road to smooth transition to future-ready public transit.

FUTURE READY® LANDSCAPES

Future Ready® Landscapes was launched in 2019 to support locally-focused neighbourhoods and redefine urban spaces. Future Ready® Landscapes brings wildlife back to cities, while providing lower cost solutions that are super-flexible to adapt to future uses. Future landscapes can also help improve mental health by providing havens of inclusive and mindful space.

Please visit our Insights for more examples.

We Design For The Future Today

We aim to embed Future Ready® throughout our project delivery process. In 2019:

— We developed a series of Future Ready® toolkits designed to help employees apply Future Ready® thinking throughout our project life-cycle.

— We started rolling out an internal Future Ready® e-Learning course. By the end of May 2020, approximately 8,840 employees in the UK, Canada, US, Sweden, Norway, Finland, India and the Middle East had completed the course. The Future Ready® course is now part of our onboarding process in these countries. By the end of 2020, we plan to launch the course in Central Europe, Latin America and the Caribbean, Denmark, Asia, Australia and New Zealand.

— Our UK Recruitment and Future Ready® teams launched an interactive Future Cities Quiz that allows users to design their own future city.

PROJECT IMPACTS

Many of the projects delivered by our professionals help our clients manage their own sustainability impacts. Case studies throughout this report highlight how we are applying Future Ready® thinking in practice to projects we deliver.

In 2019, we made progress on several global initiatives to further measure our impact:

— We implemented a method to measure our Green Revenue, which has been incorporated into the terms of our sustainability-linked syndicated credit facility, announced in early 2020.

— We quantified the proportion of revenue derived from our services that apply a Future Ready® approach in two major regions, in order to communicate this information to our investors and other stakeholders.

— We designed a tool which will allow us to measure more accurately the impact of our project work on sustainability, with a particular focus on Future Ready®, as measured by the SDGs. A pilot for the tool was launched in 2020.

We intend to report further on these methods in future reports.

CASE STUDY

Los Angeles' Zero Emission Bus Fleet

Los Angeles, California, USA

In a joint venture with STV Inc., WSP is developing a Zero Emission Master Plan for Los Angeles County Metropolitan Transportation Authority (Metro) to transition its entire bus fleet from compressed natural gas to zero emission technology by 2030.

Through an analysis of Metro's network of 165 rapid transit bus routes and 12 maintenance facilities, the 29-month master plan will provide a year-by-year schedule to help Metro convert to a Zero Emission Bus (ZEB) fleet by 2030. Once complete, the master plan will provide recommendations for the procurement of a new bus fleet, as well as identify necessary modifications at facilities to support the fleet for future en route charging.

The master plan will also address a major challenge related to the battery-charging capabilities for each ZEB. Given that current technology only allows electric buses to travel a maximum of approximately 240 kilometres per charge instead of the standard 560-kilometre range, we are looking into several options to mitigate this challenge, including the need for layovers or the purchase of additional buses.

Metro's ambitious schedule will see the procurement and delivery of about 240-250 zero emission buses (ZEB) per year to achieve its goal. Upon completion, Metro will be one of the largest transit agencies in the world committing to operate a ZEB fleet.

11 SUSTAINABLE CITIES AND COMMUNITIES

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

CASE STUDY

Old Oak Common Station

London, United Kingdom

WSP is leading the design development for Old Oak Common station, a new railway hub developed to maximize connectivity between the High Speed 2 (HS2) railway line and the surrounding urban area.

Old Oak Common Station will become the United Kingdom's best-connected rail interchange, with an estimated 250,000 people passing through every day. The new high-speed station will also initiate the country's largest regeneration project, transforming the former railway and industrial area into a new neighbourhood supporting up to 65,000 jobs and 25,500 new homes.

The high-speed platforms will be situated underground with an integrated connection to the adjoining conventional station at ground level via a shared overbridge. This will provide seamless connections between HS2 and the Elizabeth line (Crossrail) trains, to Heathrow and central London.

A light and airy concourse will link both halves of the station with a soaring roof inspired by the site's industrial heritage. Based on our wind tunnel tests and snow load review results, we concluded that structural thicknesses and profiles in the roof could be modified to allow for 27%

250,000

Passengers

27%

Less steel to be used

less steel to be used. This is equivalent to a total reduction of 2,700 tonnes in embodied carbon.

The Future Ready® trends considered in this project include:

— Designed to increase social interaction, with a better pedestrian experience.

— Greenery is at the forefront of design to increase biophilia and local ecology.

— With heightened security risks, smart columns were included with security features to prevent vehicle-borne attacks.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
11 SUSTAINABLE CITIES AND COMMUNITIES	11.2	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

We Lead in Innovation

WSP has developed industry-leading innovations by seeking better ways to solve problems, improving the effectiveness of new technologies, and addressing emerging issues facing our clients.

Our Future Ready® program brings forward-thinking and creativity to the challenges our clients face, not only creating solutions but also driving industry innovation. From the latest advances in zero-emissions bus systems, to new approaches to air quality management, to innovative tools for managing and measuring corporate sustainability, WSP is working with our clients to develop solutions that are setting the standard in the industry.

FUTURE READY® INNOVATION PROGRAMS

Growspark

In Sweden, Growspark is an accelerator program where WSP partners with innovative start-up companies to develop Future Ready® solutions.

Through a structured innovation process, WSP works to identify client needs and test new solutions. In 2019, we collaborated with start-ups in the fields of energy use visualization, digitized environmental assessments and operational excellence.

Research and Innovation Fellowship Program

In the US, our research and innovation fellowship program is designed to help foster and accelerate the development and application of bright ideas by providing employees with dedicated time to research solutions to Future Ready® trends. In 2019, seven fellowships were awarded, covering topics ranging from developing a rapid risk assessment tool for mitigating carbon liability in buildings, to advancing off-shore wind monopile design, to developing a methodology for assessing the impact of climate change on airports.

"The research and innovation fellowship program is a vital investment in our technical excellence culture. It also provides a platform for nurturing and promoting the careers of our established and emerging technical leaders who are so critical to our continued success."
– Greg Benz, Technical Excellence Program Director.

Future Ready® Innovation Labs

Our UK business holds monthly Future Ready® innovation labs. In these sessions, our experts share potential solutions to trends such as a future of low-carbon energy, of changing security challenges, or of greater loneliness. Using laptops and smartphones, participants collectively contribute hundreds of ideas at each session, providing an extensive collaboration platform and an effective way to crowdsource collaborative ideas. In 2019, our teams also involved clients and specific project challenges in a number of labs.

TOOLS AND FRAMEWORKS

Bolt – Battery Optimization Life-cycle Tool

Our WSP zero-emissions vehicle team in Canada developed BOLT to help public and private transit fleet operations map a low-carbon future. BOLT can simulate a transit agency's entire route system and create a system network Electrifiable Index (EI) that identifies the routes and scheduled blocks that can be electrified today; key potential routes for near-term conversions; and a recommended path to guide long-term transition to a zero-emission fleet.

Scenario Planning Toolbox

In October 2019, WSP launched the second part of the scenario planning toolbox – system dynamics. System dynamics is a new interactive tool developed to support decision-makers embracing new mobility in cities and places around the world.

Client Services

Examples of our specific client services can be accessed through the links below:

Environmental and Social Impact Assessment (ESIA) and Planning

Green Building Design

Natural Environment and Ecology

Railway Sustainability

Strategic Environmental Assessment

Sustainability Advisory

Sustainability, Energy and Climate Change

Water Risk Management

Zero Emission Vehicles

Partnerships

WSP's regional businesses are active members of numerous industry organizations across the globe. A selection of key memberships can be found here.

CDP ACCREDITED SOLUTIONS PROVIDER

As a consultancy partner across several CDP programs, we support all aspects of the CDP response process on behalf of our clients. We assist in developing strategies and programs, compiling inventory data, setting targets aligned with climate science, procuring renewable energy, assessing climate risk and opportunity, and responding to CDP's annual questionnaires. WSP has been a CDP accredited solutions provider since 2010.

GRESB PARTNER: GLOBAL REAL ESTATE AND INFRASTRUCTURE

As a global leader in designing and delivering buildings and infrastructure projects, WSP is uniquely positioned to support organizations to respond to GRESB's annual Real Estate and Infrastructure assessments. We have the expertise to embed solutions for improving the environmental, social, and governance aspects of the design, procurement, construction and operation of real assets. In 2019, WSP was named a GRESB Global Partner for the Real Estate and Infrastructure programs for a fourth year. Over the last several years, WSP has also served on the Infrastructure Technical Working Group, the Greenfield and Development Asset Industry Working Group and is currently participating on the GRESB Infrastructure Benchmark Committee and Performance Data Standard Technical Working Group.

WELL PERFORMANCE TESTING ORGANIZATION

WSP is one of the first companies to be approved as a WELL Performance Testing Organization. We are now authorized to provide independent, third-party verification for building projects pursuing WELL certification in support of human health, productivity, wellbeing and comfort.

Envision Rating System for Sustainable Infrastructure - Qualified Company

WSP is a charter member of the Institute for Sustainable Infrastructure (ISI) and an approved Envision third-party verifier. ISI's Envision Rating System provides a framework to assess and rate the social, environmental and economic benefits of all types and sizes of infrastructure projects. Though headquartered in the United States, Envision has been gaining traction globally, with verified projects in North America, South America, Europe, and Asia. WSP has over 200 employees certified as Envision Sustainability Professionals (ENV SPs), 2 ISI-certified trainers, and 5 ISI-certified verifiers. WSP has been the third-party verifier for 19 projects and certified 3 Envision projects to date. WSP supported the US$5.1-billion LaGuardia Terminal B development project in achieving Platinum certification—the first to do so under the new Envision Version 3 framework.

Operational Excellence

The Operational Excellence pillar of our 2019-2021 Global Strategic Plan focuses on creating value for our clients, people and shareholders by strengthening our organization, notably through:

— Continuing to integrate a high standard of health and safety within all the work we do.

— Running a world-class ethics program, which guides our people in their everyday decisions.

— Managing our resources in an efficient manner, starting with our procurement practices.

— Remaining committed to reducing the environmental impact of our operations, including contributing to the reduction in GHG emissions required to prevent significant climate change impacts.

One of the ways we strengthen our operations is to provide an environment for our people to deliver on their full potential. We start this section with an interview with Suzanne Puccino, our Senior Vice President and Director of Global Workplace Strategy.

Sustainable Workplaces: An Interview
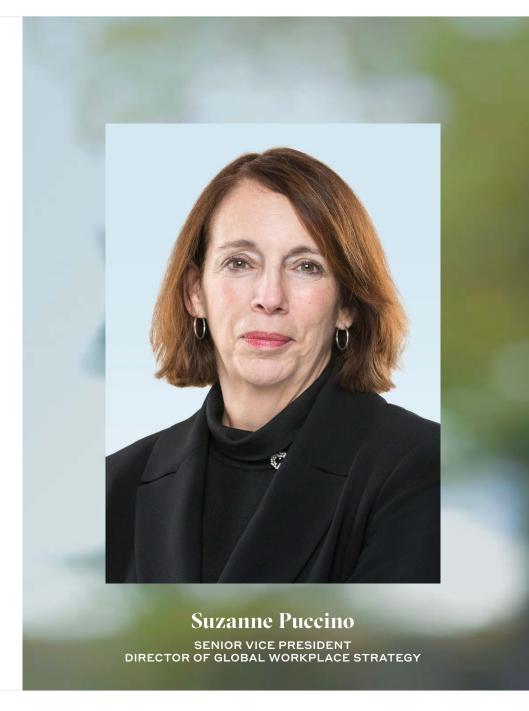
How does WSP's global workplace strategy support sustainability?

Our global workplace guidelines require consideration of building sustainability and proximity to public transportation during the real estate evaluation process. Wherever feasible, we seek to occupy space that has a green certification or pursue certification for the office interior. Several of our offices are currently certified under green rating systems such as Leadership in Energy and Environmental Design (LEED®), Building Research Establishment Environmental Assessment Method (BREEAM®), Energy Star®, Net Zero Energy Building (NZEB), or Building Owners and Managers Association Performance Program® (BOMA) 360, and we designed our largest office in New York City (US) to LEED Gold and Fitwel certifications. The workplace guidelines also define minimum sustainability requirements for our office interiors such as LED lighting with motion detectors, low-flow fixtures and low-volatile organic content (VOC) paint. For most office fit-outs, we utilize in-house mechanical, electrical, plumbing (MEP) and lighting expertise. In 2019, we adopted global Agile Workspace Guidelines to create a more flexible environment for employees, while also reducing our total office footprint.

What are the benefits of an agile work environment?

Agile or activity-based working is all about creating a flexible and productive environment that meets the needs of employees. By creating different working areas within the

Suzanne Puccino
SENIOR VICE PRESIDENT
DIRECTOR OF GLOBAL WORKPLACE STRATEGY

> ## I'm proud that WSP has become an advocate for Fitwel, which is a new global certification system focused on supporting occupant health and wellbeing.

SUZANNE PUCCINO

office, such as "team neighbourhoods", "concentration zones" and social areas, we provide employees with the flexibility to work where they want, when they want. Agile spaces are also easier to adapt to fluctuations in numbers of onsite workers. Under normal circumstances, many WSP employees work at least part of their week remotely or offsite at client or project sites. It is no longer necessary to have a dedicated space for each employee. By designing agile workspaces, we are increasing our office space utilization. On average, we have reduced our square footage requirements per person by around 20 percent.

How is WSP prioritizing employee health and wellness in building design?

I'm proud that WSP has become an advocate for Fitwel, which is a new global certification system focused on supporting occupant health and wellbeing. We are aiming to design all new leases to Fitwel standards, with an emphasis on promoting physical activity and healthy food. In 2019, our new offices in Birmingham, UK and Brisbane, Australia both achieved a 2-Star Fitwel certification. The Brisbane office includes over 1,000 plants, great access to daylight, and an active floor plan with options to use a sit-to-stand desk, exercise bikes with laptop stands and internal stairs connecting each floor to promote walking.

I'm also happy to report that in 2019 our Shanghai office became WSP's first office to be awarded WELL Certification (Silver).

What global workplace initiatives will you focus on next?

My current focus is planning how we work in a post-COVID-19 world. How can we bring people back to offices safely? What changes need to be made to our janitorial contracts and office policies to provide a safe environment?

The health and wellbeing of our employees is our first priority. We are committed to taking a conservative approach to returning to the office, in compliance with government guidelines, and will continue to embrace remote working wherever this is needed.

Beyond our immediate concern for employee safety, in 2020 we will continue to enhance our Global Workplace Guidelines to support measurement and reduction of GHG emissions. While we operate within other constraints in managing our facilities, including obtaining landlord agreement for our objectives, we are excited about the many possibilities. One strategy that we've used successfully in the UK and Sweden is green leases, which are lease arrangements that include sustainability provisions. We aim to expand our green leasing in other regions, as well as align with carbon management best practices of 'Avoid, Reduce, Replace.'

Health, Safety and Security

Our approach to effective Health and Safety (H&S) management relies on ensuring that each of us is accountable for promoting a safe and healthy workplace for ourselves and others potentially affected by our activities. We believe in *Making Safety Personal*. Our approach is to ensure that we have robust and consistent processes in place, which aim to support our employees in reducing or removing risk from our activities.[1]

We strive to ensure that H&S remains front of mind for employees by means of visible safety leadership, regular communications and training. Our regional leadership teams instill a positive safety culture, minimize risks and ensure compliance with our H&S requirements. As our business grows through acquisitions and organically, we also continue to integrate new employees into our way of working. Our commitment is outlined in our Global Health and Safety Policy, which establishes a framework for our H&S program and underpins our efforts to proactively incorporate health and safety expectations and standards into all aspects of our business, having equal importance to our commercial and operational activities. WSP's Global Head of Health, Safety & Security is responsible for implementing our Global Health and Safety Policy, which is signed by our global Chief Operating Officer and applies to all our operating entities.

1   Please refer to our Expectations for Health and Safety Management for further information on WSP's approach to hazard identification; risk assessment; prevention and mitigation of impacts from our operations and services; and incident investigation processes.

Our Global Health and Safety Policy is reviewed on an annual basis and the last review was completed in January 2020. WSP's Board of Directors provides leadership and oversight of H&S, confirms health and safety policy and reviews performance for all regions and businesses.

WSP complies with all applicable H&S laws and regulations. Many of our regions are currently certified to ISO 18001 (or regional equivalent) and working towards ISO 45001 certification. All regional programs adhere to our global Expectations for Health and Safety Management, which align to ISO 45001 and define minimum requirements for H&S management in all our activities. Our program is supported by five internal standards prescribing a consistent global approach:

— Standard 101 – Major Incident Response
— Standard 102 – Incident Investigation
— Standard 103 – Reporting Requirements
— Standard 104 – International Travel
— Standard 105 – Global Crisis Management Protocol

RISK ASSESSMENT AND MANAGEMENT

As part of a proactive approach to safety, each of WSP's regional businesses has risk assessment processes in place, which assist in identifying hazards in our workplaces and on project sites, enabling effective controls to be put in place to aim to reduce or remove the risks from our activities.

