



2025 GLOBAL SUSTAINABILITY REPORT

MAY 2026



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ON THE COVER
Port Lands Flood Protection Project in Toronto, Canada taken through the Visioneer lens of Shawn Smith, Manager, Mobility Advisory & Planning (Canada)

1 Future Ready[®] is a registered trademark of WSP Global Inc. in Canada, Colombia, the United States, Hong Kong and New Zealand. WSP Future Ready (logo)[®] is a registered trademark of WSP Global Inc. in Europe, Australia and the United Kingdom.

HOW TO USE THIS REPORT

This Global Sustainability Report (“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 in that case, external links will not be accessible.

NOTES

All dollar amounts shown in this Report are expressed in Canadian dollars, unless otherwise indicated.

INCORPORATION BY REFERENCE

Information contained in or otherwise accessible through WSP’s website does not form part of this Report and is not incorporated into this Report by reference.



INTRODUCTION

IN THIS SECTION

ABOUT THIS REPORT

MESSAGE FROM OUR CEO

ABOUT WSP

ACCOLADES & ESG RATINGS

PERFORMANCE SCORECARD

SUSTAINABILITY AMBITIONS



ABOUT THIS REPORT

This Report covers the sustainability performance of WSP Global Inc. and its subsidiaries (collectively, “WSP”, the “Corporation”, “we”, “us” or “our”) from January 1, 2025, to December 31, 2025, unless otherwise indicated herein and where required by the context. We use environmental, social and governance (ESG) factors as a framework for this Report.

Data for companies acquired during the reporting year is excluded from this Report, except in the following cases:

- Revenues, net revenues, expenses and cash flows for the fiscal year ended December 31, 2025;
- SDG-Linked Revenues;
- Digital, R&D and innovation spend;
- Number of active projects;
- Number of offices; and
- Number of employees presented in the “Introduction” of this Report.

This Report has been prepared with reference to the 2021 GRI Universal Standards and contains metrics recommended in the Engineering & Construction Services and the Professional & Commercial Services standards developed by the Sustainability Accounting Standards Board (SASB). This Report is comprised of two sections: Performance Highlights and Disclosures.

The intended audience for this Report includes our employees, clients and investors. For further information on defined terms and metrics, as well as calculation methodologies, please refer to “Appendix A — Definitions & Methodology”.

WSP regularly engages internal and external stakeholders to enhance our management of the organization’s sustainability-related risks, opportunities and impacts. Through our double materiality assessment process, completed in 2023 and reviewed annually, we identified, assessed and validated material topics. The material topics we identified serve as the foundation for shaping our business strategy and guide our sustainability reporting, as well as maintaining transparency and accountability in our operations. Our materiality assessment involved mapping WSP’s value chain, including upstream inputs, operational activities and footprint, and downstream outputs.

Our long-term targets and ambitions included in this Report are forward-looking, based on multiple estimates and assumptions about future events. The reader is cautioned that using this information for other purposes may be inappropriate. Actual results may differ and such differences may be material. Refer to the “Forward-Looking Statements” section at the end of this Report.

The disclosures contained herein are made as at the date of this Report. This Report underwent internal review by the leaders of our corporate functions, where applicable, as well as the Chief Compliance & Sustainability Officer and General Counsel, Legal Affairs (“CCSO”) and the global Disclosure Committee. This Report was also reviewed and recommended for approval by the Governance, Ethics and Compensation Committee of the Board of Directors (“GECC”) and approved by the Board of Directors (“Board”). The Audit Committee of the Board (“Audit Committee”) reviews the internal controls and data verification processes for sustainability reporting purposes.

WSP received limited verification of the GHG emissions disclosed herein, as well as select human capital metrics: total number of permanent employees, employee turnover and employee demographics. Verification was performed by an independent third party, Apex Companies, LLC; a copy of the [Assurance Statement](#) has been made available on our website.

The information in this Report is unaudited; however, certain information, including revenues, revenues by market sector, net revenues, net revenues by segment, employee compensation, subconsultant and direct costs, income tax expense and income taxes paid, is taken directly from WSP’s audited consolidated financial statements for the year ended December 31, 2025, available on SEDAR+ at www.sedarplus.ca and on our website at www.wsp.com (“Financial Statements”).



MESSAGE FROM OUR CEO

Sustainability is deeply embedded in how we operate and grow. Our actions and commitments reflect a business built to help clients and communities meet the demands of a rapidly changing world. Aligned with our 2025–2027 Global Strategic Action Plan, our sustainability priorities are grounded in the same fundamentals that drive resilience, performance and impact: strong governance, empowered people, disciplined execution and the agility to adapt as the landscape evolves.

DRIVING IMPACT THROUGH CLIENT WORK

We take great pride in the positive impacts we can deliver through our client work, which is at the heart of our purpose and value creation.

Our operations are positioned at the intersection of global megatrends that are reshaping economies and communities—aging infrastructure, energy transition, water security, transport, urbanization and digital transformation. These challenges are not short-term cycles; they are enduring realities that require deep expertise, Future Ready® thinking, and an ability to manage complexity at scale.



ALEXANDRE L'HEUREUX
President and Chief Executive Officer
WSP Global Inc.

Reflecting sustainability’s role as a central value driver for WSP, approximately 68% of our 2025 annualized revenues came from services that contribute to the United Nations Sustainable Development Goals.¹ This demonstrates that we support our clients by delivering solutions that address society’s most pressing social, economic and environmental challenges.

We continue to strengthen our capabilities and deepen our expertise across critical areas, growing where our clients need us most. Earlier this year, a defining milestone was the acquisition of TRC, a premier Power & Energy brand that positions WSP as a leading advisor for the energy transition and further enhances our offerings in water, environment and infrastructure.

Our digital agenda advanced significantly. By combining our core engineering, science and advisory expertise with advanced technology and digital capabilities, we are unlocking new and innovative ways to support our clients. As we design and develop integrated solutions, sustainability considerations continue to inform our approach. For example, we leveraged our partnership with Microsoft to evolve our WSP - Nature Vista™ tool into an AI-enabled platform designed to support data-driven environmental and climate decision-making.

Our portfolio is deliberately diversified across sectors where sustainability, resilience and digitization continue to drive investment. As complexity grows, clients seek trusted partners who bring clarity, rigour and foresight. This is where WSP excels—setting the highest standards for technical excellence and leveraging our global expertise.

REDUCING OUR FOOTPRINT

In 2025, we published our Climate and Nature Transition Plan, formally integrating nature for the first time. Recognizing the interconnection between climate and nature, the plan sets a clear strategic direction for how we plan to manage associated risks and opportunities and support the transition to a low-carbon, nature-positive economy.

We also remain focused on demonstrating leadership within our own operations. In 2025, we achieved a 61% reduction in scope 1 and 2 market-based emissions compared to our 2018 baseline. Recognizing that most of our emissions sit within our value chain, we increased our focus on supplier engagement and reduced scope 3 emissions by 18% over the same period. These results demonstrate progress, while underscoring the scale of the work still ahead.

Advancing our commitment to nature-related risk management and disclosure, we signed on as a Taskforce on Nature-related Financial Disclosures (TNFD) Adopter. This builds on years of client advisory work and strengthens our own governance and disclosure practices.

EMPOWERING OUR VISIONEERS

At the heart of WSP’s success are our people. We believe ownership and opportunity are powerful drivers of performance and accountability. Our global Own It share ownership plan—available in 31 countries—

reached nearly 18,000 employee shareholders by year-end, directly aligning our people with the value they help create. And that momentum continued into 2026, with participation rising to approximately 20,000 by the end of April.

Providing an environment in which our people can develop and succeed remains a priority for WSP. We are focused on developing talent from within, investing in leadership capability, and becoming the preferred home for engineers, scientists and advisors. In 2025, we launched our Internal First framework and WSP Leads development program, strengthening employee mobility, succession planning and leadership readiness across the organization.

Combining purposeful work with ownership and opportunity helps us attract, elevate and retain the best talent as we scale.

LEADING RESPONSIBLY

We achieved our third Ethisphere Compliance Leader Verification™ certification (for 2025-2026), following a thorough review and benchmarking of our ethics and integrity program.

Building on this foundation, we continue to evolve our governance framework to keep pace with the increasing adoption of AI and other advanced digital technologies. We expanded our AI risk assessment processes and introduced Responsible AI principles to guide both internal use and client solutions, reinforcing disciplined oversight as innovation accelerates.

This responsibility is shared. In 2025, our people demonstrated strong accountability, achieving a completion rate of approximately 99% for Code of Conduct training. Complemented by our annual Information Security and Health, Safety, Security, Environment and Quality (HSSEQ) training programs, this level of engagement reinforces the high standards we set around integrity and responsible decision-making across the organization.

CONTINUING WITH PURPOSE

This Report stands as a testament to our unwavering performance and demonstrates how sustainability is not merely an initiative, but an integrated, measurable approach—fundamentally tied to long-term value creation. It underscores the profound responsibility entrusted to us by the scale, reach and influence of the work we undertake.

Our purpose is clear: we exist to shape communities to advance humanity. This is not simply an aspiration—it is a guiding principle behind the projects we pursue, the expertise we deliver, and the standards we uphold. As climate, nature and technology risks intensify, the choices we make today will determine the resilience of infrastructure, ecosystems and economies for generations. WSP’s role is to support these choices and act with informed judgment, deep technical skill, and a steadfast commitment to outcomes that stand the test of time.

1 Please refer to the "SDG-Linked Revenues" section for more information.

ABOUT WSP

OUR PURPOSE

We exist to shape communities to advance humanity.

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 and partnership in everything we do /

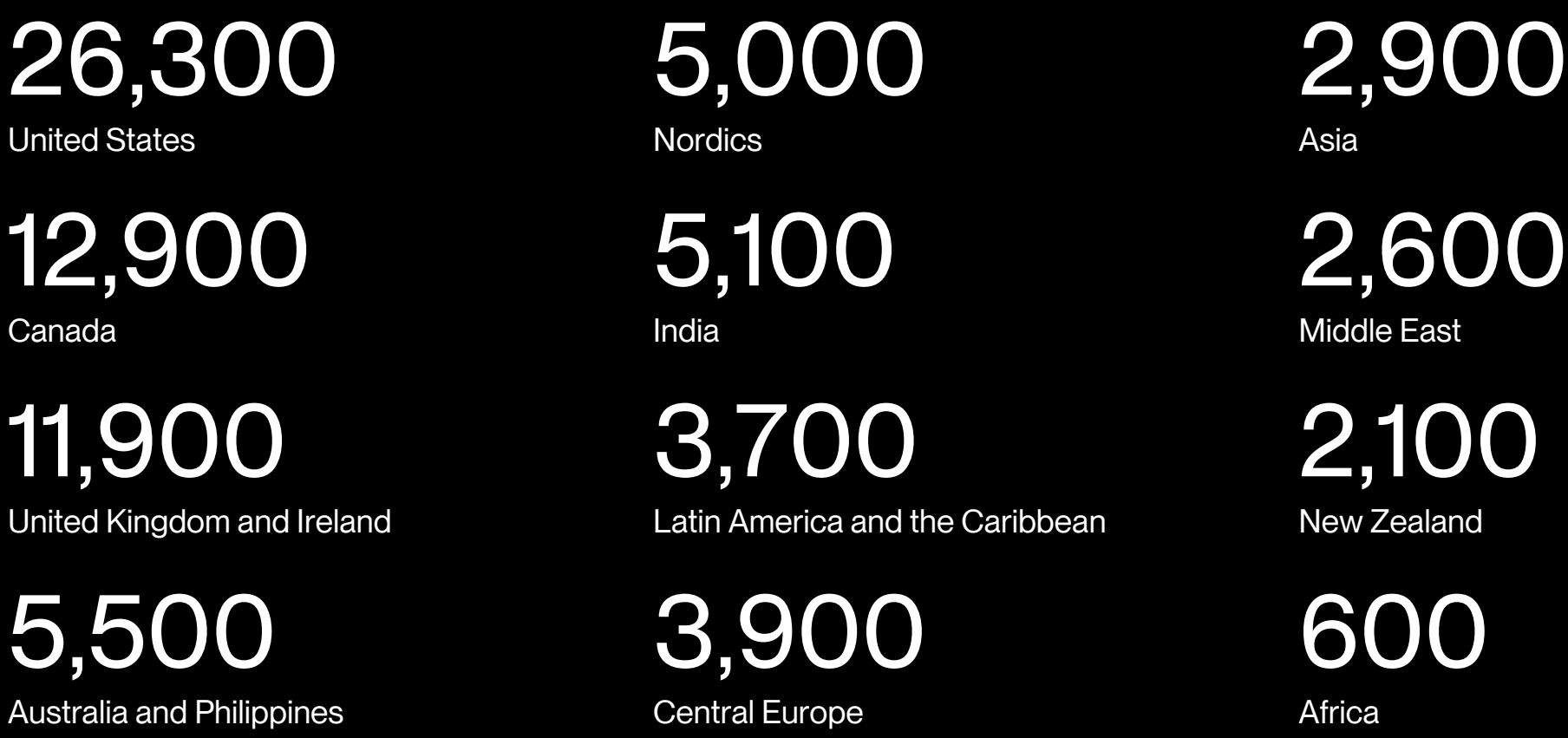
We have an empowering culture and hold ourselves accountable /

OUR LONG-TERM VISION

TO BECOME
A LEADING
BRAND IN THE
PROFESSIONAL
SERVICES
UNIVERSE

AT A GLANCE¹

WSP is one of the world’s leading professional services firms, uniting its engineering, advisory and science-based expertise to shape communities to advance humanity. From local beginnings to a globe-spanning presence today, WSP operates in over 50 countries and employs approximately 82,500 professionals, known as Visioneers. Together they pioneer solutions and deliver innovative projects in the transportation, infrastructure, environment, building, energy, water, and mining and metals sectors. WSP is publicly listed on the Toronto Stock Exchange (TSX:WSP).



1 As at March 27, 2026

VALUE CHAIN

As at Dec. 31, 2025

~41,000
business partners¹

\$4.3B
subconsultant and
direct costs

~620
offices worldwide

~75,000
employees

\$18.3B
revenues

\$14.0B
net revenues²

~200,000
active projects

\$10.2B
employee compensation

\$346.5M
income tax expense

Upstream

FINANCIAL CAPITAL

Access to capital and investment is paramount for our ability to grow and to invest in R&D, innovation and digital.

BUSINESS PARTNERS

Our business partners provide WSP with essential products and services. Many projects also rely on the use of subconsultants.

TECHNOLOGY, EQUIPMENT & OFFICES

WSP leases offices and facilities and relies on technology, software and equipment to successfully deliver our projects.

Operations

EMPLOYEES

WSP’s success depends on attracting, hiring, developing and retaining talented people, including engineers, advisors and scientists.

CLIENT RELATIONSHIPS

Our ability to win projects and maintain market leadership depends on trusted relationships with our clients and strong brand reputation.

BUSINESS STRATEGY

Driven by our Future Ready® mindset, we leverage the strengths of our diversified platform to proactively address future needs and drive sustainable growth.

OPERATING GEOGRAPHIES

We operate in Canada; the US, Latin America and the Caribbean (the Americas); Europe, Middle East, India and Africa (EMEIA); and Asia, Australia and New Zealand (Asia Pacific - APAC). ~91% of revenues are generated within OECD countries.

Downstream

PROJECT INFLUENCE

WSP creates indirect impacts by influencing infrastructure design and construction, and through our advice, which can shape social, environmental and economic decisions.

IMPACTS

We strive to create positive impacts through our designs and advice but recognize that projects we support can also have negative impacts, requiring careful evaluation of trade-offs.

FUTURE READY®

Through our Future Ready® program and business strategy, we aim to incorporate future trends into our designs and advice to maximize benefits to society and the environment.

DIVERSIFIED MARKETS

WSP performs work with both public sector (48% of revenues) and private sector (52% of revenues) clients and serves a diverse set of industries and market sectors.

ECONOMIC VALUE

WSP contributes to economic value creation in communities and society through our work. WSP also generates economic value through income tax expense and employee compensation.

WHAT WE DO

Revenue (%) by market sector based on revenues as at December 31, 2025.

TRANSPORT & INFRASTRUCTURE: 37%

We develop resilient and equitable transport and infrastructure projects and are committed to advancing decarbonization with collaborative approaches and digital solutions.

EARTH & ENVIRONMENT: 29%

We help clients across all sectors tackle complex environmental and social challenges by providing data-driven insights and strategic solutions, guiding them in making informed decisions and driving positive impact.

PROPERTY & BUILDINGS: 22%

We help to make vibrant, resilient buildings and places by providing advice, delivery and design services that create lasting value for clients in every sector.

POWER & ENERGY: 12%

We offer complete solutions to clients looking for strong expertise in power, renewables, energy efficiency and decarbonization to accelerate progress towards an energy-secure future.

SERVICES

- Consulting/
Advisory

— Planning

— Engineering/
Design
- Project & Program
Management

— Asset Management

¹ The reported number of business partners reflects the total number that have been integrated into WSP's procurement systems as at December 31, 2025.
² Quantitative reconciliations of net revenues to revenues are incorporated herein by reference to section 8.1, "Net revenues", of WSP's Management's Discussion and Analysis for the fourth quarter and year ended December 31, 2025, which is filed on SEDAR+ at www.sedarplus.ca and on our website at www.wsp.com ("MD&A").

INCOME TAX CONTRIBUTION

WSP, like other corporations, has a duty to contribute its fair share of taxes in the countries where it operates. We strive to comply with local and international tax legislation, maintain open and constructive relationships with the tax authorities, and achieve high standards of tax governance. WSP prepares its Financial Statements in compliance with the International Financial Reporting Standards.