RECORDING AND REPORTING ACCIDENT STATISTICS

Our "Standard 103 – Reporting Requirements" sets out the requirements for consistent safety, health and environmental reporting throughout our regions. Each region is responsible for ensuring that the requirements of this Standard are incorporated into their health and safety management system or standard operating procedures. WSP encourages all our employees to contribute to our performance by reporting into our integrated Safety Management System (iSMS), enabling us to learn from adverse events, near misses and other safety observations.[2] During 2019, over 14,000 events were reported, enabling us to better understand our hazards and supporting our culture of considering lessons learned through different events.

ON-SITE SAFETY EQUIPMENT AND SERVICES

WSP ensures that first aid and appropriately trained personnel are available at all office and project locations. WSP ensures that sufficient Personal Protective Equipment (PPE) is available to all employees visiting project sites.

TRAINING[3]

Training on health and safety is a measurable performance indicator for all business leaders. Our employees are trained on WSP's approach to health and safety and to recognize and report hazards and workplace risks. Workplace health and safety documents are clearly displayed in all offices and on work sites, and it is the responsibility of the employee, and the project manager or the site supervisor, to ensure that employees only perform tasks they are trained to perform.

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2   WSP seeks to ensure that there is no retaliation against anyone reporting hazardous situations or refusing unsafe work.
3   Regarding specialist training on hazardous materials handling, specific policies and guidelines are available on our intranets for review, along with training modules in our internal learning management systems.

Health and Safety Performance[4,5]

NUMBER OF INCIDENTS[6]

	LOST TIME INJURIES			All INJURIES[7]			WORK-RELATED ILL HEALTH[8]			WORK-RELATED FATALITIES		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
CANADA	8	7	11	141	197	205	1	–	1	–	1	–
UNITED STATES	17	3	10	87	33	77	–	–	–	–	–	–
LATIN AMERICA	4	3	5	6	6	5	–	–	–	–	–	–
EMEIA[9]	16	22	18	70	63	71	3	–	–	–	–	–
ASIA	4	5	3	6	7	8	–	–	–	–	–	–
AUSTRALIA-NEW ZEALAND	3	5	4	51	80	73	–	–	–	–	–	–
GLOBAL	**52**	**45**	**51**	**361**	**386**	**439**	**4**	**–**	**1**	**–**	**1**[10]	**–**

RATE OF INCIDENTS (PER 100,000 HOURS)[11,12]

	LOST TIME INJURIES (LTIR)			All INJURY FREQUENCY (AIFR)			WORK-RELATED ILL HEALTH		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
CANADA	0.05	0.05	0.08	1.10	1.46	1.54	0.008	–	–[13]
UNITED STATES	0.10	0.02	0.06	0.57	0.25	0.46	–	–	–
LATIN AMERICA	0.27	0.05	0.08	0.40	0.10	0.08	–	–	–
EMEIA	0.06	0.07	0.06	0.26	0.21	0.25	0.010	–	–
ASIA	0.06	0.08	0.05	0.09	0.11	0.13	–	–	–
AUSTRALIA-NEW ZEALAND	0.07	0.05	0.05	1.21	0.91	0.83	–	–	–
GLOBAL	**0.07**	**0.06**	**0.06**	**0.52**	**0.5**	**0.51**	**0.006**	**–**	**–**

4   Health and safety performance metrics cover all directly-employed staff, and do not include sub-contractors or consultants. Injury rates are calculated as per Standard 103 (Reporting Requirements), an internal WSP standard.
5   All employees are covered by a H&S system that has been internally and externally audited.
6   Over the past three years, we did not have any high-consequence work-related injuries (defined as an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months).
7   "All injuries" includes all work-related injuries regardless of severity or injury type and does not include treatment injuries. Common types of injuries include bruises, strains, cuts, fatigue and bone fractures arising from driving, manual handling, contact with equipment, and slips/trips.
8   Work-related ill-health includes new cases of moderate to severe work-related ill health. Occupational disease reporting varies by region due to different regional statutory requirements.
9   Europe, Middle East, India & Africa.
10   Due to a work site incident involving a male employee.
11   Rates are calculated per 100,000 hours worked by region, with a global total of 79,976,029 hours worked in 2019.
12   We have undergone growth through acquisitions over the past three years. Year-on-year comparisons should therefore be viewed with caution.
13   In Canada, work-related ill health rate is too small to report per 100,000 hours worked.

Progress in 2019

In 2019, we continued to develop and implement our arrangements for managing H&S across our global operations, in line with our Expectations for Health and Safety Management. Several newly acquired businesses were onboarded during the year.

— We made progress towards our Zero Harm roadmap objectives and will continue our efforts during 2020.
— We remained focused on increasing awareness of the risks arising from our activities and particularly on mitigating risks associated with overseas working, driving on company business and people-plant-vehicle interfaces.

— We continued to encourage our employees to report events and saw an increase in overall reporting to our iSMS system of **13%** compared to 2018, with improved leading indicator performance.[14]
— We advanced our arrangements to support employees who travel internationally for business, supporting over **11,000** safe international business trips, while maintaining our focus on reducing the need to travel overseas.
— We provided visible and tangible safety leadership, with our senior management completing **1,624** safety tours.
— We set an overall target Lost Time Injury Rate[15] (LTIR) of <0.1 for 2019, and attained a year-end LTIR of **0.06** (per 100,000 hours worked).

Looking Forward

In 2020, we are continuing our efforts to reduce and remove the risks associated with all of our activities, and maintaining our focus on driving on company business, working on project sites, and overseas working in the context of the conditions imposed by the global COVID-19 pandemic.

The pandemic has brought a wide range of health and safety issues. Our priority is to provide our people with clear guidance and support on issues including office closures, remote working, safe site working (where sites are open) and mental health. All our regions are impacted; the situation is extremely dynamic and will continue to affect us for many months. Lessons learned are shared regularly with our regional H&S community and will be a discussion point in our 2020 Global Sustainability Report.

On a daily basis, we will continue to advance our Zero Harm Vision and work towards meeting our H&S aspirations, as set forth in the 2018-2020 Roadmap.

Keeping our LTIR below 0.1 in all our regions through our Global Strategic Plan cycle (2019-2021) is one of our key operational excellence targets. In 2019, our main regions achieved an LTIR below 0.1, and we recorded a year-end LTIR of 0.06 for our global operations. We will work hard to again meet our LTIR target for our activities in 2020, as we integrate new businesses and coordinate our response to the fast-moving COVID-19 pandemic.

14   Including Hazards and Observations, Senior Manager Safety Tours, Training, and Office Inspections.
15   Lost time injury rate (LTIR) is the number of injuries with more than one day lost, per 100,000 hours worked.

Ethical Business Practices

WSP's reputation depends on our ability to be outstanding professionals, which means acting with honesty, integrity and transparency in our daily dealings with colleagues, clients and other business partners.

The success of WSP's Ethics and Compliance program, which includes our anti-corruption and privacy policies, is one of our top priorities. The program is managed by the Chief Ethics and Compliance Officer, whose performance assessments and incentives are contingent on the program's successful implementation. The Chief Ethics and Compliance Officer reports directly to WSP's Governance, Ethics and Compensation Committee.

Code of Conduct

On a global level, WSP has a Code of Conduct and underlying policies (collectively, the "Code"), such as a Gifts, Entertainment and Hospitality Policy; a Working with Third Parties Policy; an Anti-Corruption Policy; and a Global Privacy Policy. The Code applies to all operating entities as well as to our directors, officers, employees and contract workers. The Board of Directors is responsible for approving yearly amendments to the Code and underlying policies, which were last amended and approved in May 2020.

The Code is accessible to all employees through WSP's intranet sites, and to the public via WSP's external website. It is available in different languages to facilitate its use in regions where WSP primarily operates. More information regarding the Code and training on the Code is available on pages 28-29 of our 2020 Management Information Circular.

Employees can additionally receive expert practical advice on ethics and compliance matters by contacting WSP's regional or global Ethics and Compliance representatives, or by using our Business Conduct Hotline.

Third Party Code of Conduct

At WSP, relationships with business partners are an integral part of daily business. WSP expects its business partners to act lawfully and in accordance with the principles set out in WSP's Third Party Code of Conduct ("Third Party Code"). WSP's Third Party Code contains guidance on five precepts of ethics and compliance: Business Integrity, Human Rights, Health and Safety, Environmental Protection, and keeping Accurate Records.

Human Rights

As a company with a global presence, WSP is aware that there is indirect risk concerning Human Rights issues through our supply chain. In respecting the traditions, cultures and laws of the countries in which we operate:

— We do not traffic persons or use any form of slave, forced, compulsory, bonded or prison labour; we adhere to all applicable juvenile labour laws; and we require our recruitment agencies to abide by these provisions.

— We do not arrange, facilitate or transport workers in any way that could be considered human trafficking or exploitation.

— We do not threaten workers with, or subject them to, harsh or inhumane treatment, including but not limited to verbal abuse, harassment, mental and/or physical coercion, or sexual harassment.

The Third Party Code also refers third parties to our full Code of Conduct, where numerous other matters are covered in greater detail, including discrimination. Please also refer to our "Indigenous Relations" section under "People and Culture" in this Report for information on how we strive to support and strengthen Indigenous communities in the regions where we live and work.

As a global business with operations in many different jurisdictions, our Code and Third Party Code are supplemented by regional policies in our businesses. These policies include:

— The US Anti-Trafficking Policy.
— The UK Slavery Prevention Policy, Modern Slavery Statement and the Procurement and Supply Chain Policy.
— The Swedish supplementary Code of Conduct for Suppliers.

The Third Party Code is used in WSP's operating regions and we are currently working to increase controls surrounding third party compliance at the regional level. We do not have data available on the percentage of business partners that had received the Third Party Code by December 31, 2019. In future years, we intend to report the total number and percentage of business partners that the organization's anti-corruption policies have been communicated to during the reporting year.

Legal Framework for Anti-Corruption

As described in the Code, WSP has a zero-tolerance policy to all forms of corruption, whether direct or indirect. The Corporation is subject to strict anti-corruption laws and regulations, including the Canadian Corruption of Foreign Public Officials Act (CFPOA), the United States Foreign Corrupt Practices Act (FCPA), and the UK Bribery Act (UKBA).

As our success and reputation depends upon the trust of clients and other stakeholders, our commitment to maintaining zero tolerance to all forms of corruption extends beyond regulatory compliance. For instance, WSP strives to keep the topic front of mind for employees, notably through an extensive ethics and

compliance e-learning onboarding and refresher training, live training sessions, regular communications, as well as tailored compliance tools.

Risk Assessment

The organization's risk factors, including corruption, are described in detail in section 20 of the 2019 Management's Discussion & Analysis, on pages 51-64, and in section 18 of the Q1 2020 Management's Discussion & Analysis, on pages 26-27.

WSP manages and assesses risks for corruption in several ways, including the following:

— Enterprise Risk Management (for further information, refer to the "Risk Management" section of this report);

— Due diligence and monitoring procedures for business partners, as described in the Working with Third Parties Policy. These are notably based on country, transaction and relationship risks;

— Binding third parties to WSP's business standards, notably through the Third Party Code;

— Monitoring third party compliance;

— Global and regional Delegation of Authority policies and Project Risk Committees;

— "Guidelines for High Risk Countries and Regions", which list the countries and regions deemed high risk for corruption or safety and security and establish requirements to conduct business in such locations. The guidelines are available to all employees via our intranet; they are updated regularly and were last updated in March 2020.

We also have the capacity to audit our third parties for corruption-related matters. These audit provisions are noted in WSP's supplier anti-corruption contract clause and in the Third Party Code.

Management of Gifts, Entertainment and Hospitality and Conflicts of Interest

One of the tools the Corporation uses to identify and manage gifts, entertainment and hospitality (GEH) and conflicts of interest is the GEH and Conflicts of Interest Registry. The link to the online Registry is available on WSP's intranet sites, and user guides, video tutorials and regional guidelines on using the Registry are also available. Regional guidelines on GEH are available for employees in all of WSP's operating regions, and these include maximum amounts considered acceptable for GEH, as well as information on local customs.

Confidential Business Conduct Hotline

WSP's Business Conduct Hotline ("Hotline") provides a means for employees, business partners and suppliers, as well as the general public, to raise issues or concerns anonymously with a third-party service provider (NAVEX Global). Access to the Hotline is possible through a direct click from the front page of the global and regional intranets, WSP's external website, and regular communications campaigns. Further information on the Hotline is available in the Code of Conduct.

2019 in Numbers

As at December 31, 2019

— Approximately 98.1% of employees had completed the onboarding training and 96.8% had completed an annual refresher training on our Code. For a regional breakdown of training completion, please see Appendix A (Social Performance).

— WSP had 12 full-time members of the Ethics and Compliance team, which is approximately 1 member per 4,100 employees.

— The Code had been communicated to all 8 members of the Board of Directors, who signed a certification of compliance with the Code (an annual procedure).

— We recorded having received 347 reports, through our reporting channels, for 2019.

— 212 reports were coded as related to Employment & Workplace. Out of the 212 reports, 8% contained allegations of discrimination. For those deemed to be substantiated, remedies have been implemented or are in the process of implementation.[1]

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1   Please see our People and Culture section for more information on our management of anti-discrimination.

CASE STUDY

Louie the Pollution Dog

Denmark

Meet Louie, WSP's newest four-legged collaborator and Denmark's first pollution detection dog.

Detection or sniffer dogs have long been used across various sectors. Today, it is not uncommon to find these dogs working in environmental spheres, performing ecological monitoring work for the protection of endangered species or helping manage biological threats of invasive species or diseases. As for Louie, he might possibly be the first pollution detection dog in the world trained to detect chlorinated solvents—chemical compounds that are readily used for commercial and industrial purposes, including metal cleaners/degreasers, and dry-cleaning fluids. When handled, stored and disposed of improperly, these compounds can contaminate soil and groundwater and even end up in

our indoor air and drinking water, potentially posing environmental or health risks.

This is where Louie steps in with his acute sense of smell, working on all types of projects to locate hot spots outdoors or to identify exposure pathways in buildings. For those concerned with Louie's welfare while on duty, his owner affirms that he is very much engaged in finding the pollution, enjoys every minute of it, the exposure time is low, and he has a great bill of health that is maintained through regular veterinary visits. Louie has been an asset to the team and clients alike. So much so that our Danish team has hired a new dog called Kira!

6 CLEAN WATER AND SANITATION — 6.3   By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

3 GOOD HEALTH AND WELL-BEING — 3.9   By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

2019 Achievements and 2020 Objectives

WSP has a number of objectives focusing on strategically positioning Ethics and Compliance matters by increasing the governance surrounding the Ethics and Compliance program, as well as on creating high-impact communications to give our policies and programs strong visibility. The following table outlines our performance regarding these objectives:

PROGRAM OBJECTIVE	2019 PROGRESS	2020 FOCUS
Run an Ethics and Compliance program supported by proper governance and up-to-date policies, for example through an annual review of the Code of Conduct.	The Code of Conduct and underlying policies were reviewed and approved by the Board in 2019, and new versions were communicated to employees.	The Code of Conduct and underlying policies were reviewed and approved by the Board in May 2020.
Have a Privacy program supported by proper governance and up-to-date policies.	The global Privacy program was reinforced through communications and training in 2019. We highlighted Data Privacy Day on January 28 to employees, to open the conversation on data protection.	We plan to run our regular communications campaigns (notably on Data Privacy Day on January 28, 2020), as well as regular training initiatives that include privacy-related topics. A global network of privacy representatives will be established to enhance these communications.
Empower leaders to better understand and communicate ethics-related issues.	The Ethics Roadshow continued in 2019, where the Chief Ethics and Compliance Officer visited WSP offices around the globe to highlight risks and best business practices. Approximately 850 employees attended the sessions in 16 offices across Europe, Latin America, Africa, Asia-Pacific, Australia and the Middle East. "Ethics moments" were implemented, notably during quarterly senior executive meetings.	The 2020 Ethics Roadshow started in Panama, Colombia and Peru at the beginning of 2020, and the next roadshows will be determined once travel can be resumed following the COVID-19 situation. "Ethics moments" are continuing, notably during quarterly senior executive meetings.

PROGRAM OBJECTIVE	2019 PROGRESS	2020 FOCUS
Provide ongoing training to WSP's employees.	All regions completed Code of Conduct annual refresher training in 2019.	All regions should complete Code of Conduct annual refresher training in 2020.
Maintain a high level of awareness with respect to our Business Conduct Hotline.	A communications campaign for the Business Conduct Hotline, including screensavers for employees' computers, was completed in 2019 to increase awareness of this reporting mechanism.	A communications campaign for the Business Conduct Hotline is planned for 2020 (an annual campaign).
Increase awareness of Ethics and Compliance.	An annual reminder regarding business courtesy exchanges was communicated in 2019 at the beginning of the festive season. In addition, an internal as well as social media campaign was launched on Anti-Corruption Day on December 9, 2019 whereby senior members of the management team reinforced WSP's commitment to doing business the right way.	WSP plans to launch another communications campaign on December 9, 2020 to highlight Anti-Corruption Day. With respect to key tools and processes, an enhanced GEH and Conflicts of Interest registry tool is planned for launch in 2020, as well as a further end-of-year communication regarding business courtesy exchanges.