We recognize that being transparent on tax matters adds value to our business, investors and other stakeholders. We use the GRI Standard on tax reporting (GRI 207: Tax) to assess the maturity of our existing tax strategy, governance and risk management frameworks and align them with our sustainability strategy. Our [Global Tax Strategy](#), available on our website, sets out WSP’s principles and approach to conducting its tax affairs and dealing with tax risk.

The table to the right summarizes our income tax expense and cash taxes paid. Although employee and sales taxes are a significant part of our global tax contribution, these are not included in our reporting at the current time. In addition, earnings before income tax, income tax expense and effective tax rate per geographic region are not disclosed in the Financial Statements, as these measures are not used to assess the performance of our operations. These measures are compiled solely to report income tax contribution by geographic region for the purposes of this Report.

INCOME TAX EXPENSE AND CASH TAXES PAID

2025	Canada	Americas	EMEIA	APAC	Head Office	Total
Net revenues (\$M)	2,236.6	5,997.0	4,014.8	1,710.7	-	13,959.1
Earnings before income tax (\$M)	313.9	482.4	305.0	105.4	103.6	1,310.3
Income tax expense (\$M)	(74.6)	(118.5)	(71.4)	(54.0)	(28.0)	(346.5)
Effective tax rate	23.8%	24.6%	23.4%	51.2%	27.0%	26.4%
Income taxes paid						\$379.6M
Cash tax rate						29.0%



ACCOLADES & ESG RATINGS

Please refer to “Appendix A — Definitions & Methodology” for more information regarding the criteria and methodology used by each rating agency.

ENR

Engineering News-Record 2025: ranked #1 in the Top 225 International Design Firms

ENVIRONMENT ANALYST

World’s Leading Environmental and Sustainability Consulting Firm 2025

VERDANTIX

Recognized as a leader in the Verdantix Green Quadrant: Climate Change Consulting 2025

ETHISPHERE

Awarded Compliance Leader Verification™ certification for 2025–2026

DOW JONES¹

Included in the Dow Jones Best-in-Class North America Index

S&P GLOBAL³

2026 Sustainability Yearbook Member

CDP

“A-” score: 2025 CDP Corporate Questionnaire

SUSTAINALYTICS

Rated in 2026

MSCI²

“AA”: [MSCI ESG Ratings Assessment](#)

ECOVADIS

“Gold” 2026 EcoVadis Sustainability Rating: ranked in the top 5% of companies

CORPORATE KNIGHTS

One of Corporate Knights’ 2026 Global 100 Most Sustainable Corporations

ISS-STOXX²

“PRIME”: ESG Corporate Rating

¹ The official component list was released on May 4, 2026.
² As at April 21, 2026. Scores may be subject to change from time to time.
³ WSP ranked in the 97th percentile (Construction & Engineering peer group) for the 2025 Corporate Sustainability Assessment.

AWARDS

In this section, we present select awards received across our global business in 2025.

Canada’s Outstanding CEO of the Year® 2024: Alexandre L’Heureux

In 2025, Alexandre L’Heureux was recognized for WSP’s significant growth and its continued commitment to communities and innovation under his leadership. The prestigious award, granted annually by an independent advisory board, honours an executive in Canadian business who exemplifies integrity, insists on excellence, earns the trust of others and has built a globally competitive organization.

[Read more](#)

PROJECTS

Green Building Awards

WSP garnered 10 project wins at Hong Kong’s flagship Green Building Award 2025, underscoring our leadership in sustainable design and innovation.

[Read more](#)

Queensland Project of the Year

Kangaroo Point Bridge, which is one of the world’s longest asymmetric cable-stayed active transport bridges, was named Queensland Project of the Year at the 2025 Engineers Australia Excellence Awards. WSP was the lead consultant for the bridge design, as part of the Connect Brisbane consortium.

[Read more](#)

Aotearoa | New Zealand Public Works Engineering Excellence Awards

WSP was the lead consultant for Christchurch City Council’s 109-hectare Te Kuru stormwater facility, which received Best Public Works Project Over \$5 Million and Excellence in Environment & Sustainability awards at the Aotearoa | New Zealand Public Works Engineering Excellence Awards.

[Read more](#)

ACEC Engineering Excellence Awards

WSP earned a 2025 American Council of Engineering Companies (ACEC) Engineering Excellence Award for the Rubin Hall renovation and decarbonization project in New York.

[Read more](#)

INDUSTRY

Best Large UK Consultancy

WSP was named Best Large UK Consultancy at the 2024 Association for Consultancy and Engineering Awards.

[Read more](#)

MEP Consultancy of the Year

WSP received the MEP Consultancy of the Year award at the 2025 Chartered Institution of Building Services Engineers Middle East and North Africa Awards, celebrating our excellence in mechanical, electrical and plumbing engineering.

[Read more](#)

Engineering Consultancy of the Year

WSP received the Engineering Consultancy Firm of the Year award at the Big 5 South Africa Impact Awards.

[Read more](#)

Sustainability Partner Award

Union Pacific Railroad awarded WSP its 2025 Sustainability Partner Award for leadership and progress toward achieving sustainability goals.

[Read more](#)

EMPLOYER

Future Workforce Top Employer

WSP was recognized among the most highly rated employers in Canada, ranking among Canada’s Top 25 employers according to engineering students and among Canada’s Top 100 employers overall at the 2025 Future Workforce Top Employer Awards.

[Read more](#)

Forbes Best Employers for Engineers

WSP in the US earned a spot on *Forbes’* 2026 list of America’s Best Employers for Engineers.

[Read more](#)

Great Company to Work for in Canadian Rail

WSP was named a Great Company to Work for in Canadian Rail at the Canadian Rail Achievement Awards. The award recognizes a rail organization that excels in creating a healthy, inclusive and innovative workplace.

[Read more](#)

PERFORMANCE SCORECARD

Unless otherwise specified, all targets are intended to be achieved by the end of 2027.

	Objectives during 2025-2027 strategic plan period	2025 performance
Environmental	Earn 67% of total annualized revenues from SDG-Linked Revenues, defined as revenues earned from services that support the UN Sustainable Development Goals (SDGs)	In 2025, SDG-Linked Revenues represented approximately 67.8% of WSP’s total revenues, including annualized acquisition revenues from that year.
	Maintain scope 1 and 2 market-based GHG emissions reduction above 58% from a 2018 base year	Scope 1 and 2 market-based emissions decreased by 61% between 2018 and 2025.
	Reduce scope 3 GHG emissions by 27% from a 2018 base year	Scope 3 emissions decreased by 18% between 2018 and 2025.
Social	Fill at least 75% of global leadership positions (and those of their direct reports) with internal candidates	In 2025, we filled 65% of these positions with internal candidates, as well as introduced our Internal First framework and enhanced succession planning for top leadership levels to continue progressing towards our 2027 target.
	Decrease voluntary turnover by 150 bps	Our voluntary turnover for 2025 was 11%, which will serve as our baseline for assessing progress against our 2027 target. In 2025, we revised our methodology to exclude deaths and retirements.
	Reach more than 30,000 employee shareholders	As at December 31, 2025, 17,917 employees were employee shareholders.
	Implement a global framework for our philanthropic activities	In 2025, we implemented a global Donations and Sponsorships Policy, as well as a due diligence process that will form part of the global framework. We also created a Global Community Engagement role to enhance WSP’s global program.
	Enhance the maturity of regional HSEQ management systems under our Global HSEQ Excellence Program ¹	In 2025, all regions undertook a self-assessment against the requirements of the Global HSEQ Excellence Program and identified three action areas each for health and safety, quality and environment to drive continuous improvement.
Governance	Achieve ISO 27001 Information Security Management certification for over 95% of IT operations	Since January 2026, 100% of our IT operations have been ISO 27001-certified.
	Annually, achieve over 98% completion rate of the Code of Conduct (“Code”) training (onboarding or refresher)	We achieved a completion rate of approximately 99% in 2025.
	Maintain Compliance Leader Verification™ certification from independent third-party assessment	We maintained our third Compliance Leader Verification™ certification (covering the 2025-2026 period) after undergoing a thorough verification process and review/benchmarking of our ethics and integrity program and corporate culture.
	Implement and continuously evolve our AI governance framework	In 2025, a focus on enhancing our governance framework led to initiatives including a dedicated AI hub; governance around AI agents, as well as use of AI as part of our client solutions; and the launch of an AI Committee and Responsible AI Office.
	Reach over \$200M in investments in research & development, innovation and digital	We are progressing toward the target, with investment momentum established in the first year.

1 Security was incorporated into the program in 2025. Some existing initiatives and targets apply only to health, safety, environment and quality. In these cases, we refer to HSEQ. In all other cases, we refer to the program as HSSEQ.

SUSTAINABILITY AMBITIONS

OUR GLOBAL LONG-TERM SUSTAINABILITY AMBITIONS¹



Our global long-term sustainability ambitions relate to our operations and projects. As one of the largest professional services firms in the world, the greatest contribution to sustainability that WSP can provide is through the services we offer and the projects we deliver, and we seek to continue to increase that impact.

We also recognize that our commitment to creating a sustainable corporation is part of the value our clients see in working with WSP to support them with their own efforts. By leveraging our Future Ready® mindset, we aim to grow key markets and services and help clients achieve their sustainability ambitions. Read more in our [2025–2027 Global Strategic Action Plan](#).