EVALUATING OUR APPROACH TO ETHICS AND COMPLIANCE

WSP's Board of Directors has oversight of Ethics and Compliance activities, and a quarterly progress report is presented to the Governance, Ethics and Compliance Committee by the Chief Ethics and Compliance Officer. The Ethics and Compliance program is also evaluated through internal monitoring and audit by the Corporation's Internal Audit department. In addition, ongoing assessment of the Ethics and Compliance program is carried out through key metrics, including extent of use of internal reporting mechanisms such the Business Conduct Hotline.

The maturity of our Ethics and Compliance program is currently being assessed by an independent external third party to ensure our program remains world-class and continues to evolve.

Supply Chain Management

WSP's global procurement team has developed a procurement strategy and related policies, in line with WSP's Guiding Principles. The team negotiates major contracts benefiting the whole company and implements global procurement programs, seeking to minimize risks associated with procurement activities. The global team works hand-in-hand with procurement leaders in our major regions.

WSP has relationships with a global network of suppliers, which support our teams and constitute a significant portion of our supply chain. We also proactively engage and support small and diverse businesses through supplier programs in our larger regions.

As an organization offering professional services principally in the field of engineering and consulting, our purchase of physical goods is focused on office supplies and IT equipment. We do not directly carry out construction activities and do not directly procure primary materials such as concrete, steel and wood, except for certain client projects representing a small proportion of our purchasing activities.

We did not undergo any significant changes to our supply chain in 2019.

2019 Highlights

— We worked with approximately 40,000 suppliers around the globe.
— We spent approximately CAD 260 million in lease payments (mainly rental for our office spaces occupied worldwide) and approximately CAD 700 million in other operational costs (including,

but not limited to, information technology, professional fees and travel).
— We launched our Global Procurement Guidelines. The Guidelines cover responsibilities and governance and apply to all employees authorized to engage in procurement activities. Topics covered include supplier selection and evaluation methods, and the supplier onboarding process.

Supplier Evaluation and Governance

The Global Delegation of Authority Policy (Global DoA) specifies the level of approvals required for matters such as corporate expenses, capital expenditures and procurement, professional fees and services and IT. Regional DoA policies provide

more specific detail about regional procurement processes.

WSP expects all suppliers to conduct business lawfully and in accordance with the principles set out in our Code of Conduct. For more information on how WSP interacts with its suppliers and other third parties, please refer to the section describing our Third Party Code of Conduct above.

Our Ethics and Compliance professionals support procurement by governing the management of third-party risks; overseeing compliance with the Global DoA; and providing anti-corruption and anti-fraud training, including to employees who regularly purchase goods and services.

Supplier Environmental Performance

In major regions, we ask suppliers about their environmental performance. Our global Request for Proposals template includes questions for larger suppliers on whether they have a sustainability policy or plan. Our regions enhance these checks through their regional procedures, including risk classifications and verification of certifications.

For our own operations, we purchase "ENERGY STAR®" IT equipment, and have negotiated a global e-recycling program with our supplier to ensure that obsolete computers and other IT equipment can either be safely reused or recycled. We also have a global agreement with Xerox, a workplace technology company, to support recycled paper usage on all our Xerox printers, as well as provide a complete e-recycling program on all components. The agreement has been implemented in our operations in the UK to date and is being rolled out in the US and Canada.

In 2020, we began to implement an updated system for vendor evaluation that validates financial, legal and certification requirements for suppliers proposing to meet a specific procurement need for WSP. We plan to roll out this system progressively through all our regions by mid 2021.

Select Supplier Diversity Programs

USA: COMMITTED TO OUR SMALL BUSINESS PROGRAM

Through our Small Business Program, we champion the use of a diverse array of small business concerns from many socioeconomic backgrounds, including disadvantaged businesses, minority businesses, women-owned businesses, veteran and service-disabled veteran owned businesses, and historically underutilized businesses.

UK: PROUD OF OUR NATIONAL EQUALITY STANDARD ACCREDITATION

In December 2019, we were accredited with the National Equality Standard (NES). Company culture is assessed against the NES standard, which was established by Ernst & Young (EY). The EY assessors highlighted the way we make equality, diversity and inclusion central to relationships with our suppliers. *"Being accredited with the National Equality Standard is a fantastic achievement that recognizes our highly inclusive culture and ongoing commitment to creating greater diversity in WSP and our industry. This is both important for staff wellbeing and making sure our business remains at the forefront of innovation, with a strong focus on our people."* - Mark Naysmith, CEO of WSP UK and South Africa

AUSTRALIA: CREATING EQUITABLE, INCLUSIVE AND SUSTAINABLE SOCIETIES

For some time now, we have involved Indigenous communities in infrastructure projects to stimulate growth for Indigenous businesses. In October 2019, we invited Indigenous businesses involved in delivering key services to attend our Indigenous Supplier Workshop to find out more about the opportunities to work with WSP and our clients to help shape our thriving societies.

Risk Classification Process for our Suppliers in Sweden

In our Swedish business, suppliers are registered using basic data, which is then made available in a supplier dashboard. Potential suppliers sign our Code of Conduct for Suppliers and are assessed according to their compliance with this Code via an in-depth Risk Classification Survey. The supplier is then given a colour-coded risk level, allowing WSP to easily discern the level of risk, thus leading to more sustainable procurement overall. Each year, an in-depth evaluation according to our Code of Conduct takes place for a selection of the most strategically important existing suppliers. In 2019, five suppliers went through the in-depth evaluation, based on the result of our Risk Classification Survey.

Environmental Performance[1]

We are committed to measuring and managing environmental performance and practices in our operations and improving them over time.

Our approach to managing energy consumption, greenhouse gas (GHG) emissions, water consumption, waste generation and environmental compliance within our business includes:

— Collecting performance data for our global operations;

— Maintaining awareness of potential business and environmental risks and opportunities associated with climate change and preparing for upcoming mandatory energy disclosure and carbon pricing in some regions;

— Monitoring our resource use recognizing that, as an office-based business, we do not have significant waste generation or water consumption impacts;

— Sharing our progress with stakeholders by measuring and disclosing our sustainability performance annually.

The figures presented in this section represent the performance of our global operations in approximately 534 offices across approximately 40 countries.[2] For 2019, we have integrated sustainability information

for WSP's global operations and all acquisitions completed prior to the start of the 2019 calendar year. More information on our methodology and assumptions is included in Appendix A.

Energy use and resource consumption from our operations are the responsibility of our Chief Operating Officer and Global Workplace Strategy group. WSP is committed to complying with all applicable environmental legislation.

1   Environmental reporting includes all our owned and leased offices. As a result of acquisitions, some facilities have been acquired, vacated or consolidated relative to 2018. Locations where WSP operates but does not lease space (e.g. client offices) are not included in our environmental reporting. 2018 performance figures have been restated to include the Louis Berger acquisition as well as to incorporate more accurate information received after the publication of our 2018 report.

2   The exact number of offices and countries varies as we integrate acquired companies and consolidate operations.
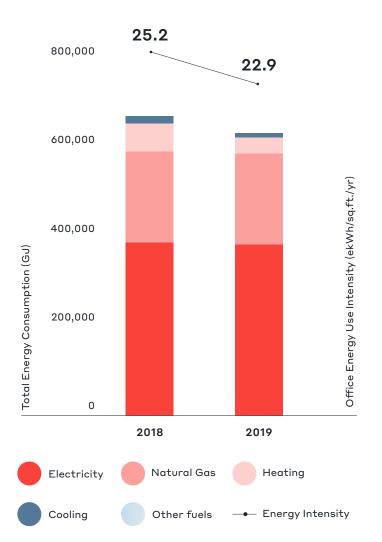
2019 Performance

ENERGY CONSUMPTION

In 2019, WSP's offices consumed approximately 580,100 gigajoules (GJ) – or 161 million kilowatt-hours (kWh) – of non-renewable energy, which includes electricity, natural gas, district heating and cooling and other fuels. Select facilities purchased renewable energy equivalent to approximately 24,276 megawatt hours (MWh) of electricity (approximately 87,392 GJ). WSP-owned and long-term leased fleet vehicles consumed approximately 231,640 GJ of fuel.

Global average office energy use intensity (EUI) based on the total office energy consumed inside our organization, including all fuel types, divided by total office floor area, was approximately 22.9 kWh/ft$_2$/year, a 9% decrease from our 2018 baseline value of 25.2 kWh/ft$_2$/year, and below the average EUI typical of commercial offices in many regions.[3] Our offices in Canada continue to have the highest EUI compared to offices in other regions.

Total Energy Consumption and Office Energy Intensity

2019 Office Energy Intensity by Region

Energy Use Intensity (ekWh/ft$_2$/year

- Canada — 27.4
- Americas — 22.9
- EMEIA — 17.9
- APAC — 25.7
- Global — 22.9

GREENHOUSE GAS EMISSIONS
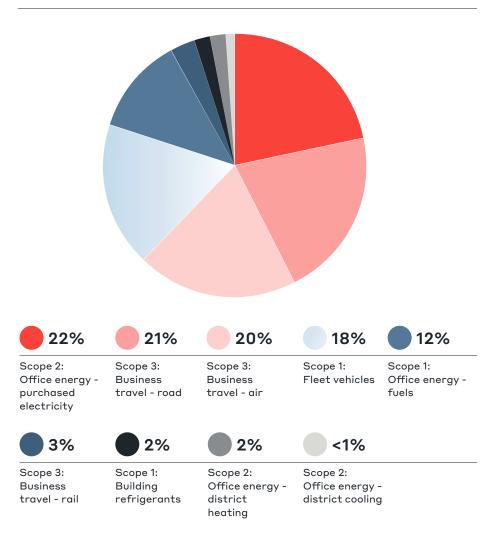
Our greenhouse gas (GHG) emissions are calculated from office energy consumption and refrigerant emissions, vehicle fuel use, and business travel distances using industry-accepted GHG emissions factors.[4] In 2019, WSP's operations emitted a total of approximately 86,912 tonnes of carbon dioxide equivalent (tCO_2e) GHG emissions, across scope 1, 2 (market-based) and 3 emissions sources, as noted below.

We noted that:
— 56% of measured scope 1, 2 (market-based), and 3 GHG emissions are from office energy use and company vehicle fuel use;
— The remaining 44% of GHG emissions are from business travel;
— Company vehicle use and business travel resulted in approximately 53,715 tCO_2e of emissions;
— Total (absolute) GHG emissions are highest for our Americas operations, as a result of greater vehicle fleet and business travel emissions;

— GHG emissions intensity per employee (tCO_2e/FTE/year) is greatest for our Canadian region, as a result of greater business travel emissions per employee in that region;
— Global average GHG intensity, based on total scope 1, scope 2 (market-based) and scope 3 divided by total employees, was approximately 1.9 tCO_2e/FTE/year, a 11.5% decrease from our 2018 baseline value of 2.2 tCO_2e/FTE/year;
— WSP's 2019 market-based scope 2 emissions were 21,123 tCO_2e, while our location-based scope 2 emissions were approximately 27,324 tCO_2e.[5]
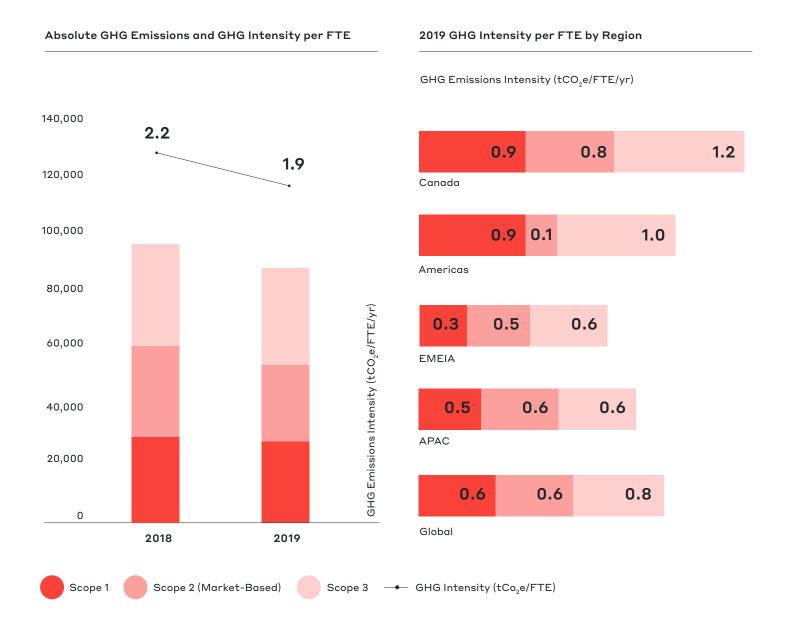
2019 GHG Emissions by Type (Market-Based)

🔴 **22%**	🔴 **21%**	🔴 **20%**	⚪ **18%**	🔵 **12%**
Scope 2: Office energy - purchased electricity	Scope 3: Business travel - road	Scope 3: Business travel - air	Scope 1: Fleet vehicles	Scope 1: Office energy - fuels

🔵 **3%**	⚫ **2%**	⚫ **2%**	⚪ **<1%**
Scope 3: Business travel - rail	Scope 1: Building refrigerants	Scope 2: Office energy - district heating	Scope 2: Office energy - district cooling

To enhance transparency and confidence in our reported performance, WSP sought verification of our 2019 GHG inventory from an independent third party. Apex Companies, LLC completed a limited verification of WSP's scope 1, scope 2 and scope 3 (business travel) GHG emissions as well as renewable energy and carbon offset purchases. The GHG emissions information reported for 2019 is verified relative to recognized protocols and standards including the GHG Protocol and ISO 14064-3. A copy of the Assurance Statement is available here.

Absolute GHG Emissions and GHG Intensity per FTE

2019 GHG Intensity per FTE by Region

GHG Emissions Intensity (tCO$_2$e/FTE/yr)

Canada — 0.9 | 0.8 | 1.2

Americas — 0.9 | 0.1 | 1.0

EMEIA — 0.3 | 0.5 | 0.6

APAC — 0.5 | 0.6 | 0.6

Global — 0.6 | 0.6 | 0.8

● Scope 1 ● Scope 2 (Market-Based) ● Scope 3 —●— GHG Intensity (tCo$_2$e/FTE)

PROGRESS TOWARDS TARGETS

WSP committed to two GHG emissions reductions targets in our 2019–2021 Global Strategic Plan:

25%

reduction in absolute, market-based GHG emissions across our global operations from 2018 to 2030

5%

reduction in absolute, market-based GHG emissions across our global operations by 2021 (interim target)

Both targets include scope 1, scope 2 (market-based), and scope 3 business travel emissions.

For 2019, we have seen a 12% year-over-year reduction in absolute market-based GHG emissions, including decreases in fleet and electricity emissions. We achieved this reduction in part through purchase of 24,276 MWh of renewable energy, mostly procured via renewable electricity certificates (RECs), with a small amount of on-site generation. We also purchased 21,504 tCO_2e of carbon offsets, which reduced our year-over-year net absolute GHG emissions by 34%. This was largely driven by a commitment to carbon neutrality in our US-based operations, starting in 2019. Our UK and Sweden operations have also made ambitious carbon neutrality commitments.

During 2019, we convened a global Sustainability Task Force made up of leaders and functional experts across our regions, to identify regional GHG emissions reduction action plans, and drive continual progress towards our 2021 and 2030 targets. In 2020, the Task Force will continue to meet to share knowledge and progress in implementing regional actions.

CASE STUDY

Engaging Our Staff on the Path to Carbon Neutral

UK

Our UK operations have made progress on a commitment to go carbon neutral by 2025. As part of the campaign, a Travel Choices Hierarchy and Carbon Levy were launched on domestic flights, encouraging employees to choose virtual meetings over unnecessary business travel. Proceeds from the levy are invested in charitable and carbon engagement activities, such as the Green Travel Fund, a monetary prize for the best performing business unit to use towards green initiatives. Champions were identified to help track carbon performance and promote greener travel behaviours, and a taskforce was created to undertake research and implement a UK-wide communications and engagement strategy. This included the launch of Carbon Conversations, a webinar series designed to inform the business on our carbon neutral trajectory, and our Carbon Ideas Bank, which encourages staff to submit carbon reduction or sustainability ideas, assessed by the CSR team. Over 200 ideas have been submitted so far, some of which have been incorporated into our strategy. Our carbon initiatives have proven successful, winning "Company of the Year" at the Global Good Awards in 2019.

In 2020, we plan to expand the scope of our commitment to include employee commuting, energy consumption from third-party data centres, and from 2025, emissions associated with our client designs. This will bring us into alignment with the UK's Net Zero pledge.

WATER
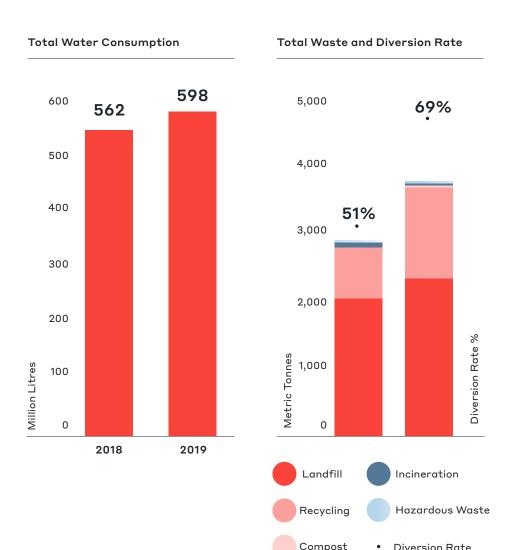
In 2019, WSP's offices withdrew approximately 598 million litres (ML) of water, which is equivalent to approximately 240 Olympic swimming pools. All water withdrawn was from third-party sources such as municipal water suppliers and utilities. As an office-based organization, we primarily interact with water in office kitchenettes and washrooms. Water is withdrawn, and consumed or discharged, in the regions where we have office operations. We have not identified any substantive water-related impacts associated with these activities, and as such, have not engaged stakeholders to manage water as a shared resource. Wastewater is discharged to municipal treatment facilities, and so no specific standards for the quality of effluent discharge have been set.

WASTE

In 2019, our offices produced approximately 3,756 metric tonnes of non-hazardous waste sent to landfill. Approximately 1,357 metric tonnes of non-hazardous waste were diverted through recycling, 33 metric tonnes were composted, and no waste was incinerated. Where actual landfill and recycling information was available, our average diversion rate was approximately 69%. Our diversion rate can vary widely year-to-year based on the number of offices able to report actual waste output information. A small number of sites responsibly disposed of approximately 5 metric tonnes of hazardous waste. See Appendix A for a consolidated summary of our organization-wide sustainability performance on key metrics.

ENVIRONMENTAL COMPLIANCE

WSP did not receive any material fines or material non-monetary sanctions for non-compliance with environmental laws or regulations in 2019.

Total Water Consumption

Bar chart — Million Litres:
- 2018: 562
- 2019: 598

Total Waste and Diversion Rate

Stacked bar chart — Metric Tonnes / Diversion Rate %:
- 51% (first bar), 69% (second bar)

Legend:
- ● Landfill
- ● Recycling
- ● Compost
- ● Incineration
- ● Hazardous Waste
- • Diversion Rate

CASE STUDY

One Za'abeel

Dubai, United Arab Emirates

One Za'abeel is an engineering first and is set to be a Middle East icon.

With its two towers connected by a steel structure, which will extend as the world's longest cantilever, One Za'abeel is set to become the next iconic building in Dubai. With its central location, this mixed-use sustainable development will be a modern hub for a variety of residents and visitors.

Our client, Ithra Dubai, is targeting LEED Gold certification for the building. The development is designed to incorporate high standards in sustainability with a focus on energy and water efficiency, improved indoor air quality, thermal comfort and waste reduction. This commitment supports the Dubai vision to be one of the top sustainable cities in the world.

For example, the building façade is engineered to reduce heat gains, thereby reducing the cooling energy demand necessary to maintain comfort in the building as compared to typical developments across the region. In addition, there is an efficient irrigation system, and Treated Sewage Effluent (TSE) is used to further reduce potable water consumption.

75%
of construction waste diverted from landfill

35%
reduction in indoor water use

Moreover, the fresh air supply rates have been designed in line with the international standard ASHRAE 62.1, to guarantee sufficient air exchange. Products with low-volatile organic compounds (materials, paints, adhesives) have been carefully selected during the fit-out to reduce the impact on human health for end users.

6 CLEAN WATER AND SANITATION

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

7 AFFORDABLE AND CLEAN ENERGY

7.3 By 2030, double the global rate of improvement in energy efficiency

Courtice Water Pollution Control Plant

Oshawa, Ontario, Canada

An Integrated Resource Recovery (IRR) strategy was developed for the Courtice Water Pollution Control Plant (WPCP), which marked the first step towards increasing the sustainability of this plant.

IRR focuses on reuse, recycling and recovery of resources to avoid consuming new ones, and ultimately to dispose of even less. WSP helped complete an IRR feasibility study, where technical solutions were sought to derive maximum value from the plant's waste and to minimize necessary intake.

During the first phase, the study included brainstorming sessions with operators and engineering staff from the Region of Durham, as well as engineers and technical staff from WSP, including several worldwide specialists. During the brainstorming sessions, 62 IRR opportunities were identified and divided into five categories: Biogas Production/Biosolids Utilization; Biogas Utilization; Energy Efficiency; Heat, Electricity & Water Optimization; and Nutrient Recovery. They subsequently passed through an initial screening to assess their feasibility and practicality for implementation at the Courtice WPCP, resulting in 32 solutions being shortlisted.

Following a technical assessment, the shortlisted opportunities underwent a sustainability assessment whereby the level of economic, social and environmental benefits for each solution was evaluated and scored. In the second phase, the solutions with higher scores were carried forward for additional considerations by the Region.

The Integrated Resource Recovery strategy has not only shaped priorities for the Region of Durham and sparked further engagement within the design and implementation phase, but it has also brought immediate improvements to the plant through the implementation of short-term solutions.

68.2 ML/D
Daily Rated Flow

180 ML/D
Peak Hourly Flow

970 M
Outfall

6 CLEAN WATER AND SANITATION

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

7 AFFORDABLE AND CLEAN ENERGY

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

People and Culture

As we are writing this report, we are facing unprecedented human, economic and business challenges caused by the COVID-19 pandemic. At this time, WSP's priority for our employees is to keep them safe, informed and connected.

We can look back on 2019 as a year where we set the stage for continuous business growth by enhancing both our client and employee experience. People and Culture is one of the four foundational pillars of our 2019-2021 Global Strategic Plan. Our intent is to continue to make extraordinary efforts to attract, lead, develop and retain the best professionals.

This translates to global and regional key initiatives which focus on attracting the right people, leading with passion and delivering learning and development programs that advance our strategic priorities.

In this section, we report on the first year of our 2019-2021 Global Strategic Plan, sharing highlights and ongoing initiatives for our employees, as well as review our 2019 people-related data. We introduce the section with an interview with our Chief Corporate Services Officer, Robert Ouellette.

Valuing our People: An Interview
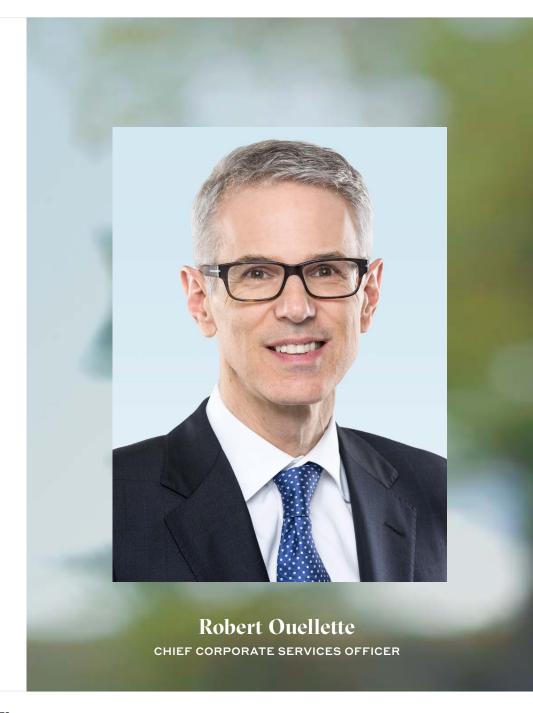
WSP recorded a number of achievements in 2019. Which ones do you take the most pride in?

I'm particularly proud of the commitment made by our teams worldwide to enhance the employee experience so our people feel right at home within WSP's extended family. Their commitment is seen in the emphasis they place on bringing new employees on board, either through our recruitment process or new acquisitions. Our teams are also focusing on initiatives designed to strike a better work-life balance and to celebrate our employees and their successes.

Since our expertise is a key differentiator, helping our people to hone their skills remains one of our chief priorities, whether through innovative global programs such as the Senior Leadership Academy or the Project Management Academy, or any of our regional initiatives. In 2019, we rolled out a pilot mentoring project that we look forward to extending to include all members of our Leadership Forum. The goal is to develop skills and leadership to help ensure a strong succession pipeline.

How are we evaluating the progress we've made with our People and Culture pillar?

First and foremost, we set a number of specific objectives to ensure that our actions are precisely targeted. For example, by 2021, we want to have women in over 30% of our managerial positions. In addition to ensuring that over 75% of the members of the global executive team and their direct reports are promoted under our internal

Robert Ouellette
CHIEF CORPORATE SERVICES OFFICER

Since our expertise is a key differentiator, helping our people to hone their skills remains one of our chief priorities, whether through innovative global programs such as the Senior Leadership Academy or the Project Management Academy, or any of our regional initiatives.

ROBERT OUELLETTE

succession planning process, we are seeking to cut our voluntary turnover rate to 12%. Reports on the progress made towards our objectives are submitted regularly to WSP's Board of Directors.

Although those objectives are ambitious, our efforts are beginning to pay off in most of our regions. Globally speaking, our voluntary turnover rate fell from 15% in 2018 to 14% in 2019. We are aware that more progress is necessary, and we will continue to pull out all the stops to reach our internal succession and gender balance targets. Although the current pandemic may have an impact on reaching our goals over time, our aspirations have not changed, and People and Culture remains one of the central pillars of our strategy.

Why is Diversity and Inclusion so important for a company like WSP?

Our people are our strength. We need their talent and know-how, so we owe it to them to provide a sustainable and inclusive work environment in which they will feel valued, respected and supported. Our employees, like our clients, come from all backgrounds.

When each of them is given an opportunity to thrive, develop and collaborate within a diversified team, then our company will no doubt continue to be agile, innovative and resilient. We will also be able to offer the very best to our clients.

We are extremely proud of the fact that our lesbian, gay, bisexual, and transgender pro-diversity efforts were recognized in 2019 in the UK, where WSP was named "Company of the Year" at the inaugural edition of the Building Equality Awards, which pay tribute to organizations that make outstanding contributions to LGBT+ integration[1]. In the Middle East, WSP was designated "Company of the Year: Defending Diversity and Inclusion" at the Women in Construction event hosted by the Big 5 conference in Dubai.

In your view, how will the current pandemic impact our strategy and our human resources programs?

At this point, a significant majority of our employees are working from home. All our teams are managing the crisis diligently and are supporting our employees by implementing additional assistance programs, including wellbeing and mental health initiatives. We've also launched a number of surveys across the organization, so we can gain a clearer understanding of people's needs and expectations as we emerge from this crisis. We've already learned that our employees need an even more flexible work environment, in which they have the option of working from home or at the office. Although the long-term effects of the crisis are still hard to gauge, there's no question that we will have to adapt while still offering our employees the flexibility they need and reviewing how we deliver our client services. That will be the main challenge we face in 2020.

1   Lesbian, gay, bisexual and transgender.

2019 Global Highlights

LEADERSHIP FORUM

We continued to engage and build the leadership capabilities of participants in our Leadership Forum, a talent management initiative covering our operations across the globe, to support the vision presented in our 2019-2021 Global Strategic Plan.

Leadership Forum participants are identified at different stages in their careers, from emerging talent to experienced professionals and senior leaders, using common selection criteria. In 2019, we increased the number of participants in the Forum by 10% to approximately 1,200, in line with the growth of our company.

2019 HIGHLIGHTS:

— We organized two interactive webcasts presented by our CEO, reinforcing pillars of communication and networking to raise global business awareness.

— We continued our "360 Feedback" exercise, allowing participants to gain insight on their professional and leadership impact.

— We launched a pilot for a new global mentoring program, enabling relationship-based leadership development by mentee/mentor pairing from different WSP regions.

In addition to regional efforts to support the development of our future leaders, our Global Leadership Forum continues to provide opportunities for high potential talent, and employees identified in our succession plan. In 2019, around 350 women took part in the various initiatives offered, and that equates to a representation of just under 30%.

SENIOR LEADERSHIP ACADEMY

In 2019, another 50 members of the Leadership Forum took part in our Senior Leadership Academy. In collaboration with the McGill Executive Institute in Montreal, these senior leaders from across the globe took part in the six-month program, which is tailored to increase strategic leadership skills and networking opportunities.

Close to 150 leaders have now participated in the Academy since its inception in May 2018, and feedback from participants again showed an average satisfaction rate of over 90% in 2019. This initiative complemented our June 2019 Leadership Conference hosted in Edinburgh, UK, attended by 220 WSP leaders. In addition, 34% of cohort participants for our Senior Leadership Academy were women in 2019, which surpassed our target.

We plan to continue to offer the Academy in the future, as well as leveraging our region-specific leadership programs, although the delivery formats will need to be aligned with any ongoing COVID-19 safe working practices.

GLOBAL PROJECT MANAGEMENT ACADEMY

In 2019, our third Global Project Management Academy was launched, with over 150 participants from 13 countries taking part. The intensive six-month program included a training session hosted in Canada. The Academy was initiated in 2017 by our Global Leadership Team in partnership with the International Institute for

Learning, and the objective is to showcase and develop our top project managers. The Academy is aligned with Project Management Professional (PMP) certification, with participants obtaining certification at the end of the course. As an additional offering in 2019, all professionals in project and program management across all our regions were also provided access to an unlimited licence to the 2019 International PM Online Conference, which included online conference viewing and course options.

GLOBAL MOBILITY

Global expansion is a critical component of WSP's current and future plans. While globalization presents greater talent sourcing opportunities, it also creates challenges due to the shortage of talent in many locations and sectors. The ability to place our talented people where they can best meet our clients' needs, while developing transferable skills and gaining an appreciation for different businesses, cultures and languages, is essential to the success of WSP's people strategy.

We introduced a Global Mobility framework in 2018 to help position and offer a consistent application of our benefits and guidelines to support

employees who are considering a move. In 2019, we created a Global Mobility Solutions Taskforce. The objective is to have a provider that can manage all aspects of employee global mobility in a manner that will enhance employee experience and process efficiency through a standardized process and tool. The process includes tax and immigration assistance, payroll advisory, risk identification, relocation and advisory services for all types of traveller (from business trips to full relocations). We anticipate launching the tool in late 2020 or early in 2021, depending on the situation with the global pandemic.

As one aspect of our work on mobility, our Global Exchange Program continues to provide exposure to international markets for our emerging professionals while building their technical skills. Participating regions work together to send and host selected employees with a technical or other project-related mandate. Participants are expected to build their network and share different ways of working with their host office, as well as communicate key learnings when they return home. In 2019, 57 young professionals from Canada, Asia, Australia and New Zealand took part in the Program.

CASE STUDY

Social Sustainability Planning Tool

Umeå, Sweden

To support our clients in their sustainability-related decision-making, WSP has developed a planning tool to integrate social sustainability into urban development projects in the Umeå municipality, located in northern Sweden.

In order to create parameters for the tool's framework, the first phase of the project consisted of analyzing research related to the municipality's existing socially sustainable urban developments. Examples of the parameters include proximity to green spaces and services; trust in neighbours; and whether there is a feeling of safety. Based on our analysis, a

framework was developed to guide the municipality of Umeå in incorporating social sustainability into its future urban development projects.

The planning tool is designed to be applied in three stages of the urban planning process:

— Planning of a new development, or infill project;

— Assessment of results in developed areas;

— Evaluation of a completed project.

11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

Our Employees

Employment Practices[1]

The information below is an overview of our people by gender, contract type and region, as well as data on our hiring and employee turnover rates, and benefits provided to employees.

TOTAL WORKFORCE BY REGION AND GENDER

As at December 31, 2019[2]

Canada

	2017		2018		2019	
MALE	5,475	69%	5,441	69%	5,350	68%
FEMALE	2,438	31%	2,475	31%	2,571	32%
TOTAL	7,913	100%	7,916	100%	7,921	100%

Americas[3]

	2017		2018		2019	
MALE	6,394	67%	8,115	65%	8,876	67%
FEMALE	3,158	33%	4,285	35%	4,322	33%
TOTAL	9,552	100%	12,400	100%	13,198	100%

EMEIA

	2017		2018		2019	
MALE	11,745	71%	13,648	71%	14,098	71%
FEMALE	4,691	29%	5,501	29%	5,765	29%
TOTAL	16,436	100%	19,149	100%	19,863	100%

APAC

	2017		2018		2019	
MALE	5,557	70%	5,720	69%	6,049	69%
FEMALE	2,430	30%	2,547	31%	2,709	31%
TOTAL	7,987	100%	8,267	100%	8,758	100%

1   Data have been provided by Regional Human Resources teams. Any assumptions made are described in footnotes throughout this section. In most regions, WSP's workforce does not include a significant number of workers who are not employees (i.e. self-employed people), and does not undergo seasonal variations in employment numbers – with the exception of staffing changes related to workflow volumes, and Federal Emergency Management Agency (FEMA) contracts in the US.