ENVIRONMENTAL

Reduce energy consumption and GHG emissions

Enhance resilience to climate-related risks and maintain our position as a leading professional services firm for the world’s energy transition

Manage nature-related risks and opportunities and support clients in protecting, enhancing and restoring nature

SOCIAL

Empower our people for limitless opportunities and growth through our culture of continuous learning

Elevate health, safety, environment and quality (HSEQ) standards and drive proactive cultural transformation

Deliver positive impacts for people and local communities

GOVERNANCE

Maintain ethics at the centre of how we operate

Continue to enhance the security of our systems and the information in our care

Enable responsible artificial intelligence innovation that aims to achieve positive outcomes for people and the planet

¹ This represents our global sustainability ambitions. Each WSP subregion may have differing targets and results, which may be impacted by local realities, policies and regulations.



OUR IMPACT

IN THIS SECTION

ENABLING POSITIVE IMPACTS

SDG-LINKED REVENUES

FUTURE READY® & INNOVATION

PROJECT HIGHLIGHTS

ENABLING POSITIVE IMPACTS

WSP can deliver positive environmental and social impacts through the projects we support and the decisions we help our clients make. We enable sustainable outcomes by providing engineering, scientific and advisory expertise that shapes infrastructure, land use and investment choices across the globe.

On this page we summarize how WSP can contribute to positive impacts aligned with our material topics. Additional information about our material topics is provided in the “General Information” section in the Disclosures of this Report.

Land use, natural resources and biodiversity

SDGs — 11, 12, 15

POSITIVE IMPACT

- Assessment, remediation and redevelopment of contaminated and previously used land
- Integration of biodiversity and nature considerations into development and infrastructure
- Science-based ecological assessment and planning

WSP supports land restoration and sustainable land use by helping clients manage environmental risks, address legacy contamination and integrate nature considerations into projects. Our biodiversity and natural capital services enable habitat protection, ecosystem restoration initiatives and the integration of green, blue and grey infrastructure. Through this work, WSP enables improved land stewardship and alignment with evolving expectations around biodiversity, land use and sustainable development.

GHG emissions

SDGs — 7, 9, 11, 13

POSITIVE IMPACT

- Low-carbon infrastructure and building design
- Whole-life carbon assessment and optimization
- Decarbonization strategies and net-zero roadmaps

WSP supports the transition to lower-carbon systems by helping clients integrate carbon considerations into the planning, design and upgrade of infrastructure, buildings and energy systems. Through whole-life carbon assessment, material optimization and advisory services, we support informed decision-making that can influence emissions trajectories. Our decarbonization and climate-risk services help embed carbon considerations into long-term strategy and investment planning.

Water and climate resilience

SDGs — 6, 11, 13, 14

POSITIVE IMPACT

- Planning and design of resilient water and wastewater systems, including solutions for removing contaminants such as PFAS
- Flood risk management and climate adaptation
- Catchment-scale and nature-based water solutions

WSP enables positive water outcomes by supporting the planning, design and management of water systems that balance human needs and ecosystem health. Our services span drinking water, wastewater, stormwater and water resources planning, supporting reliable services and improved water quality. By integrating engineering and environmental expertise, WSP helps clients strengthen water stewardship and resilience in the face of climate change and growing pressure on freshwater resources.

Social impact

SDGs — 9, 10, 11, 16

POSITIVE IMPACT

- Inclusive planning and design
- Social impact assessment and community engagement
- Infrastructure that supports access, safety and resilience

WSP enables positive community outcomes by supporting projects that consider social impacts alongside technical and environmental requirements. Our teams help clients understand local context, engage stakeholders and integrate inclusive design principles. By embedding social considerations into project planning and delivery, WSP enables infrastructure and development that support well-being, connectivity and long-term community resilience.

SDG-LINKED REVENUES

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

WSP contributes to the SDGs through our client work — from connecting communities to critical infrastructure to decarbonizing essential industries and protecting and restoring biodiversity.

Every project has varying types and degrees of impact, and therefore WSP has adopted the SDGs as a framework for measuring the impact of our endeavours. We developed a metric called SDG-Linked Revenues, defined as revenues earned from services that support the SDGs, as a way to estimate WSP’s indirect positive impacts on the SDGs across our global project portfolio. In this Report, we highlight examples of projects and programs that illustrate our contributions.

In 2025, we estimate that 67.8% of WSP’s total annualized revenues were earned from services that support the SDGs in WSP’s global operations.¹

Our SDG-Linked Revenues are unaudited and based on mapping WSP’s project taxonomy to services that align with the SDGs.

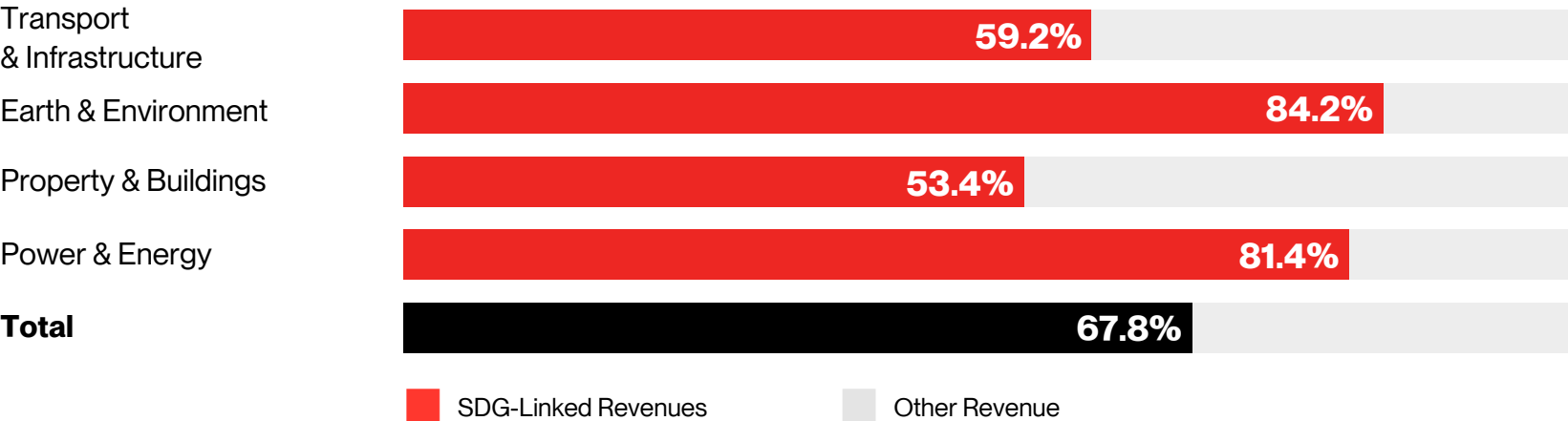
Example projects that do not count towards SDG-Linked Revenues include those related to airports and roads that are not specifically designed to be low-carbon or resilient to climate change; building projects where the client is not working towards sustainability certification criteria; coal, unless related to site closure/remediation; permitting for new oil and gas projects; and engineering design of natural gas and nuclear power plants. WSP's ability to increase its SDG-Linked Revenues depends in part on government policy, as well as client objectives and ambitions.