2   Data reported cover global employees as at December 31, 2019. Employee data broken down by region and gender is not yet available for some 2018 and 2019 acquisitions (Ecology and Environment Inc.and Louis Berger International operations in Africa and Europe); as a result, the available percentage breakdown is applied to the total number of employees to estimate the number of employees in each category for those acquisitions. Data represent 98% of total employees.

3   US and Latin America and the Caribbean.

TOTAL NUMBER OF PERMANENT EMPLOYEES BY EMPLOYMENT TYPE, BY GENDER[4]

	FULL-TIME						PART-TIME					
	2017		2018		2019		2017		2018		2019	
MALE	25,525	71%	28,049	70%	30,553	71%	1,848	56%	2,120	55%	1,294	45%
FEMALE	10,495	29%	11,810	30%	12,697	29%	1,477	44%	1,745	45%	1,592	55%
TOTAL	**36,020**	**100%**	**39,859**	**100%**	**43,250**	**100%**	**3,325**	**100%**	**3,865**	**100%**	**2,886**	**100%**

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, BY GENDER[4]

	PERMANENT						TEMPORARY					
	2017		2018		2019		2017		2018		2019	
MALE	27,373	70%	30,169	69%	31,847	69%	1,798	71%	2,755	69%	2,526	70%
FEMALE	11,972	30%	13,555	31%	14,289	31%	745	29%	1,253	31%	1,078	30%
TOTAL	**39,345**	**100%**	**43,724**	**100%**	**46,136**	**100%**	**2,543**	**100%**	**4,008**	**100%**	**3,604**	**100%**

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT, BY REGION[4]

	PERMANENT						TEMPORARY					
	2017		2018		2019		2017		2018		2019	
CANADA	7,696	20%	7,640	17%	7,649	17%	217	9%	276	7%	272	8%
AMERICAS	8,781	22%	10,607	24%	11,597	25%	771	30%	1,793	45%	1,601	44%
EMEIA	15,475	39%	17,923	41%	18,515	40%	961	38%	1,226	31%	1,348	37%
APAC	7,393	19%	7,554	17%	8,375	18%	594	23%	713	18%	383	11%
TOTAL	**39,345**	**100%**	**43,724**	**100%**	**46,136**	**100%**	**2,543**	**100%**	**4,008**	**100%**	**3,604**	**100%**

4   Employee data broken down by employment type/contract and gender, and employment contract and region, is not yet available for some 2018 and 2019 acquisitions (Ecology and Environment Inc. and Louis Berger International operations in Africa and Europe); as a result, the available percentage breakdown is applied to the total number of employees to estimate the number of employees in each category for those acquisitions. Data represent 98% of total employees.

New Hires and Employee Turnover

In professional services, we rely 100% on our people for our collective success. Working in an ever-changing industry requires a unique approach to engage and retain our talent.

In 2019, we had an overall voluntary turnover rate of 14%. This has improved by one percentage point in comparison to 2018, moving us slightly closer to our 2021 global target of 12%. During the year, our regions implemented a wide variety of retention strategies including improved onboarding processes, recognition, engagement and award schemes, benefits enhancements and work-life balance initiatives.

Some regions also deployed initiatives which enabled their managers to develop a proactive ongoing dialogue with their people with the specific aim of improving retention.

While our new hire rate fell slightly during 2019 to 19%, the business continued to grow both organically and by acquisition. Overall total employee numbers increased by 4% in 2019.

In 2019, 59% of our vacant as well as new Global Leadership senior positions (and those of their direct reports) were filled by internal candidates. This is a step towards our ambitious 2021 target of 75%, but there is more progress to be made as we continue to proactively review our ongoing succession management plans and assure the development of our most talented people in readiness for future leadership roles.

Collective Bargaining Agreements and Freedom of Association

According to corporate policy, WSP's operations shall "meet international labour standards, consistent with International Labour Organization standards and principles, including as it pertains to the fundamental rights of our employees and suppliers to the freedom of association and collective bargaining."

As of December 31, 2019, employees predominantly in the Nordics and Continental Europe, representing less than 13% of the Corporation's total employees and the vast majority of its unionized employees, were covered by collective bargaining agreements. This is a slight increase in comparison to 2018, primarily due to acquisitions.

CASE STUDY

WSP Employees Place Third in the 2019 Drawdown EcoChallenge

USA

Out of 1,054 teams worldwide, WSP placed third in the 2019 Drawdown EcoChallenge. Our team included 391 WSP employees and a few WSP friends from 34 states.

Hosted by EcoChallenge.org (formerly Northwest Earth Institute), the Drawdown EcoChallenge is a 21-day competition that encourages individual and collective actions focused on carbon reduction. Every participant commits to completing specific actions and tracks their progress on the team dashboard.

Available daily actions ranged in difficulty, from using a teleconference instead of travelling to cooking meals with zero waste. Many of the one-time actions involved learning more about climate solutions, such as rail, renewable energy, cement alternatives, regenerative agriculture, forest and peatland conservation, and education for women worldwide.

Local office initiatives included a green roof tour in Portland, Oregon; a presentation on renewable tidal energy in Arlington, Virginia; sustainability video learning sessions in Buffalo, New York; and an electronics recycling program and education fundraiser in St. Louis, Missouri.

NEW HIRES AND EMPLOYEE TURNOVER[5]

	CANADA			AMERICAS[6]			EMEIA			APAC			TOTAL		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
NUMBER OF NEW HIRES	1,313	1,513	1,285	1,420	1,705	2,042	3,004	3,060	3,180	1,330	1,634	1,849	**7,067**	**7,912**	**8,356**
NEW HIRE RATE	18%	20%	17%	20%	20%	19%	20%	20%	18%	24%	22%	22%	**20%**	**20%**	**19%**
NUMBER OF EMPLOYEES WHO LEFT THE COMPANY	1,361	1,574	1,314	1,304	1,510	2,131	2,333	2,700	3,181	1,140	1,735	1,477	**6,138**	**7,519**	**8,103**
TURNOVER RATE	18%	21%	17%	18%	18%	20%	16%	17%	18%	21%	24%	18%	**18%**	**19%**	**18%**
VOLUNTARY TURNOVER RATE	14%	16%	13%	13%	13%	15%	12%	13%	14%	18%	20%	15%	**14%**	**15%**	**14%**

Employment Benefits

The table below summarizes benefits available to full-time and part-time employees in our principal operating regions.[7,8]

2019 EMPLOYMENT BENEFITS

	CANADA	USA	COLOMBIA	UK	SWEDEN	CHINA REGION (HONG KONG AND MAINLAND CHINA)	AUSTRALIA	NEW ZEALAND
LIFE INSURANCE	F, P[1]	F, P[2]	F,P	F, P	F, P, T	F	-	-
HEALTH CARE	F, P[1]	F, P[2]	F,P	F, P[3]	F, P	F, P[3]	-	-
DISABILITY AND INVALIDITY COVERAGE	F, P[1]	F, P[2]	-	F, P[3]	F, P, T	F, P[3]	F, P	-
PARENTAL LEAVE	F, P[1]	F, P[2]	-	F, P	F, P, T	F	F, P	F, P, T
RETIREMENT PROVISION	F, P[1]	F, P	-	F, P	F, P, T	F, P	F, P	-
STOCK OWNERSHIP	F, P[1]	-	-	-	-	-	-	-

F FULL-TIME   P PART-TIME   T TEMPORARY
1 If employed more than 22.5 hours per week
2 If employed more than 24 hours per week
3 Grade-dependent

5   Turnover data is not available by gender and age.
6   US and Latin America and the Caribbean.
7   Benefits are reported for significant locations of operation, defined as those countries with over 1,500 employees (Canada, US, Colombia, UK, Sweden, China, Australia and New Zealand). At this time, WSP does not report provision of occupational health services under employment benefits programs in some regions.
8   Information on employment benefits is not yet available for some 2019 acquisitions (Ecology and Environment Inc.).

Wellness Programs

In 2019, a number of our larger regions either implemented or expanded their existing health and wellbeing programs. These programs offer employees a range of resources and initiatives to support their physical, mental, social and financial wellbeing. Access is open to all via our intranets and typically includes a mixture of reading resources, webinars, e-learning courses, competitions, online health assessments and links to specific support provided by external providers. In addition, most regions have a network of employee health and wellbeing champions who are tasked with promoting, supporting and assuring the delivery of these programs at a local level.

Examples of initiatives that were implemented in 2019 include:

— As part of the US Developing Professionals Network (DPN) Mentoring Season, our Live Well program encouraged mentors and mentees to engage in healthy activities and share pictures on social media.

— Both the UK and the Middle East set up networks of Mental Health First Aiders, who are trained to listen and signpost employees with mental health concerns to the appropriate support.

— Our businesses in Australia and New Zealand partnered with external providers to help employees better manage their work-life balance, by providing them with resources to easily access health and wellness services.

— As part of the launch of Canada's new Health & Wellness program, a series of initiatives were deployed including health challenges, cardiovascular testing clinics, mental health certification for managers and a webinar on helping employees make healthy choices in their grocery shopping.

The COVID-19 crisis is unfolding as we write this report and clearly our health and wellbeing programs have a huge part to play in supporting our employees through this difficult time. This includes providing resources to help manage stress, setting up virtual team events to keep employees engaged, as well as providing advice and support to enable more effective home-working.

Learning and Development

Our goal is to provide learning and development opportunities which assure the advancement of strategic business priorities, while at the same time enabling our people to deliver on their full potential.

WSP employees around the world have access to a wealth of information and training to develop their knowledge and skills. The offerings range from onboarding training to professional growth programs on client and project management; leadership; technical and soft skills; as well as career development. Accessible from online portals, the variety of flexible learning options ranges from workshops and webinars to self-paced e-learning modules.

In 2019, employees spent a total of approximately 1,159,000 hours on learning and development activities. This equates to approximately 26 hours for each full-time equivalent employee, which is comparable to 2018.[9]

Examples of learning and development highlights from 2019 include:

— We continue to focus across all regions on the development of our early career professionals. In 2019, our UK business won the 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.

— In pursuit of our strategic objective to improve our leadership capabilities, all of our larger regions had a specific focus in 2019 to develop and expand their leadership and management development programs to complement our global initiatives in this area.

— Our Australian Learning and Development team was named by Australian Human Resources Director Magazine on its "Innovative HR Teams List for 2020" for our Mindfulness@Work

initiative, a way to help our people find balance across professional delivery, wellbeing and growth. One of the initiatives is Mindful Monday, a weekly meditation available on Spotify.

— Sweden launched their new 12-week "Reach Development Program", which aims to accelerate the personal development of their employees. Participants work with current challenges and look at them from different angles with the support of a learning "buddy", in order to increase their self-awareness and enable them to take charge of their own development.

While most of our learning and development initiatives are developed and delivered locally, we continue to foster collaboration and share knowledge amongst our regions through our Talent Management Community of Practice, which consists of monthly sessions held with our Learning and Development experts across all regions. As a result, several successful learning activities have been repurposed for use across other regions, which has proved particularly useful to support employees through the pandemic.

CASE STUDY

WSP Recognized at the Royal Society for the Prevention of Accidents (RoSPA) Health and Safety Awards

UK

Our UK business was "Highly Commended" in the International Dilmun Environmental Award category, and we also achieved our second Order of Distinction (for 16 years of consecutive Gold awards).

RoSPA is the longest-running industry health and safety awards scheme in the UK, looking not only at accident records, but also entrants' overarching environmental and health and safety management systems, including important practices such as strong leadership and workforce involvement.

We were awarded our first-ever RoSPA environmental award, being named "Highly Commended" in the International Dilmun

Environmental Award category. This Award recognizes excellence in environmental management, alongside contributions to Corporate Social Responsibility and Sustainability. The judges cited that they were particularly impressed with how WSP is working towards embedding our environmental management principles and sustainability strategy across the business and in our projects.

We also achieved our second Order of Distinction, awarded for demonstrating well-developed occupational health and safety management systems and culture, outstanding control of risk and very low levels of error, harm and loss.

Diversity and Inclusion

WSP aims to foster a stimulating and safe work environment where our people can flourish personally and professionally, regardless of their position, background or gender.

Diversity is not only defined by gender or ethnic origin, but also incorporates personality, perspective, education, lifestyle, sexual orientation, work experience, tenure and status and geographic origin among its key references. We are committed to building an inclusive culture that respects and maximizes the contribution of our employees for the benefit of our clients, shareholders and wider communities.

Regional Diversity Committees (or equivalent forums) are established in most of WSP's principal operating regions.

The overall intent stated in our Global Diversity and Inclusion policy is to:

— Ensure fair and equal treatment of employees;

— Embed a culture of diversity and inclusion globally;

— Provide employees with the best opportunities to fulfill their potential;

— Respect and protect human rights of employees and contractors.

This supports our aim to provide a professional and fair working environment in which all individuals are treated with dignity and respect, free from any discrimination, bullying, physical and psychological harassment, including sexual harassment.

Diversity

recognizes the benefits that people from varying backgrounds and with different experiences bring.

Gender Balance

within a diverse workforce, recognizes fair representation and treatment of women employees and leaders, where typically underrepresented.

Inclusion

means that people will be treated with respect and dignity in line with WSP's Guiding Principles, irrespective of their background.

Denise Roth, Chief Development Officer (USA) during #BalanceforBetter

2019 Key Diversity and Inclusion Highlights

A small selection of our efforts to promote diversity and inclusion across our regions is shown below.

GLOBAL INITIATIVE

International Women's Day (IWD)

In March 2019, IWD was celebrated at our headquarters and across several regions, including Australia and New Zealand, Canada, the US and India. The IWD global campaign theme for 2019 was #BalanceforBetter and marked a call to action to raise awareness about promoting gender balance. The day also recognized WSP's very own successful women who possess knowledge, skill and competency in their respective fields, leading the way for us all. This call for gender parity was a collective day of global celebration!

REGIONAL INITIATIVES AND HIGHLIGHTS

— We were honoured with the "Glass Hammer Award" at the American Road and Transportation Builders Association National Convention Foundation Awards, recognizing our innovative programs that have been successful in promoting women to management positions.

— We established a Gender Balance Steering Group in the Middle East, which identifies and addresses barriers to women and underrepresented groups in our business, industry and beyond.

— We partnered with "Out for Australia", a key outcome of our Visibility and Inclusion in the Built Environment (VIBE) network to help our business develop an inclusive environment to enable our LGBT+ employees reach their full potential and feel comfortable at work.

— We joined "Disability Confident" in the UK, a government scheme designed to encourage employers to recruit and retain persons with disabilities or those who have health conditions and were accredited at Disability Confident Employer (Level 2). We are currently working towards Level 3.

— Our Canadian environmental experts held a bilingual, interactive workshop with representatives from First Nations communities and professionals from Environment Canada and Indigenous Services Canada in Quebec. The topic was Environmental Site Characterization, and participants gained some valuable insights about client-centric service.

— Nearly 1,000 employees participated in workshops led by the US Inclusion and Diversity Council called "Cultivating a Sense of Belonging." The workshops emphasized the importance of recognizing our unconscious biases and taking action to promote an inclusive work environment where everyone feels a sense of belonging.

GENDER DIVERSITY BY EMPLOYMENT CATEGORY[1,2]

	BUSINESS LEADERS			MIDDLE MANAGEMENT			ENGINEERS & CONSULTANTS			BUSINESS SUPPORT			TOTAL		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
MALE	86%	84%	84%	77%	77%	78%	72%	72%	71%	28%	28%	26%	**70%**	**69%**	**69%**
FEMALE	14%	16%	16%	23%	23%	22%	28%	28%	29%	72%	72%	74%	**30%**	**31%**	**31%**

AGE DIVERSITY BY EMPLOYMENT CATEGORY[1]

	BUSINESS LEADERS			MIDDLE MANAGEMENT			ENGINEERS & CONSULTANTS			BUSINESS SUPPORT			TOTAL		
	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019	2017	2018	2019
30 AND UNDER	-	-	-	3%	2%	2%	37%	36%	36%	19%	19%	19%	**25%**	**25%**	**24%**
31-50	49%	44%	44%	63%	61%	63%	48%	48%	49%	57%	55%	54%	**52%**	**51%**	**53%**
51 AND OVER	51%	56%	56%	34%	37%	35%	15%	16%	15%	24%	26%	27%	**23%**	**24%**	**23%**

Equal Opportunities

We are committed to providing equal opportunities in employment. We do not tolerate any harassment or unlawful or unfair discrimination against employees or contract staff in our recruitment and employment policies, terms and conditions, procedures, processes and decisions of various grounds including race, colour, nationality, national or ethnic origin, gender, marital status, sexual orientation, part-time or fixed-term status, disability, age, religion or belief.

WSP internally monitors and addresses discrimination incidents, in accordance with corporate policy. In 2019, a new case management system was implemented to optimize the review and trends of incidents.

Please see the "Ethical Business Practices" section for more information on related policies, which are managed as part of our Ethics and Compliance program.