SDI Taxonomy

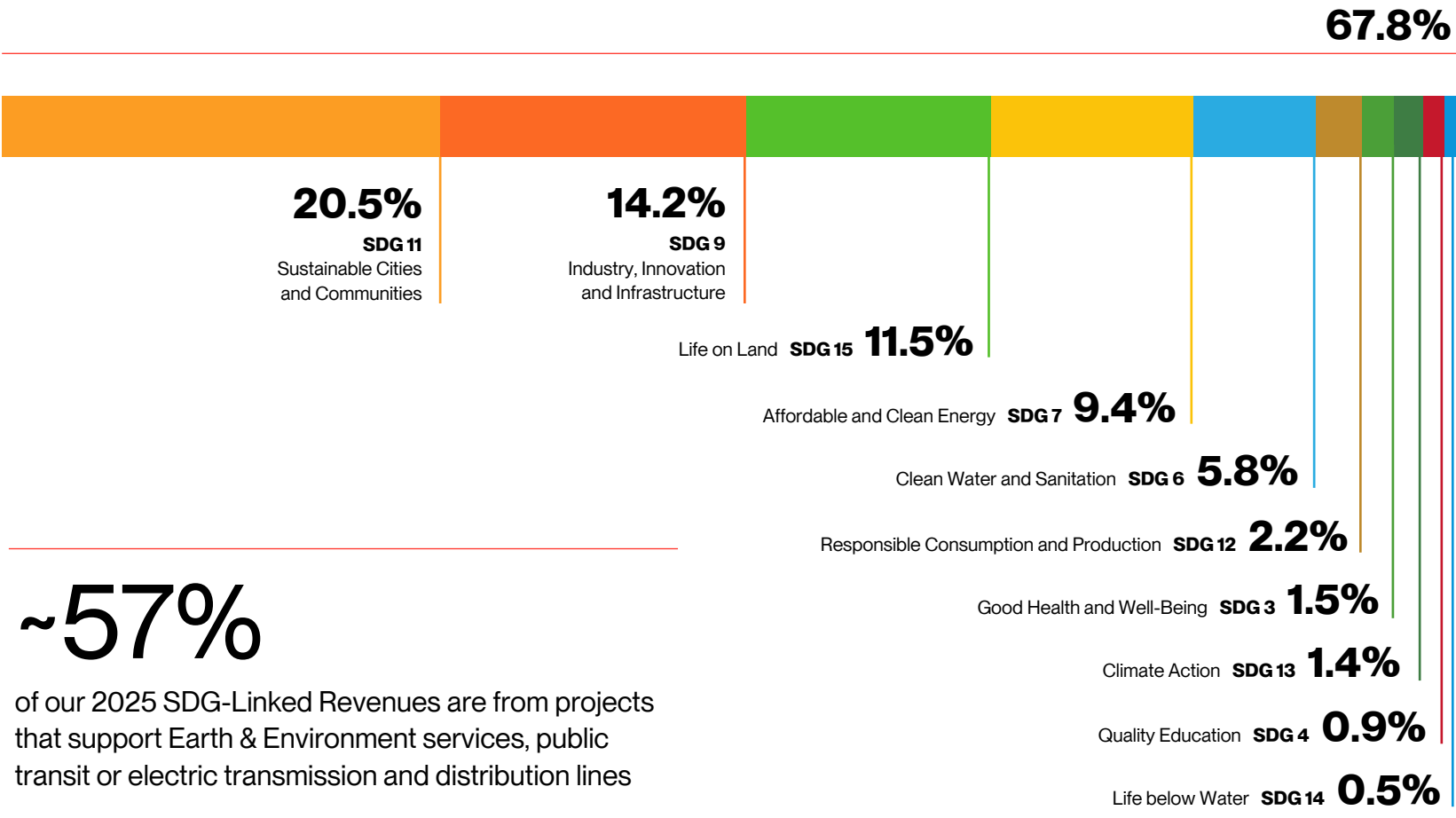
We categorized our 2025 SDG-Linked Revenues to match specific SDGs. While our projects may support multiple SDGs, for this exercise we mapped subcategories by market sector to one principal SDG that most closely aligned with the service provided. We have further assessed our SDG-Linked Revenues against the Sustainable Development Investments (SDI) taxonomy, which is provided in “Appendix D — SDI Taxonomy”.

Additional information about our SDG-Linked Revenues methodology is provided in “Appendix A — Definitions & Methodology”.

2025 SDG-LINKED ANNUALIZED REVENUES BY MARKET SECTOR



PERCENTAGE OF 2025 ANNUALIZED REVENUES BY SDG



~57%
of our 2025 SDG-Linked Revenues are from projects that support Earth & Environment services, public transit or electric transmission and distribution lines

¹ Annualized revenues include 12 months of revenues from businesses acquired during the financial year ended December 31, 2025, to reflect the pro forma impact of our acquisitions.

OUR WATER SERVICES

In a world where water quality, availability and security are increasingly at risk, WSP helps reshape systems and strategies—so that resources are safeguarded, infrastructure is resilient and communities can thrive.

WSP takes a lifecycle approach in working closely with our clients to manage water resources, addressing global challenges and opportunities, including water scarcity, access and quality; resilience; emerging contaminants (e.g. PFAS); and provision of nature-based low-carbon solutions.

From restoring ecosystems and remediating groundwater to treating wastewater and delivering infrastructure, we aim to create sustainable solutions that work with nature and bring long-term value.



AT A GLANCE

7,000+

Water professionals

~22%

Estimated revenues generated from water expertise¹

~80%

Estimated projects that require water expertise¹

For further information regarding the markets we operate in and the services we offer, please refer to our [website](#) and our [2025 Annual Report](#).

2025 WATER EXPERTISE AND RECOGNITION

- Our team in New Zealand launched an online Water Learning Hub to address training gaps in water and wastewater management, supporting industry upskilling as the workforce ages. [Read more](#)
- Navigating the Waters of Change—one year on: In this discussion with David Symons, Global Future Ready Lead, we reflect on what’s changed, what’s working and what’s next for water management and innovation. [Read more](#)
- Ansel Bather, National Vice President, Water & Wastewater (Canada) discussed the urgent challenge of sustainable, equitable and efficient access to clean water in our WSP Visioneer Voices series. [Watch the video](#)
- WSP partnered with the Attawapiskat First Nation on the Attawapiskat First Nation Water Shortage Emergency project in Canada, garnering 2025 recognitions including the Creating Resilient & Sustainable Communities Award at the Environment Analyst 2025 Sustainability Delivery Awards and the Award of Excellence and Engineering a Better Future Award at the Canadian Consulting Engineer Awards 2025. [Read more](#)

¹ Projects that require water expertise include advisory, planning, program management or design projects that involve interaction with water to various degrees, ranging from substantial water components like hydroelectric dams and maritime projects to services with a minor water component such as the design of fire suppression systems and highway drainage. Please refer to “Appendix A—Definitions & Methodology” for more information on the calculation of estimated projects and revenues that require water expertise.

FUTURE READY® & INNOVATION

With Future Ready® we challenge our teams to advise and design for the future as well as for today. Future Ready® provides a systematic approach to identify key trends across Climate, Society, Technology and Resources that are relevant to every project we work on. We work with our clients to address these trends—leading to more innovative, sustainable and resilient solutions in a rapidly changing world.

SEEING THE FUTURE MORE CLEARLY

Future Ready® equips our people and clients to navigate a rapidly changing world. We evaluate future trends and publish our insights. In 2025, we launched three new internal training courses on climate adaptation, biodiversity and neurodiversity.

ENGAGING OUR CLIENTS

We bring Future Ready® to our clients through conversations, webinars, workshops and other events. In 2025, we implemented a program to engage key clients through the Future Ready® program. We also held 38 Future Ready® client events, including:

- Australia & New Zealand: We hosted a panel with local leaders about regional megatrends in Wellington and a session on applying Future Ready® to the 2032 Brisbane Olympics.
- South Africa: Events in Johannesburg and Cape Town brought together built environment leaders to discuss emerging trends.
- Sweden: We conducted a Future Ready® workshop with a key real estate client to explore relevant trends such as circularity and electrification across multiple sites and to generate actionable recommendations.
- United States: Our digital Future Ready® workshop tool was used to support major pursuits and client strategy sessions.

FUTURE READY® CHANGEMAKERS

We launched our Future Ready® Changemakers program to empower our people to deliver Future Ready® services. Our 560+ changemakers participate in regular engagement sessions and networking events.

“As changemakers, we connect people around emerging trends that shape our clients’ and communities’ future, and together we co-create Future Ready® solutions that can make a real difference.”

Christer Blomqvist

Senior Advisor, Project Manager (Sweden)

“Mining projects operate for decades, and in a rapidly changing world, it can be hard to grasp their long-term impact. Future Ready® is doing just that—using tools to help anticipate what’s ahead.”

Karina Bustos

Project Manager (Chile)

IN 2025

40+

case studies developed to showcase the practical application of Future Ready®

38

Future Ready® client events hosted around the globe, providing a unique platform for understanding and addressing client needs

~53%

employees completed our Future Ready® e-learning course

~4,500

completions of our Future Ready® training courses on climate adaptation, biodiversity or neurodiversity

EXAMPLES OF THOUGHT LEADERSHIP

PRECIPITATION CHANGES

**Preparing for Future Intense Rainfall:
Innovative stormwater solutions to
foster resilient communities** →

This paper outlines ten principles for effective cloudburst and stormwater planning. WSP case studies bring these principles to life, demonstrating approaches to foster resilience and safeguard people, businesses and communities for the long term.

BIODIVERSITY

Powered by the Sea →

A reflection of the importance of coastal and marine ecosystems in sustaining biodiversity and human well-being.

DIGITAL AND AI

Data Centre Cooling Technologies →

WSP and Microsoft collaborated on the first publicly available cradle-to-grave lifecycle assessment of data centre cooling technologies, published in the journal *Nature*.

TRANSIT-ORIENTED DEVELOPMENT

**Transit-Oriented Communities
Advance Sustainable Cities** →

We explore the benefits of linking public transit investments and land development to create vibrant, accessible neighbourhoods and connect urban communities.

ENERGY TRANSITION

**The Reliability Roadmap:
Powering today, preparing for tomorrow** →

This playbook outlines how utilities and developers can take a comprehensive approach to reliability, balancing the optimization of existing assets with flexible designs that can integrate emerging technologies.

NET ZERO

**Rail Decarbonization:
Accelerating progress** →

This article provides a look at how WSP is applying digital tools and PAS 2080 to advance decarbonization in the rail sector.

Reducing Embodied Carbon of Bridges →

WSP engineers and designers of digital solutions for bridge projects discuss how to enable industry-wide access to up-to-date, reliable data to advance decarbonization.