Board of Directors and Management

The Corporation has written policies in place with respect to the identification and nomination of women Directors. For instance, WSP's Corporate Governance Guidelines provide that, when identifying candidates to nominate for election to the Board or in its review of executive officer succession planning and talent management, the Governance, Ethics and Compensation Committee considers objective criteria such as talent, experience and functional expertise, as well as criteria that promote diversity such as gender, ethnicity, age and other factors. The Governance, Ethics and Compensation Committee also considers the level of representation of women on the Board and in executive officer positions in the search for and selection of candidates and, where necessary, seeks advice from qualified external advisors to assist in this search, and issues directives to such advisors to include qualified candidates of both genders when providing their recommendations.

1   Data reported for 2019 represent 98% of permanent employees, not counting 2018 and 2019 acquisitions for which this information is not yet available (Ecology and Environment Inc.) and Louis Berger International operations in Africa and Europe.
2   In 2018, some refinement was undertaken of the employment category definitions to assure a greater level of equivalence across the regions. Year-on-year comparisons should therefore be viewed with caution.

The Board will continue to promote its diversity objectives through the initiatives set out in, among other things, the Corporate Governance Guidelines and its 2019-2021 Global Strategic Plan, with a view to identifying and fostering the development of a suitable pool of candidates for nomination or appointment over time.

The Governance, Ethics and Compensation Committee, in its periodic review of the composition of the Board and executive officer appointments, assesses the effectiveness of the Board nomination process and senior management appointment process in achieving the Corporation's diversity objectives, and monitors the implementation of these guidelines. As we became a member of the 30% Club Canada in 2018, WSP set a target of achieving 30% women on our Board of Directors and in the C-Suite[4] by 2022. In our 2019-2021 Global Strategic Plan, we also commit to ensuring that over 30% of our management positions (business leaders and middle management) are held by women by 2021.

As at March 13, 2020:

— Three out of our eight Directors were women, representing 37.5% of the Directors on our Board[5].

— There were eight women out of twenty-seven members of WSP's global senior management team, representing 30% of this team. There were two key nominations:

  — Ivy Kong joined the Global Leadership Team and became the first ever female Chief Executive Officer for our Asian operations.

  — Marie-Claude Dumas officially joined the Global Leadership Team in January 2020 as our Global Director, Major Projects & Programs and Executive Market Leader - Quebec. Marie-Claude has also recently been named Global Sponsor for Diversity and Inclusion at WSP, and will establish a network across our regions to focus on our strategy in coming months.

In 2019, 21% of our management positions (business leaders and middle management) were held by women. While globally this metric has not moved forward in 2019, we have started to see steady improvements in a number of regions and recognize that more work is required in some regions in order to reach our 2021 goal of over 30%.

Although still a challenge at both the global level and in most regions, we have seen more women fulfilling leadership roles reporting directly to regional CEOs, including our first female country leader in Colombia. These improvements have been achieved by taking a more proactive approach to both internal and external recruitment activities, leadership development, as well as succession planning.

WSP truly views having a diverse workforce and inclusive workplace as essential to maintaining a competitive edge for our business. We also believe that this is a crucial opportunity to leverage our strengths to help us navigate the storm we are currently facing with the COVID-19 pandemic. For more information on WSP's approach to diversity and gender balance, please consult pages 34-35 of our 2020 Management Information Circular.

Equal Remuneration[6]

WSP's policy is for fair and equal treatment of employees, free from discrimination, including specifically pay discrimination as an area of focus. WSP monitors pay equity data internally. We are committed to equal pay for our employees and continue to seek opportunities to strengthen our balanced approach to compensation. Given the global scope of our organization, we are working internally to prioritize equal remuneration strategies with stakeholders in human resources and management. In 2019, we made progress with tracking and analytics in this area to assure comparable metrics across our regions.

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4   Equivalent to our Global Leadership Team.
5   87.5% of our board members are over 50 years old. Information published in our 2020 Management Information Circular, dated March 13, 2020.
6   Quantitative metrics related to equal remuneration cannot be disclosed for the global company and significant locations of operation due to confidentiality. There are some exceptions, where WSP meets disclosure requirements according to local legislation.

Interacting with our Communities[1]

Recognizing the collective rights of local communities, we strive to contribute positively to the communities where we work. Our Global Sustainability Policy states that: "To support our People & Culture, we will give back to the communities where we live and work with time and resources."

In 2019, we developed the framework for our global philanthropic programs, named "Thrive". The program is aligned to select UN SDGs and allows us to express our corporate social responsibility, in line with our Guiding Principles. Our efforts will be directed in the form of investments, partnerships and pro-bono expertise, all guided by the passion of our people.

Each region will continue to manage its local efforts, with common goals to measure the impact WSP has on the communities where our people live and work.

The following pages illustrate a small selection of our efforts to support our communities across the globe in 2019.

1   The percentage of operations with local community engagement programs has not been quantified.

Giving to Communities

NORWAY

The Norwegian Broadcaster Corporation (NRK) Telethon

The NRK Telethon is Norway's largest awareness campaign and fundraising event. Through the work of a non-profit organization, CARE Norway, the campaign's theme focused on gender equality and women's rights with a mission dedicated to ending poverty worldwide. To contribute to the event, WSP donated money and encouraged employees to sign up as volunteers to go door-to-door in their neighbourhoods to ask for donations. In 2019, the donations received from the NRK Telethon will give 400,000 women in the world's poorest countries the opportunity to build a better and safer life.

LATIN AMERICA AND COLOMBIA

Blood Donation Day

Every six months, staff from the San Jose University Children's Hospital come to our offices in Bogotá, Colombia for a blood donation day. In 2019, 73 employees participated and their commitment to this initiative will help many children with diseases, including cancer. Working closely with the hospital's health professionals over the past four years, we ensure that all the procedures are done with the highest consideration for hygiene and security.

ASIA

Singapore Office "Plant-A-Tree Program"

WSP colleagues in Singapore participated in NParks' Plant-A-Tree Program on a Saturday morning in June 2019. The group planted trees at the Woodlands Waterfront Park, after which they participated in a session enabling the group to get to know colleagues from across the organization. NParks organizes the Plant-A-Tree Program to promote a green environment in Singapore. This tree planting exercise is part of the expansion plan for Woodlands Waterfront Park, contributing to creating a "forest" feeling for visitors.

ASIA

10 Years Plus Caring Company Logo

WSP was awarded the "10 Years Plus Caring Company Logo" by the Hong Kong Council of Social Services ("HKCSS"), as a testament to our caring for the community and volunteer program. With an aggregate of 1,046 service hours contributed by 100 volunteers in 2019, our Hong Kong Volunteer Team, for the eighth consecutive time, was also presented with a *Gold Award for Volunteer Service* under the Volunteer Movement Program, organized by the Social Welfare Department of HKSAR. With a total of 184 beneficiaries combined, WSP's participation in volunteer activities throughout the year included supporting seven community events, and extending care to seniors, peoples with disabilities, ethnic minorities, and low-income families.

Supporting Future Careers

Students meet Louie, Denmark's first pollution detection dog.

MIDDLE EAST

University Students Visit WSP's Iconic Projects

Over 25 civil engineering students from the University of Bahrain had the chance to visit One Za'abeel and Ain Dubai, two of WSP's most iconic projects in Dubai. The site visits began with an introduction to the projects' design and construction initiatives, the difficulties encountered, and the solutions to addressing these challenges. The visit concluded with a career talk presentation from two of WSP's Senior Project Directors to share their own career development stories. Through this enriching experience, the future graduates gained an understanding of the responsibilities of an engineer, the daily challenges, and the importance of using their knowledge to create new and exciting projects.

NEW ZEALAND

Wonder Project Ambassadors

25 employees from our New Zealand offices were Ambassadors for The Wonder Project, a series of hands-on school curriculum programs designed to spark wonder in youngsters and get them excited about a future career in science, technology, engineering and mathematics (STEM). As Wonder Project Ambassadors, our employees helped teachers and their students complete a six to eight-week program, promoted the field at school career fairs, and gave inspiring presentations encouraging students to study STEM subjects.

DENMARK

Girls' Day in Science

Girls' Day in Science is a nationwide campaign day with the purpose of inspiring girls to study or work in the fields of science and technology. Orbicon, now part of WSP, has participated since 2013. In 2019, we invited girls from a neighbouring high school to visit our headquarters in Høje Taastrup, where they learned about the life of an engineer and met some of our female project managers. We also participated in an event hosted at a local university, where Mette Algreen Nielsen presented her dog Louie, Denmark's first pollution detection dog.

ASIA

Bringing STEM to Hearing-Impaired Communities

On a Saturday in April 2019, our Hong Kong Volunteer Team members supported The Hong Kong Society for the Deaf on an Adventure Fun Day at SuperPark with 30 hearing-impaired primary students. Activities centred around science, technology, engineering and mathematics (STEM), Virtual Reality (VR) experiences and capped off with a picnic at West Kowloon Cultural District Art Park.

Lending our Expertise

AUSTRALIA

Australian Bushfire Response

Bushfires are a common occurrence in Australia, but in 2019 the country was greatly affected by one of its hardest seasons. WSP worked with internal and external stakeholders to help wherever we could, bolstering our clients' resilience during trying times.

For example, in conjunction with the Rural Fire Service (RFS) and Public Works Advisory, WSP's Occupational Hygiene and Hazardous Materials teams in Brisbane, Newcastle, Sydney and Canberra provided urgent asbestos risk assessments of over 1,000 fire affected properties throughout the northern and mid-northern regions of NSW. In many cases, this allowed members of the community to return to their homes with minimal risk of asbestos exposure.

SWEDEN

Solvatten

For the seventh year in a row, WSP helped to provide safe and hot water to more people around the world by partnering with Solvatten, a combined portable water treatment and water heating system that is designed for off-grid household use in the developing world. In 2019, WSP employees helped ship 176 units to vulnerable families in Uganda, a country where half of the population lives without access to clean water.

USA

Water for People

Water For People is a global nonprofit that organizes to bring clean water and sanitation solutions to billions of people around the world. WSP is aligned with this mission, which is why our water resource experts work daily to develop reliable and sustainable alternative water sources. In spring 2019, our US and Canadian teams jointly partnered with Water for People to assist in development of its Everyone Forever campaign. The neighbouring regions championed publicity of the effort, widely broadcasting contribution opportunities to WSP staff and external audiences, and together raised over USD$91k in WSP-matched donations over the course of the two-week campaign.

NEW ZEALAND

UAV Footage Over Thain's Heritage Building

In July 2019, the Thain's heritage building in the centre of Whanganui, New Zealand was badly damaged in a fire. The fire caused partial collapses of the roof and interior floors, leading to the announcement that the Class B heritage building had to be demolished for safety reasons. As an opportunity to support its community ahead of the demolition, WSP employees in Whanganui provided onsite inspection by flying an Unmanned Aerial Vehicle (UAV) over the Thain's building. The footage captured included hundreds of images to form a 3D model that will preserve the details of its design, allowing planners to incorporate its detail into any future building design.

Making a Global Impact

UNITED KINGDOM, AUSTRALIA, NEW ZEALAND, SWEDEN, INDIA AND MEXICO

Putting Vulnerable Countries on the Map

Each year, global disasters displace millions of people. In 2019, natural disasters alone claimed 11,755 lives and affected nearly 95 million people.[1]

Many of the places where disasters happen are "missing" from detailed maps. This means first responders do not have the necessary information to make critical, life-saving decisions.

In celebration of International Geographic Information System (GIS) Day, held in November 2019, more than 50 WSP offices in the United Kingdom, Australia, New Zealand, Sweden,

India and Mexico came together to participate in Mapathon.

A Mapathon is a coordinated event for volunteers to make online map improvements to connect and map the most vulnerable places in the developing world. The process involves teams tracing buildings and roads from satellite images that prompt humanitarian organizations such as Humanitarian OpenStreetMap Team (HOT) and Doctors Without Borders (MSF), as well as local volunteers to add details and create maps with the data provided.

Approximately 250 WSP employees from all service sectors took part in mapping for communities in the

Philippines and India. The Philippines are particularly vulnerable to earthquakes, cyclones and volcanic activity and we helped map areas in the Sorsogon province for disaster risk reduction and preparedness. In India, we mapped G-plot (an area in the Sundarbans) in the state of West Bengal, an area affected by severe flooding and subjected to irreversible ecological and economic damage.

Overall, WSP volunteers mapped over 18,000 buildings and 2,000 roads in the 2019 Mapathon!

1   CRED Natural Disasters Report 2019

From left to right: Clementine Mukashyaka, Industry Site Liaison for B2P; Elle Rundin, WSP Project Lead; The Innocent Gakuru Munyakazi, Mayor in charge of Economic and Development of District of Rutsiro; Stephanie May, Lead for Rwanda for B2P; and Camille Nyamihana, Technical Advisor at RTDA, Rwanda Transport Development Agency.

UNITED STATES, AUSTRALIA, NEW ZEALAND, SWEDEN, UNITED KINGDOM, PHILIPPINES

Embarking on an Adventure with a Purpose

Bridges form vital, long-lasting connections, and WSP has proudly worked with Bridges to Prosperity (B2P) since 2010, providing volunteer design and construction services to establish rural connections via six pedestrian bridges.

B2P is a US-based non-profit organisation that partners with local communities, partners and foundations to build footbridges that connect residents to education, healthcare and economic opportunities.

What have we accomplished recently?

WSP employees travelled to Africa for three B2P projects in 2019. Following in the footsteps of the WSP USA teams who helped build the Kabere Suspended Bridge in May and the Karambi Suspended Bridge in June, ten WSP colleagues from around the world

travelled to Rwanda in August to work on the 58-metre-long Kazo Suspended Footbridge.

Why was this mission important?

The 3,375 residents of the Kazo-Gashihe communities are engaged in agricultural commerce, growing beans, potatoes, peas and maize to provide for their families. Before the Kazo Suspended Footbridge was built, residents needed to walk across an unstable timber bridge, which could

take up to 2-3 hours to travel to from their homes. In addition, the Sebeya River is too dangerous to cross due to flooding 180 days of the year, during which timber bridge crossings are destroyed and access to critical resources is cut off.

The Kazo Suspended Footbridge will provide safe, year-round access for the members of the communities in close vicinity and will help to empower them out of poverty.

Our Director of Transport and Infrastructure in Africa, Patrick Riley, said: *"We are very proud of the participation by our global team in this project. I am humbled by the contribution that this footbridge will make to the lives of the residents of these communities, enabling people to conduct their trade more fluidly in support of inclusive growth and allowing their communities to thrive well into the future!"*

Indigenous Relations

We aim to engage with Indigenous and Aboriginal communities in a respectful, appropriate and mutually beneficial manner. Our region-specific approaches to Indigenous and Aboriginal relations include:

CANADA

WSP recognizes that success depends on building long-term partnerships and reinforcing a culture of sharing alongside Indigenous people – Inuit, Métis and First Nations. As a company with deep roots coast-to-coast, we understand the challenges these communities face and recognize the need for frequent, open and honest communication. In our work, we are guided by our Indigenous Relations Policy.

AUSTRALIA

In Australia, we acknowledge Aboriginal and Torres Strait Islander people as the traditional owners and custodians of this land and the places in which we live and work. We believe that reconciliation is a means to bring about mutual understanding and learning that will ultimately serve to create a sustainable, vibrant and connected future for all Australians. We established our first Reconciliation Action Plan in 2010 and have since strived to embed the principles of Relationships, Respect and Opportunities in our business, and to engage our people, clients and partners in the journey of reconciliation.

For example, on July 9, 2019, we stood with our clients, industry colleagues and fellow Australians in recognizing the importance of the Uluru Statement from the Heart to Australia's First Nations people. We accepted an invitation to walk with Aboriginal and Torres Strait Islander people in a movement of the Australian people for a better future. As we have travelled this journey, we have become aware of the complex challenges which Australia faces in becoming a more reconciled nation.
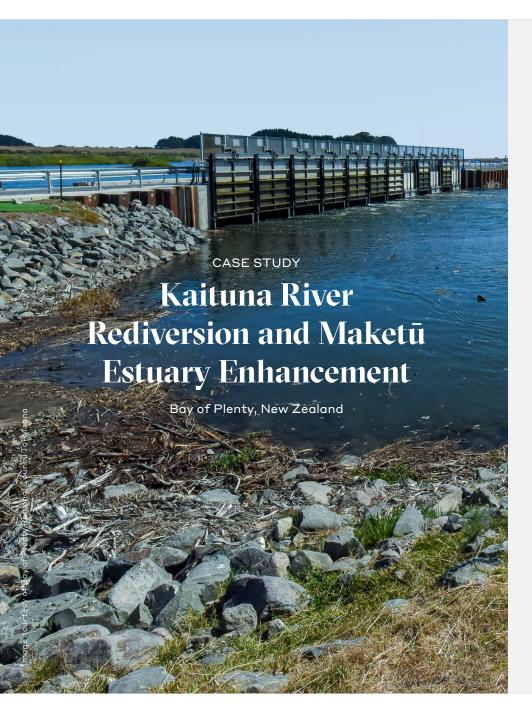
AOTEAROA NEW ZEALAND

In Aotearoa New Zealand there is an ever-developing *iwi* (Māori Tribe) engagement process that changes as iwi capabilities increase. Their growth in relationships, experience, team size and financial backing continues to improve their position to engage on projects; these additional capabilities influence central and local government, as well as ministry and agency policy. WSP strives to reflect these changes in our own policy and ways of working. Our Transport team interacts regularly with iwi as these projects have a considerable impact on *Whenua* (land) and *Taiao* (the environment), both of which are a high priority for iwi.

We did not identify any material event of non-compliance with the rights of Indigenous peoples in our operating regions during 2019.

Building Cultural Knowledge into Infrastructure Projects

Infrastructure can improve the deep connections between Indigenous people and their country. In Australia, we're leading the way in collaborating with Traditional Owners through using co-design principles and engaging in respectful, authentic and ethical discussions. Specifically, we are adopting an Indigenous-led design approach to major projects including Victoria's Level Crossing Removal Project.

Image courtesy of Bay of Plenty Regional Council Toi Moana

CASE STUDY

Kaituna River Rediversion and Maketū Estuary Enhancement

Bay of Plenty, New Zealand

Water is of high importance, it is the life giver of all things, a precious *taonga* (resource), and part of our *whakapapa* (genealogy).

"Ko au te wai, ko te wai ko au – I am the water, the water is me."

In 2012, the Bay of Plenty Regional Council embarked on a significant enhancement project to make Te Awa o Ngātoroirangi/Maketū Estuary on New Zealand's North Island healthier for people to swim and fish in, by partially rediverting the flows of the Kaituna River back to its natural outlet via the estuary.

The project sought to address the long-standing negative effects from previous diversions of the river and associated drainage works, restoring the health of the estuary and the wellbeing of the local community.

The large-scale project brought together the Bay of Plenty Regional Council, local authorities, *iwi* (Māori tribe) and the community to ensure its success. WSP was engaged to lead the planning and consenting process, along with supporting environmental and property services.

Collaboration with iwi to achieve cultural outcomes was critical to the success of the project, with seven iwi groups directly involved. This approach ensured that the project would contribute to the restoration of *mātauranga māori* (cultural knowledge) and enhance the *mauri* (vital essence) of the river and estuary.

The project has already resulted in numerous environmental benefits - the restoration of flow to the estuary and the wetland re-creation has seen the return of finfish and bird species.

It was also awarded the 2020 Rodney Davies Project Award from the New Zealand Planning Institute.

In February 2020, iwi, local schoolchildren, and members of the community gathered with contracting staff, consultants, and Council representatives to celebrate the return of freshwater flows from the Kaituna River into the Te Awa o Ngātoroirangi/Maketū Estuary. The commissioning of this project demonstrated that true community collaboration can be a vehicle to enable significant change and positive environmental outcomes.

| 6 CLEAN WATER AND SANITATION | 6.6 | By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes |
| 13 CLIMATE ACTION | 13.1 | Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries |

Appendices

Appendix A: Performance Summary

Table A-1: Environmental Performance[1,2]

CATEGORY	INDICATOR	UNIT	2019	2018[3]	GRI STANDARD
Energy[4]	Natural Gas	GJ	199,300	193,143	305-2
	Other Fuels (Diesel, Kerosene, Liquified Petroleum Gas)	GJ	132	201	302-1
	Electricity	GJ	349,215	356,661	302-1
	Heating	GJ	30,871	54,299	302-1
	Cooling	GJ	587	1,130	302-1
	Total Office Energy Consumption	GJ	580,105	605,434	302-1
	Renewable Energy Procured	GJ	87,392	1,121	302-1
	Transportation Fuel	GJ	231,640	269,380	N/A
GHG Emissions[5]	Scope 1 Direct Emissions	tCO_2	25,293	27,492	305-1
		tCH_4	1	1	305-1
		tN_2O	0.2	0.2	305-1
		HFC 134-A	2	2	305-1
		tCO_2e	27,565	30,385	305-1
	Scope 2 Indirect Emissions (Location-based)	tCO_2	27,167	31,515	305-2
		tCH_4	1	2	305-2
		tN_2O	0.4	0.5	305-2
		tCO_2e	27,324	31,691	305-2

1   Due to rounding, summing some numbers may yield slightly different results from the totals reported here.

2   2017 performance figures have not been published since WSP has grown through acquisitions since this time.

3   2018 performance figures have been restated to include the Louis Berger acquisition as well as to incorporate more accurate information received after the publication of our 2018 report.

4   WSP collected energy consumption data from our facilities. We did not sell any energy in 2019. Energy consumption information was converted to GJ and kWh using conversion factors from EPA Climate Leaders Design Principles Appendix 2, and Energy Star Portfolio Manager Technical Reference: Thermal Energy Conversions. Where actual electricity and natural gas consumption information was unavailable, this was estimated using industry averages from the US Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.

5   WSP relied on the Greenhouse Gas Protocol, made available by the World Business Council for Sustainable Development and the World Resources Institute, to develop our 2019 GHG inventory. We employ the operational control approach in compilation of our inventory. Reported GHG emissions include all six greenhouse gases (CO_2, CH_4, N2O, HFCs, PFCs, SF6). To convert energy consumption, fuel combustion and business travel data into GHG emissions, we used emissions factors from US EPA eGRID, International Energy Agency, Environment Canada National Inventory Report, US Environmental Protection Agency Emission Factors Hub (US EPA EF Hub) and the UK Department for Environment, Food and Rural Affairs (DEFRA). WSP does not produce significant biogenic emissions. Global warming potentials used to convert emissions into CO_2e are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report.

CATEGORY	INDICATOR	UNIT	2019	2018[3]	GRI STANDARD
GHG Emissions	Scope 2 Indirect Emissions (Market-Based)	tCO_2	21,031	33,266	305-2
		tCH_4	1	2	305-2
		tN_2O	0.3	0.5	305-2
		tCO_2e	21,141	33,442	305-2
	Scope 3 Indirect Emissions (Business Travel)	tCO_2	37,951	34,897	305-3
		tCH_4	1	1	305-3
		tN_2O	1	1	305-3
		tCO_2e	38,206	35,148	305-3
	Total GHG Emission (Scope 1, Scope 2 - Market-Based, Scope 3 - Business Travel)	tCO_2	84,275	93,904	N/A
		tCH_4	2	3	N/A
		tN_2O	1	1	N/A
		HFC 134-A	2	2	N/A
		tCO_2e	86,912	98,975	N/A
	Carbon Offsets	tCO_2e	21,504	35	N/A
	Net Total GHG Emissions (Scope 1, Scope 2 – Market-Based, Scope 3 – Business Travel; less Carbon Offsets	tCO_2e	65,408	98,940	N/A
	Transportation Emissions (Scope 1 - Mobile Combustion, Scope 3 - Business Travel)	tCO_2e	53,715	53,883	N/A
Water[6]	Total Water Withdrawn (Third-Party Providers)	m³	597,565	562,410	303-3
Waste[7]	Landfill	Tonnes	2,344	2,063	306-2
	Recycling	Tonnes	1,357	749	306-2
	Compost	Tonnes	33	-	306-2
	Reuse	Tonnes	-	-	306-2
	Recovery	Tonnes	-	-	306-2
	Incineration	Tonnes	23	69	306-2
	Total Non-Hazardous Waste	Tonnes	3,756	2,880	306-2
	Hazardous Waste	Tonnes	5	2	306-2
	Diversion Rate	%	69	51	N/A

6   We collected water withdrawal information from our facilities. Actual water consumption information was available for approximately 19% of total office space globally, comprising 71 million litres. Remaining water consumption was estimated from the average water use intensity for Canadian offices from the REALpac 2012 Water Benchmarking Pilot Report; Performance of the Canadian Office Sector, prorated by office floor area. Water withdrawn in areas of water stress is not tracked.

7   We collected waste output information from our facilities. Waste disposal methods and amounts were determined through tracking waste directly disposed by facilities, through reports from waste disposal contractors or through waste audits (bag counts). Actual waste output information was available for approximately 18% of total office space globally, comprising 495 tonnes of waste to landfill. Remaining landfill waste was estimated from the average waste output intensity for our offices with actual data prorated by office floor area. Recycling and other waste output were not estimated if not available.

Table A-2: Social Performance

CATEGORY	INDICATOR	UNIT	2019	2018	2017	GRI STANDARD
Employees	Full-Time Equivalent Employees (FTE)	Number	47,283	45,835	44,129	102-8
	Permanent, Full-Time Employees	Number	43,250	39,859	36,020	102-8
	Permanent, Part-Time Employees	Number	2,886	3,865	3,325	102-8
	Temporary Employees	Number	3,604	4,008	2,543	102-8
	Total Turnover Rate	%	18	19	18	401-1
	Voluntary Turnover Rate	%	14	15	14	401-1
	Employees Covered by Collective Bargaining Agreements	%	12	11	11	102-41
	Training Hours	Hours	1,159,000	1,072,000	699,000	404-1
	Training Hours per Employee	Hours/FTE	26	27	20	404-1
Diversity	Women on Board of Directors	%	37.5	37.5	37.5	405-1
	Women in Senior Management Team	%	30	26.9	20.8	405-1
	Women in Management (business leaders and middle management)	%	21	21	–[8]	405-1
	Women in Workforce	%	31	31	30	405-1
Occupational Health And Safety	Lost Time Injury Rate	Incidents per 100,000 hours worked	0.06	0.06	0.07	N/A
	Recordable All Work-Related Injury Frequency Rate	Incidents per 100,000 hours worked	0.51	0.50	0.52	N/A
		Incidents per 200,000 hours worked	1.10	0.99	1.06	403-9

8   In 2018, we set a goal for over 30% of our management positions to be held by women by 2021. This metric was not tracked consistently on a global basis prior to 2018.

CATEGORY	INDICATOR	UNIT	2019	2018	2017	GRI STANDARD
Occupational Health And Safety	Work-Related Ill-Health Rate	Incidents per 100,000 hours worked	0	0	0.006	N/A
		Incidents per 200,000 hours worked	0	0	0.012	403-10
	Fatalities	Number	0	1	0	403-9
Ethical Business Practices[9]	Code of Conduct onboarding training completed by employees					205-2
	CANADA	%	99.7	-	-	
	AMERICAS	%	99.1	-	-	
	EMEIA	%	96.5	-	-	
	APAC	%	98.4	-	-	
	Total	%	98.1	-	-	
	Code of Conduct refresher training completed by employees					
	CANADA	%	100.0	-	-	
	AMERICAS	%	96.0[10]	-	-	
	EMEIA	%	93.9	-	-	
	APAC	%	99.5	-	-	
	Total	%	96.8	-	-	

9   Training rates cannot be reported by employee category.
10   Code of Conduct refresher trainings were not launched in the Latin America and Caribbean region in 2019, where a comprehensive live training strategy is used to replace online training modules.

Appendix B: Corporate Risk Summary

RISK AREA	DESCRIPTION[1]	MANAGEMENT AND MITIGATION	2019 ACTIONS AND PROGRESS	OBJECTIVES WITHIN STRATEGIC PLANNING CYCLE (2019-2021)[2]
People People – Health, Safety & Security	**Health and Safety: Risk that events can lead to harm and/or illness, injury, or death, of individuals present in a WSP workplace.** **Security: An event or situation with the potential to result in harm to employees, contractors or clients working on our behalf as a result of a terrorist threat, criminal activity, act of war or civil unrest.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), page 52 of our Annual Report. Health & Safety on our global website.	**Policies:** Global Health & Safety Policy Expectations for Managing Health and Safety and our internal Standards **Accountability:** Chief Operating Officer/ Global Head of Health, Safety and Security	See "Health, Safety and Security" in this Report.	**In 2020:** See "Health, Safety and Security" in this Report. **By the end of 2021:** On our journey to Zero Harm, all regions to achieve a lost time injury rate (LTIR) of <0.1 per 100,000 hours worked.
People People – Corporate Culture	**Risk that WSP's values, beliefs, knowledge, and attitudes are not understood or shared by employees.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages: 54, 55, 58-59 of our Annual Report. WSP's Guiding Principles on the global website.	**Accountability:** Global Leadership Team	Corporate culture is being fostered through various initiatives and communications by management related to our core values and Guiding Principles, including Ethics, Health and Safety, Governance and Compliance, Business Strategy, Human Resources and Risk Management.	**In 2020:** We continue to embed our Guiding Principles in our strategic actions and initiatives. Our leadership teams across the globe are enhancing communication channels and messages to ensure our corporate culture is well understood and disseminated. **By the end of 2021:** Ensure we embed our Guiding Principles and expected behaviours in all the work we do, fostering initiatives and behaviour that strengthen our corporate culture.

1   Please also refer to section 18 of WSP's Q1 2020 Management's Discussion & Analysis (on pages 26-27).
2   Due to the COVID-19 pandemic, some planned 2020 actions may be reprioritized as the situation evolves.

RISK AREA	DESCRIPTION	MANAGEMENT AND MITIGATION	2019 ACTIONS AND PROGRESS	OBJECTIVES WITHIN STRATEGIC PLANNING CYCLE (2019-2021)
People People – Succession Planning	**The risk that replacement of WSP's key professionals is not adequately planned, and leads to loss of skills and knowledge.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), page 56 of our Annual Report.	**Accountability (for key employee positions):** Chief Corporate Services Officer/ Global Director, Talent Management For senior Executives, see the 2020 Management Information Circular, page 38.	— See "People and Culture" in this Report. — In terms of risk management, an in-depth evaluation of metrics, key risk indicators and methods to measure progress was carried out.	See "People and Culture" in this Report. **In 2020:** — Continue to enhance the succession management process, including senior review sessions. — Focus on, and track, the development of potential successors. **By the end of 2021:** Over 75% of Global Leadership positions (and those of their direct reports) will be filled by internal candidates.
Ethics Ethics – Bribery and Corruption	**Risk of misconduct by senior officers, employees, subsidiaries, intermediaries or any third party (individual or corporate) acting on WSP's behalf.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 52-53, 58 of our Annual Report. Ethics & Integrity on our global website.	See "Ethical Business Practices" in this Report. **Policies:** Code of Conduct, including the Anti-Corruption Policy **Accountability:** Chief Ethics and Compliance Officer	See "Ethical Business Practices" in this Report.	**In 2020:** See "Ethical Business Practices" in this Report. **By the end of 2021:** 100% of our workforce will have completed ethics onboarding (following hire) and annual refresher training.
Ethics Ethics – Management Override (fraud)	**Risk of manipulated financial information, or decisions taken by managers being contrary to WSP's internal control procedures.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 52-53, 56, 61 of the Annual Report.	**Policies:** Global and Regional Delegation of Authority Policies **Accountability:** Chief Financial Officer	— The annual global fraud risk assessment was completed. — Quarterly attestations completed by the most significant regions each quarter. — Increased fraud risk awareness in all regions.	**In 2020:** — Continue to complete fraud risk assessments in major regions. — Quarterly attestations to be completed by all regions. — Continue to highlight fraud risk awareness in all regions, especially in the context of the COVID-19 pandemic. **By the end of 2021:** Significant management judgments and estimates that materially impact the financial results to be presented to the audit committee for review on a quarterly basis.

RISK AREA	DESCRIPTION	MANAGEMENT AND MITIGATION	2019 ACTIONS AND PROGRESS	OBJECTIVES WITHIN STRATEGIC PLANNING CYCLE (2019-2021)
Projects Projects – Large / Material Projects	**Risk that project-related activities and performances significantly impact WSP's financial strength, competitive position or reputation.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 57- 61 of our Annual Report.	**Policies:** — Global Major Project Guidelines — Opportunity Go/No Go review process — Global and Regional Delegation of Authority Policies **Accountability:** Chief Operating Officer/ Chief Financial Officer	— Continued roll-out of local and global training and development programs. — Increased global sourcing of project managers for major project opportunities. — Continued focus on core competence and risk mitigation at go/no go phase of opportunity. — Increased global collaboration to share best practice and "pitfalls" including cross business teams for high-risk project review. — Large project audits became a part of the annual audit program.	**In 2020:** — Introduction of a new Global Leadership Team role to focus on the opportunities presented by major projects. — Expand the use of virtual global teams to support project execution planning and risk/opportunity review. — Creation of a global community of our people focused on projects and commercial activities to support the growth of this expertise, share global best practice and strengthen our project performance delivery culture. **By the end of 2021:** Have a suite of best practices and processes available to support an empowered and accountable culture supporting collaboration to drive performance from our projects.
Projects Projects – Claims	**Professional claims or litigation resulting from losses, damages or injuries caused by WSP, its employees, subcontractors or business partners in the delivery of their services.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 56-57 of our Annual Report.	**Policies:** Global and Regional Delegation of Authority Policies **Accountability:** Chief Legal Officer/Global Director, Insurance	The global team continued to implement various initiatives to enhance WSP's claims reporting and claims management practices, foster its partnership with insurers, promote active dispute resolution, disseminate lessons learned and improve WSP's overall risk profile.	**In 2020:** — Focus on reporting and claims handling practices to further strengthen process globally. — Upgrade claims-related internal controls to be integrated in the Compliance program and tested on an annual basis. Global guidelines relating to insurance, claims reporting, claims handling and reserves management are being revised to increase visibility of risk and minimize potential insurance coverage issues. — Review of past/settled claims to develop "lessons-learned" program for project managers. **By the end of 2021:** Enhanced claims management, dispute avoidance and resolution approach in place across WSP.