WATER AVAILABILITY

**Building Water Resilience
Through Desalination** →

In *The Water Report*, WSP's water experts explore how global desalination successes can improve water security across the US.

FUTURE READY® BUILDINGS

**Expect Different:
Opportunities for empowered growth in
building design and construction** →

A focus on five strategic areas that will revolutionize project design and delivery: innovative processes, integration of AI and digitalization, rethinking material reuse, optimizing energy consumption and nurturing resilient communities.

INCLUSIVITY

Age-Proofing Aotearoa →

A new report by WSP and the Helen Clark Foundation highlights the need for coordinated action to prepare infrastructure, housing, healthcare and social services for an aging population.

NEW MOBILITY AND VISION ZERO

Transforming Mobility →

How road authorities can harness emerging technologies to deliver safer, greener and more efficient mobility.

Safer Mobility →

Discussion of the Safe System approach and Vision Zero principles to advance road safety in the US.

AN INNOVATIVE APPROACH

WSP is an innovative organization driven by a culture of ingenuity, learning and excellence. The following are 2025 examples of our innovative approaches:

AI Biosphere Pilot (Concept Stage)

WSP’s Nature Inclusive Design team is developing an innovative pilot concept exploring how small-scale habitat enhancements could boost biodiversity around offshore wind infrastructure. The initiative proposes installing low-carbon reef structures at an operational site and using continuous AI-enabled underwater monitoring to capture real-time changes in marine life over 12 months. This approach aims to generate critical, real-world evidence on how artificial habitats are used by marine species and how nature-positive measures could inform offshore development. This forward-looking work reflects WSP’s Future Ready® commitment and showcases our ambition to advance nature positive, innovation-driven solutions in the renewable energy sector.

Phyto Enhanced In situ Remediation (PEIR™) Barrier

PEIR™ Barrier is a nature-based solution using vegetation in conjunction with a biochar, prepared from wood-based waste or other sorbent material, to stabilize PFAS at contaminated sites to prevent them moving through groundwater. By pairing plants with simple subsurface filtration, the approach transforms a traditional passive barrier into an active system. The phyto component of the PEIR™ Barrier gently draws PFAS-containing groundwater to the planted zone, where the soil is enriched with a designed dose of biochar which binds PFAS in place. This approach eliminates the need for long-term, energy-intensive and costly mechanical treatment. Already showing strong results at real sites in the US, this WSP-led concept offers a practical, low-maintenance approach to managing PFAS more sustainably while supporting long-term land recovery and aesthetics.

[Read more](#)

PFASER™ – Electro-oxidation for High-Intensity PFAS Challenges

WSP’s PFASER™ delivers a robust, engineered solution to destroy PFAS, or forever chemicals, on site without generating perchlorate, a harmful byproduct. PFASER™ combines advanced electro-oxidation and perchlorate removal processes to achieve “non-detect” levels of PFAS and perchlorate. The system uses minimal energy and chemicals, and generates no sludge and very little waste, significantly reducing the carbon footprint from heat, pressure and transport. Its modular, scalable design suits diverse locations and stringent regulatory requirements, ensuring treated water can be safely discharged into the sewer or local environment.

[Read more](#)

Geohazard Platform with UrbanLogiq

WSP formed a strategic alliance with UrbanLogiq, a data analytics software company specializing in AI-powered data platforms for government agencies. The partnership brings together WSP’s technical and advisory expertise with UrbanLogiq’s advanced data and AI capabilities to support the delivery of data-driven solutions for clients. One key initiative is development of a Geohazard Management System (GMS) to help inform climate-resilient infrastructure planning and responsible asset management. GMS uses real-time data, earth observation and machine learning to map and analyze geohazard risks, providing insights for infrastructure planning, emergency response and resilience. These real-time insights are delivered through interactive maps and dashboards, supporting transportation agencies, municipalities and infrastructure owners in visualizing where geohazards intersect with critical infrastructure and population centres, and in anticipating and responding to climate-related risks.

[Read more](#)

New Zealand Innovation Lab

From groundbreaking research to expert consultancy, cutting-edge lab services and more, WSP’s Research and Innovation Centre in Wellington, New Zealand is driving innovation in infrastructure design and performance for commercial and government clients. The Centre houses world-class facilities, including data science labs, chemistry labs, concrete labs and a tunnel for simulating the effects of wind. Our researchers work in multi-disciplinary teams to address challenges including movement around cities and places; zero-carbon; alternatives to traditional road materials; and community resilience.

[Read more](#)

“Everything we do in the Innovation Lab is about making things smarter, safer and better for the people who use them and the communities they serve.”

Louise Malcolm
New Zealand Innovation Lab
Research Manager



RECOGNIZING OUR VISIONEERS

Global Excellence Awards

WSP recognized 16 teams and individuals in 14 Global Excellence Award categories for work that demonstrated outstanding impact across our global business. Honourees from different regions and disciplines showcased the breadth of talent and expertise across WSP. The individuals and teams recognized exemplify what it means to make a meaningful impact through innovation, collaboration and excellence.

Global AI Challenge

In 2025, WSP held a Global AI Challenge to inspire our Visioneers to bring their bold, practical, AI-driven ideas to life. The challenge attracted 390 submissions across five categories, representing every business sector and region and reflecting strong cross-business collaboration. Two solutions were selected as winners: (i) the Railway Infrastructure Asset Lifecycle & Investment Simulator, which uses predictive analytics to support data-driven investment and maintenance decisions for rail infrastructure, and (ii) a tool that leverages AI-driven insights to enhance our customer experience. Our winning teams are moving rapidly to turn bold ideas into real-world impact for our clients and people.

Sustainability in Mining

At PDAC25, a team of WSP mining experts—led by ESG & Climate Change Fellow Sean Capstick—brought together mining leaders in a workshop to explore practical pathways for advancing sustainability performance across the sector. Our Visioneers discussed with industry panellists how broad enterprise goals can be translated at site level and how site-level actions can in turn advance corporate metrics and targets. The workshop highlighted emerging Carbon Dioxide Removal (CDR) opportunities, showcasing how naturally occurring processes where CO₂ reacts with alkaline minerals in mine residuals can be accelerated to form solid carbonate minerals and support both removals and avoidance as part of decarbonization strategies. It also featured water stewardship implementation case studies, using benchmarking to drive site-level improvements.

[Read more](#)

Environmental Apprentices Level 6 Degree Apprenticeship

In 2025, the first six apprentices passed their Environmental Practitioner Degree Apprenticeship at WSP in the UK. As part of the program, which was established in 2019 through an industry-led effort spearheaded by WSP, our apprentices have been splitting their time between working on our projects and gaining experience across a variety of environmental disciplines while studying at a local university.

[Read more](#)

“Apprenticeships are vital to the environmental industry in helping to bridge the skills gap, bring fresh perspectives into the workforce and develop future ready professionals through hands-on experience and structured learning. We’re thrilled to celebrate this milestone with our environmental apprentices. It marks the culmination of over five years of dedication and hard work.”

———
Louise Beamish
Fellow, Acoustics and UK Earth and Environment Expertise Lead

PROTECTING PEOPLE, CREATING OPPORTUNITY

PROJECT — Port Lands Flood Protection

LOCATION — Toronto, Canada

CLIENT — Waterfront Toronto

SDGs — 8, 14, 15

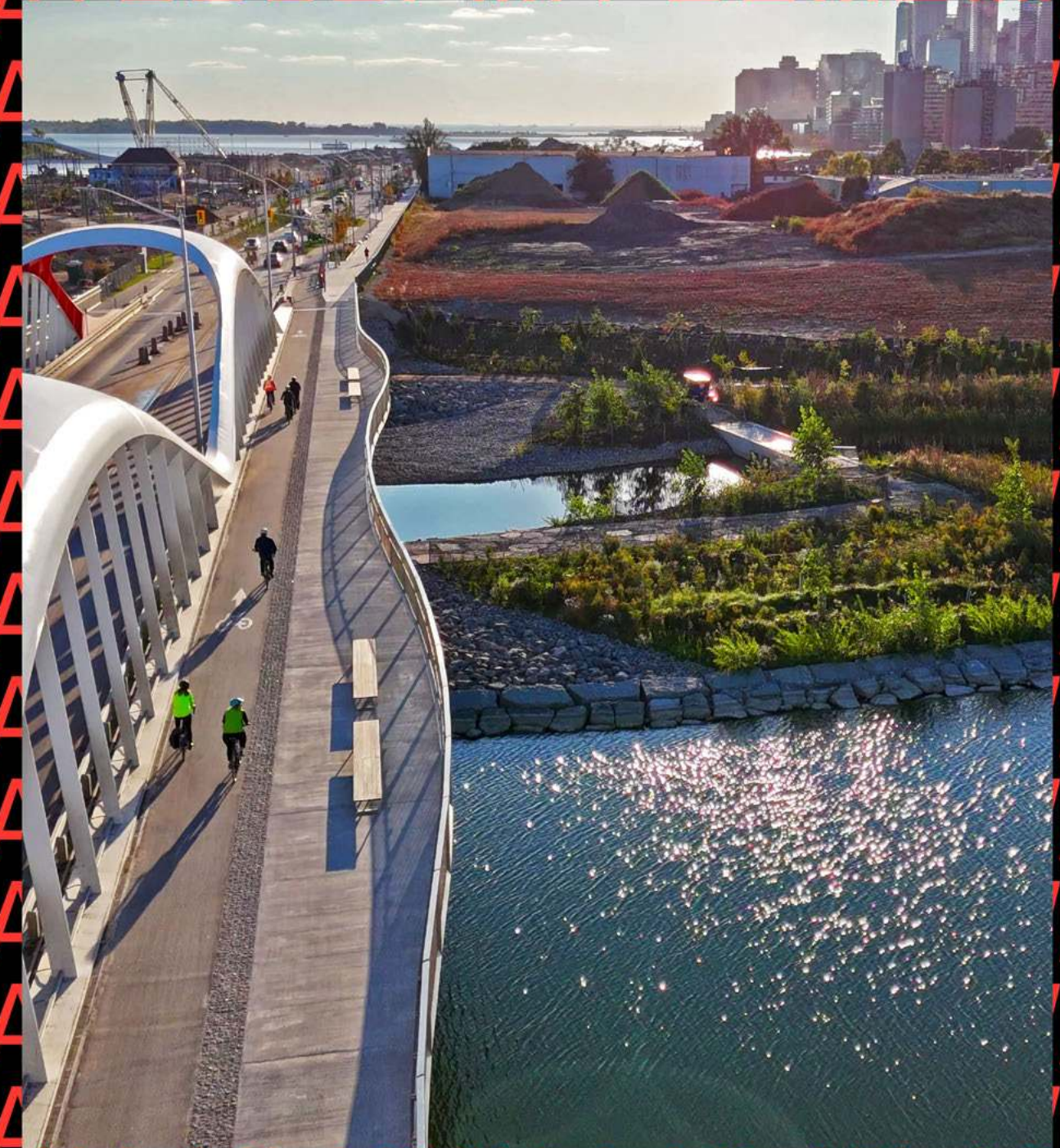
The Port Lands Flood Protection project has re-naturalized the Don Valley River to safeguard Downtown Toronto from increasing risks of flood, help spur economic growth and strengthen biodiversity.

The Port Lands in Toronto was once one of the largest wetlands on Lake Ontario. However, beginning in the late 1800s, the area was gradually infilled to increase land availability for industry and shipping. Today, the Port Lands area sits within a designated floodplain, and all three levels of Canadian government have identified flood protection for the area as a top priority.

WSP is proud to have supported the Port Lands Flood project since 2017, where we delivered a robust Master Stormwater Management Strategy that showcases Future Ready® thinking and entails leading-edge approaches to surface water management that avoids the pitfalls of traditional stormwater management approaches.

Cognizant of the complexities of this highly ambitious, publicly funded project set out to transform Toronto's Waterfront and economy, WSP provided due diligence investigation and conceptual design development of municipal infrastructure and stormwater management for the Lower Don Lands Precinct. Upholding the importance of minimizing the project's adverse environmental impacts, WSP designed air quality, weather, noise, vibration, and surface water monitoring plans that allow continuous environmental surveillance through the full project life cycle. We also designed and implemented several web-based applications to facilitate remote, real-time monitoring 24/7.

[Read more](#)



POWERED BY THE CITY

PROJECT — NYC Utility Thermal Energy Networks Pilots
LOCATION — New York City, New York, US
CLIENT — Con Edison
SDGs — 7, 11, 13

Scalable thermal energy networks are converting recovered heat into shared energy systems to deliver cleaner,¹ more resilient heating in dense urban environments.

Buildings are a leading source of greenhouse gas emissions, largely due to the use of fossil fuels for heating, hot water and cooking. But there’s another way to power these daily needs: thermal energy networks (TENs).

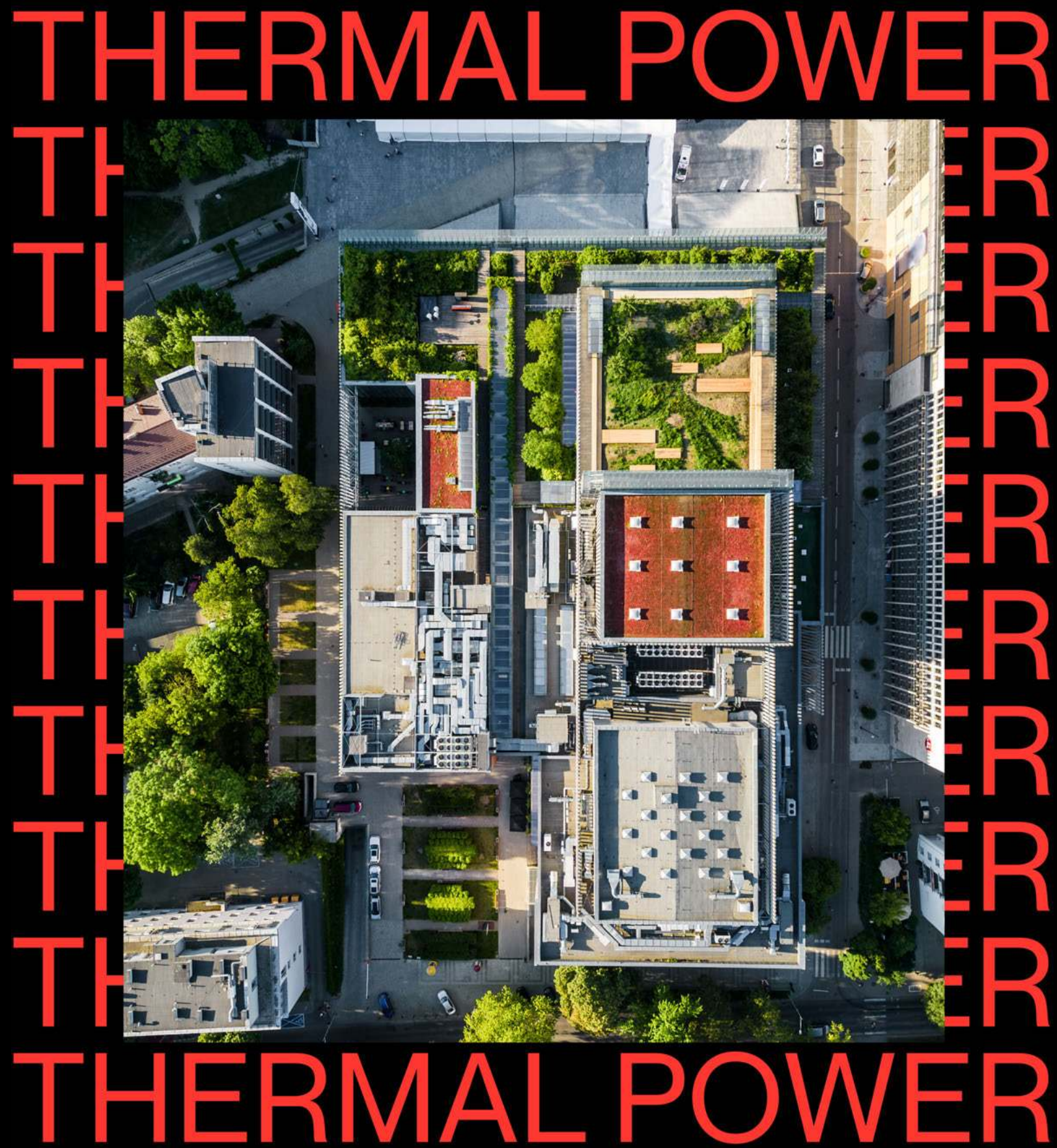
Relying on centralized infrastructure to support low-carbon heating and cooling, TENs have the potential to effectively drive decarbonization in urban areas — especially when paired with heat pumps operating on ambient-temperature loops or ultra-low-temperature hot water loops.

Our client Con Edison, which provides electric, gas and steam services to approximately 10 million people in New York City and Westchester County, has now proposed TENs in two Manhattan neighbourhoods, Rockefeller Center and Chelsea. As the engineer of record, WSP oversaw mechanical, electrical and plumbing design and energy modelling for both pilot projects. Our team helped validate utility thermal energy networks (UTENs) as a scalable solution for reducing carbon emissions.

Rockefeller Center is a complex of 12 commercial buildings. Heat is being recovered from its chilled water plant to supply ultra-low-temperature hot water to three customer buildings equipped with heat pumps, leading to an estimated annual reduction of 1,575 metric tonnes of GHG emissions.² In Chelsea, recovered heat from data centres is being delivered to three City-owned apartment buildings, which will use the UTEN for domestic hot water associated with new heat pumps, and some will also receive modifications to enable use of the UTEN system for heating and cooling.

The plan is to construct and connect new buildings, substantially growing the network’s impact.

[Read more](#)



¹ From a greenhouse gas emissions perspective, compared to onsite fossil fuel-based boiler plants.
² As measured against NYC Local Law 97 emissions limits applicable during the 2030–2034 compliance period.