RISK AREA	DESCRIPTION	MANAGEMENT AND MITIGATION	2019 ACTIONS AND PROGRESS	OBJECTIVES WITHIN STRATEGIC PLANNING CYCLE (2019-2021)
Information Technology IT Security	**IT Security: Ransomware or other form of intentional malicious attack that prevents WSP access to its systems and data to perform work.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 53-54 of our Annual Report.	**Policies:** Information Security Policy **Accountability:** Chief Information Security Officer	— External evaluation of IT security, and recommendations incorporated into security improvement plan. — Mandatory Security Awareness Training continued for all employees. — Technical security testing on acquisitions and remediation of material findings was carried out. — Security (penetration) testing took place. — Dedicated security program set up to deliver information security projects.	**In 2020:** — Upgrade to firewall to increase perimeter and estate protection. — Roll out a Global Acceptable Computer Usage Policy setting out responsibilities for information security to all employees. — Extended Security Awareness Training syllabus to be made mandatory for all staff. — Audit to be performed regarding the activities of a key IT supplier undertaking outsourced activities. — Extend penetration testing across all regions to generate a full risk picture. **By the end of 2021:** — Full monitoring and extended security policy applied at firewall to prevent malware ingest. — Internal network partitioning to prevent malware spread. — Reduction in privileged user access across the estate to prevent malware execution. — External evaluation of IT security following up on 2019 audit.

RISK AREA	DESCRIPTION	MANAGEMENT AND MITIGATION	2019 ACTIONS AND PROGRESS	OBJECTIVES WITHIN STRATEGIC PLANNING CYCLE (2019-2021)

Information Technology
 	
IT Infrastructure
	IT Infrastructure: Obsolete and sub-optimal IT infrastructure resulting in service interruption that prevents WSP access to its business systems and data.
	
	2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 53-54 of our Annual Report.
		Policies: Information Classification and Handling Policy
		
		Accountability: Chief Information Officer
			— Global IT infrastructure refresh program established.
			— New Global Technical Standard defined for our critical IT infrastructure platforms.
			  — Data storage and backup
			  — Network and telecoms
			— Start the implementation of new data storage and backup platform.
			— Strengthen our processes with 3rd party suppliers to maximize response for major incidents to shorten recovery time.
				In 2020:
				
				— Full implementation of new storage and backup infrastructure in multiple regions.
				— Reduction of technical debt across estate.
				— Update of Information Classification and Handling Policy.
				— Complete the revamping of our Wide Area Network (WAN) to minimize business impacts while providing more capacity for specific locations.
				
				By the end of 2021:
				
				— Full implementation of new storage and backup infrastructure across the estate.
				— Reduction of technical debt across the estate.
				— Implementation of technology to support Information Classification and Handling Policy and reduce excess data growth.

Regulatory Regulatory – NI 52-109 (i.e. financial reporting compliance process)	**Inadequate processes to assess the effectiveness of internal controls over financial reporting and disclosure controls to meet applicable regulatory requirements (NI 52-109) in a timely fashion.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), page 56 of our Annual Report.	**Accountability:** Chief Financial Officer/Chief Executive Officer	Control testing within the framework of our Financial Reporting Compliance Program completed across our most significant operating regions, as part of an annual process.	**In 2020:** As part of an additional self-assessment program, internal controls are being designed and tailored to address operating regions not covered by the Financial Reporting Compliance Program. **By the end of 2021:** We plan to include operating regions covering approximately 90% of our global net revenues in our Financial Reporting Compliance Program or the self-assessment program.

RISK AREA	DESCRIPTION	MANAGEMENT AND MITIGATION	2019 ACTIONS AND PROGRESS	OBJECTIVES WITHIN STRATEGIC PLANNING CYCLE (2019-2021)
Regulatory Regulatory – Data Protection & Privacy	**Failure to meet the requirements of applicable privacy laws and regulations.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 52-53 of our Annual Report.	**Policies:** — Global Privacy Policy — Global Acceptable Computer Usage Policy — Global Information Security Policy **Accountability:** Chief Ethics and Compliance Officer/Chief Information Security Officer	— Privacy awareness training was included in the global e-learning curriculum. — Data breach simulations were conducted.	**In 2020:** — Roll out a Global Acceptable Computer Usage Policy setting out responsibilities for information security and data protection to all employees. — Continue to conduct data breach simulations. — Strengthen global network of professionals leading Privacy matters in our regions. — Roll out of Records Management Policy. — Update our Global Information Security Policy. — Update our Global Information Classification and Handling Policy. **By the end of 2021:** Establish a remediation plan, including related GDPR gaps, and address identified gaps.
Regulatory Regulatory – Others (i.e. inventory of major laws/regulations only)	**Failure to comply with identified industry, regional and international regulations.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), pages 52-53 of our Annual Report.	**Accountability:** Chief Legal Officer	An analysis of the inventory of key laws and regulations was carried out by the global Enterprise Risk Management (ERM) team during regional visits.	**In 2020:** An assessment to be conducted as part of the ERM Program (as part of an annual process). **By the end of 2021:** Complete a global inventory of key laws and regulations that could significantly impact WSP.
Emerging Emerging – Disruptive Macro Events (e.g. competition, geopolitical)	**Risk that man-made major events and/or natural disasters can affect WSP's performance.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), page 58 of our Annual Report.	**Policies:** Global and regional crisis and incident communications policies **Accountability:** Chief Operating Officer/Global Head of Health, Safety and Security	Review of best practices and planning for fully integrated Crisis Management Plan, including Health and Safety, IT and Operations.	**In 2020:** Our activities have been significantly impacted by the COVID-19 pandemic in 2020, with a resulting significant focus on our crisis plans. We have benefited from our standardized approach to crisis management, with the crisis also enhancing this approach. **By the end of 2021:** Global integrated Crisis Management Plan deployed in all major regions and deployment plan in place for all other regions.

RISK AREA	DESCRIPTION	MANAGEMENT AND MITIGATION	2019 ACTIONS AND PROGRESS	OBJECTIVES WITHIN STRATEGIC PLANNING CYCLE (2019-2021)
Emerging Emerging – Disruptive Technology	**Risk of losing a market advantage and/or having irrelevant/obsolete processes following a major technology event.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), page 53 of our Annual Report.	**Accountability:** Chief Corporate Services Officer/Global Director, Digital	Pilot initiative started to develop a business case for global file-sharing, based on investigating optimal technology, user experience and cost options.	**In 2020:** — Develop and prove business case for global file-sharing. — Leverage digital offerings and expertise across regions. — Establish governance framework including quality and security standards. — Develop market positioning. — Investigate organizational structural models to embed digital capability in WSP, premised on leveraging global projects and capabilities. **By the end of 2021:** — In terms of solutions for our clients, our Global Digital Strategy is embedded into our 2019-2021 Global Strategic Plan. — Establish digital "Centres of Excellence". — Embed digital expertise in key business groups. — Ensure governance framework is operational. — Enable WSP employees to work from any location on any project.
Reputation	**Reputation: Risk that an action, transaction, investment, or event reduces the trust that investors, employees, clients or the public have in WSP's integrity or competence.** 2019 Management's Discussion and Analysis, Section 20 (Risk Factors), page 58 of our Annual Report.	**Accountability:** Global Leadership Team	An enhanced risk assessment methodology was introduced to further evaluate reputational impact across all risks, providing deeper visibility on the related risks drivers and allowing stronger mitigation plans.	**In 2020:** Continue various communications, awareness initiatives and trainings across WSP to foster our company's good standing in the industry and our reputation. **By the end of 2021:** See risk management initiatives related to Health, Safety and Security, Ethics, Corporate Culture, Projects and Claims which carry potential reputational impact.
Corporate Sustainability	The definition of this risk is in progress and we plan to report further on this topic in future reports.			

GRI and UNGC Content Indices

IN THIS SECTION

GRI Content Index

This report has been prepared in accordance with the "GRI Standards: Core Option", using the GRI Standards listed below. This index allows GRI report users to quickly find the disclosure information they are seeking.

General Standard Disclosures

DISCLOSURE[1]		SECTION
Organizational Profile		
102-1	Name of the organization	Cover
102-2	Activities, brands, products and services	Overview, p.14, 17-20, Clients and Expertise, p.52
102-3	Location of headquarters	Overview, p.13
102-4	Location of operations	Overview, p.13
102-5	Ownership and legal form	Overview, p.15
102-6	Markets served	Our Business, p.14, 16-20
102-7	Scale of the organization	Our Business, p.13, 14, 16
102-8	Information on employees and other workers	People and Culture, p.82-83; Appendix A, p.103
102-9	Supply Chain	Operational Excellence, p.67-68
102-10	Significant changes to the organization and its supply chain	Overview, p.15; Operational Excellence, p.67
102-11	Precautionary Principle or approach	Strategy, Stakeholders and Governance, p.32
102-12	External initiatives	Overview, p.12, 21, Strategy, Stakeholders and Governance, p.31-32
102-13	Membership of associations	Clients and Expertise, p.53

1   Disclosures in this section use GRI 102: General Disclosures 2016

DISCLOSURE[1]		SECTION
Strategy		
102-14	Statement from senior decision-maker	Overview, p.6-9
Ethics and Integrity		
102-16	Values, principles, standards and norms of behaviour	Overview, p.5, Strategy, Stakeholders and Governance, p.61
Governance		
102-18	Governance structure	Strategy, Stakeholders and Governance, p.27-28
Stakeholder Engagement		
102-40	List of stakeholder groups	Strategy, Stakeholders and Governance, p.35, 39-41
102-41	Collective bargaining agreements	People and Culture, p.84; Appendix A-2 p.103
102-42	Identifying and selecting stakeholders	Strategy, Stakeholders and Governance, p.39
102-43	Approach to stakeholder engagement	Strategy, Stakeholders and Governance, p.39-41
102-44	Key topics and concerns raised	Strategy, Stakeholders and Governance, p.35, 39-41
Reporting Practices		
102-45	Entities included in the consolidated financial statements	Overview p.15
102-46	Defining report content and topic boundaries	Strategy, Stakeholders and Governance, p.35-37
102-47	List of material topics	Strategy, Stakeholders and Governance, p.34, 36-37
102-48	Restatements of information	Overview, p. 4; Operational Excellence, p.69; Appendix A, p.101
102-49	Changes in reporting	Strategy, Stakeholders and Governance, p.35
102-50	Reporting period	Overview, p.4
102-51	Date of most recent report	Back Cover, p.120
102-52	Reporting cycle	Overview, p.4
102-53	Contact point for questions regarding the report	Back Cover, p.120
102-54	Claims of reporting in accordance with the GRI Standards	Overview, p.4 ; GRI Content Index, p.113
102-55	GRI content index	GRI Content Index, p.113-118
102-56	External assurance	Overview, p.4 ; Assurance Statement

Specific Standard Disclosures

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[2]
All	GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	Strategy, Stakeholders and Governance, p.36-37	No
Economic					
WSP's Financial Performance	GRI 103: Management Approach 2016	201-103	Management Approach	Overview, p.15 ; Strategy, Stakeholders and Governance, p.31	No
	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Overview, p.14-16	No
		201-2	Financial implications and other risks and opportunities due to climate change	Strategy, Stakeholders and Governance, p.31	No
Ethical Business Practices	GRI 103: Management Approach 2016	205-103	Management Approach	Strategy, Stakeholders and Governance, p.61-66	No
	GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Strategy, Stakeholders and Governance, p.64, Appendix A, p.104	Yes
Climate Change Resilience	--	--	--	Strategy, Stakeholders and Governance, p.31-32	--
Innovation	--	--	--	Clients and Expertise, p.51-52	--
Project Impacts	--	--	--	Clients and Expertise, p.49	--
Green Revenue	--	--	--	Clients and Expertise, p.49	--
Supply Chain	--	--	--	Clients and Expertise, p.67-68	--
Environmental					
Energy	GRI 103: Management Approach 2016	302-103	Management Approach	Operational Excellence, p.69	No
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Operational Excellence, p.70, Appendix A, p.101	No
		302-3	Energy intensity	Operational Excellence, p.70	No

2   See report section for details of omission.

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[2]
Water	GRI 103: Management Approach 2016	303-103	Management Approach	Operational Excellence, p.69, 74	No
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Operational Excellence, p.74	No
		303-2	Management of water discharge-related impacts	Operational Excellence, p.74	No
		303-3	Water withdrawal	Operational Excellence, p.74; Appendix A, p.102	No
GHG Emissions	GRI 103: Management Approach 2016	305-103	Management Approach	Operational Excellence, p.69, 73	No
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Operational Excellence, p.71-72; Appendix A, p.101	No
		305-2	Energy indirect (Scope 2) GHG emissions	Operational Excellence, p.71-72; Appendix A, p.101-102	No
		305-3	Other indirect (Scope 3) GHG emissions	Operational Excellence, p.71-72; Appendix A, p.102	No
		305-4	GHG emissions intensity	Operational Excellence, p.71-72	No
Effluents and Waste	GRI 103: Management Approach 2016	306-103	Management Approach	Operational Excellence, p.69	No
	GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Operational Excellence, p.74, Appendix A, p.102	No
Environmental Compliance	GRI 103: Management Approach 2016	307-103	Management Approach	Operational Excellence, p.69	No
	GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Operational Excellence, p.74	No
Social					
Employment Practices	GRI 103: Management Approach 2016	401-103	Management Approach	People and Culture, p.84, 86	No
	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	People and Culture, p.84-85; Appendix A, p.103	Yes
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People and Culture, p.85	No

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[2]
Occupational Health and Safety	GRI 103: Management Approach 2016	403-103	Management Approach	Operational Excellence, p.57-59	No
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Operational Excellence, p.57-59	No
		403-2	Hazard identification, risk assessment, and incident investigation	Operational Excellence, p.58	No
		403-3	Occupational health services	Operational Excellence, p.58	No
		403-4	Worker participation, consultation, and communication on Management Approach	Operational Excellence, p.58	No
		403-5	Worker training on occupational health and safety	Operational Excellence, p.58	No
		403-6	Promotion of worker health	People and Culture, p.86	No
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Operational Excellence, p.58	No
		403-9	Work-related injuries	Operational Excellence, p.59 Appendix A, p.103	No
		403-10	Work-related ill health	Operational Excellence, p.59 Appendix A, p.104	No
Employee Training and Education	GRI 103: Management Approach 2016	404-103	Management Approach	People and Culture, p.80, 86-87	No
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	People and Culture, p.87	Yes
Diversity and Equal Opportunity	GRI 103: Management Approach 2016	405-103	Management Approach	People and Culture, p.88-91	No
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	People and Culture, p.90, Appendix A, p.103	No
		405-2	Ratio of basic salary and remuneration of women to men	People and Culture, p.91	Yes

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[2]
Non-Discrimination	GRI 103: Management Approach 2016	406-103	Management Approach	People and Culture, p.88, 90-91	No
	GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	People and Culture, p.64	No
Indigenous Relations	GRI 103: Management Approach 2016	411-103	Management Approach	People and Culture, p.98	No
	GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	People and Culture, p.98	No
Local Community Impacts	GRI 103: Management Approach 2016	413-103	Management Approach	People and Culture, p.92-97	No
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	People and Culture, p.92	Yes

UNGC Communication on Progress

PRINCIPLES		REPORT SECTION
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Ethical Business Practices, p.62
Principle 2	Businesses should make sure that they are not complicit in human rights abuses.	Ethical Business Practices, p.62 People and Culture, p.88
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	People and Culture, p.84
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour;	Ethical Business Practices, p.62
Principle 5	Businesses should uphold the effective abolition of child labour; and	Ethical Business Practices, p.62
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	People and Culture, p.88-91; Ethical Business Practices, p.64
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	Strategy, Stakeholders and Governance, p.32
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility; and	Strategy, Stakeholders and Governance, p.21-29 Clients and Expertise, p.43-53 Environmental Performance, p.69-73
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Clients and Expertise, p.43-53
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Ethical Business Practices, p.61-67

As one of the world's leading professional services firms, WSP provides engineering and design services to clients in the Transportation & Infrastructure, Property & Buildings, Environment, Power & Energy, Resources and Industry sectors, as well as offering strategic advisory services. WSP's global experts include engineers, advisors, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. Our talented people are well positioned to deliver successful and sustainable projects, wherever our clients need us.

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ON OUR SUSTAINABILITY REPORT:**

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WSP's prior Global Sustainability Report was published in June 2019.

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GRI 102-51, 102-53