ROOM FOR THE RIVER 2.0

PROJECT — Rhine-Meuse Integrated River Management

LOCATION — The Netherlands

CLIENT — Dutch Ministry of Infrastructure and Water Management

SDGs — 6, 13, 15

Integrated river management brings greater resilience while supporting water quality, navigation and nature.

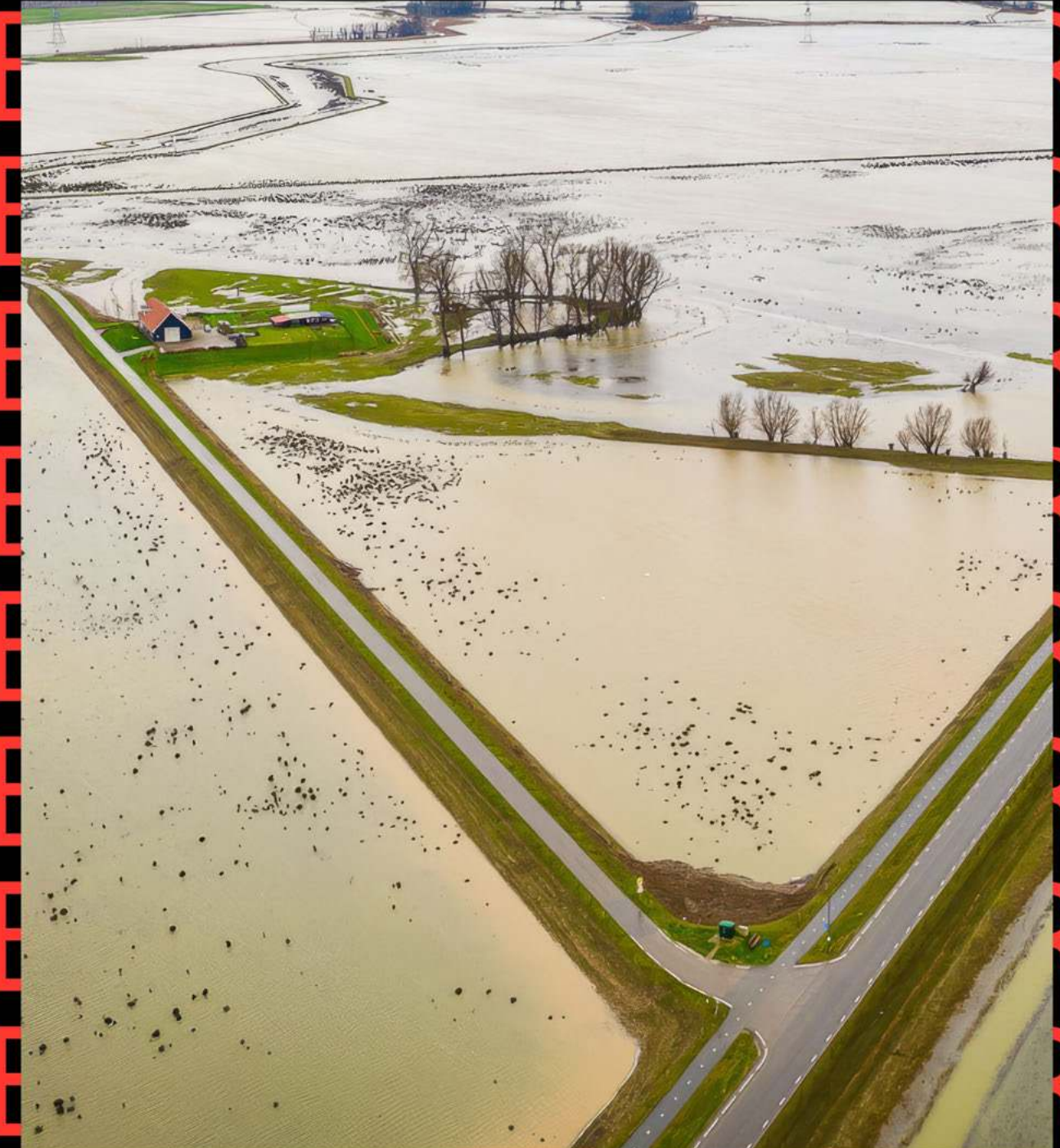
The Netherlands is increasingly facing extreme weather conditions, with associated major fluctuations in water levels. Overly low levels can have negative impacts associated with shipping and navigability issues, dried-out floodplains and threats to biodiversity and the national food supply, while overly high levels can result in catastrophic flooding. Without careful human intervention, risks can become unmanageable.

The Room for the River 2.0 initiative seeks to enhance five key river functions: drainage/flood regulation, navigation, freshwater supply, biodiversity support and economic development. The solution lies in integrated river management (IRM). From 2022 to 2024, WSP led an IRM design process to establish a policy plan for the Rhine-Meuse delta.

In 2025, WSP continued the project with a consortium of engineering firms and educational and research institutions. In a team of engineers, morphologists, ecologists and landscape designers, we determined which areas need to be reserved for a safe, robust and future-proof river. At the end of 2025, we delivered the analysis to the Ministry of Infrastructure and Water Management, with recommendations to keep certain areas free of capital-intensive use for the future, so they can be used in the short term (2050) and long term (2100) for the safe discharge of water. Decisions by the Ministry on the regulatory or planning protections required are expected to follow in 2026.

As WSP's IRM design leader Jette Eshuis notes, "Designing dykes and floodplain widening projects that use low-emission solutions such as soil-based materials, rather than steel or concrete structures, is forward-thinking. We are not only saving costs and materials, but also building robust and resilient river areas for future generations."

[Read more](#)



RESILIENT RIVERS



An aerial photograph showing a flooded landscape. A road runs diagonally from the bottom left towards the center, where it meets a junction. To the left of the road, a small blue house is partially submerged in floodwater. The surrounding area is a mix of green grass and brown, muddy floodwater. In the background, there are more trees and structures, all surrounded by water. The overall scene depicts a significant flooding event in a rural or semi-rural area.

RESILIENT RIVERS



RESTORING BIODIVERSITY

PROJECT — Kinneil Kerse Biodiversity Revival
LOCATION — Bo’ness, Scotland, UK
CLIENT — Falkirk Council
SDGs — 11, 15

Nature-based solutions are optimal for local communities and can help deliver national nature restoration targets.

The Kinneil Kerse project was designed to transform a former landfill on the banks of the Firth of Forth in Scotland into a thriving habitat, significantly enhancing biodiversity. WSP was commissioned by Falkirk Council to oversee the site restoration and advise on the numbers of shrubs, hedgerows, trees and aquatic vegetation to be planted.

The site was an active landfill for nearly 80 years and the aim was to close it and reuse the existing soil and compost stockpiles. Determined to go beyond standard capping or landscaping designs, Falkirk Council embarked on one of the largest replanting schemes ever undertaken in Scotland.

The main project ran from 2021 until 2025, with maintenance planned for some sections until 2028. Emphasis was placed on preserving foraging habitats for birds, in consultation with the British Trust for Ornithology. WSP had an onsite presence for the duration of the restoration to oversee the project and subsequently prepared a verification report detailing all works completed.

The statutory biodiversity metric calculation tool was utilized to assess Biodiversity Net Gain for the site, on a high-level, retrospective basis, and the results indicated a very significant enhancement for biodiversity, with an increase of +83.7% in Biodiversity Habitat Units.¹ Furthermore, it has been calculated that the scheme will have an anticipated net positive carbon impact on the carbon sequestration and storage of the site once mature.

Fittingly, this restoration project won “Best Biodiversity Enhancement on a Brownfield Project” at the Brownfield Awards in October 2024 and “Best Practice Large-Scale Mitigation, Compensation and Enhancement Project” at the Chartered Institute of Ecology and Environmental Management Awards in June 2025.

[Read more](#)



¹ BNG figures are indicative only, having been derived from a high-level, retrospective metric assessment without site survey validation and do not satisfy all criteria required to demonstrate statutory BNG in England. Carbon impacts are anticipated and relate to the scheme once mature.

BOLIVAR'S BOLD WASTEWATER UPGRADE

PROJECT — Bolivar Wastewater Treatment Plant

LOCATION — Adelaide, South Australia

CLIENT — SA Water

SDGs — 6, 9, 11

Modular offsite construction, smart reuse of infrastructure and planning for climate extremes delivered a flexible, resilient system for a fast-growing population.

In the suburb of Bolivar, just north of Adelaide's city centre, lies a powerhouse of climate-resilient infrastructure and public health. In operation since the 1960s, the Bolivar Wastewater Treatment Plant—South Australia's largest—currently processes around 70% of Adelaide's sewage. Its inlet required a large-scale upgrade to support population growth across the metropolitan area: more than one million residents now depend on the plant for safe and reliable wastewater treatment.

Appointed as the lead engineering consultant, WSP was engaged (along with Fulton Hogan) by SA Water to support this major upgrade. The plant's inlet capacity to receive sewage is anticipated to more than double from around 300 million to approximately 630 million litres per day once the upgrade is operational.

Bolivar is also a vital source of recycled water: more than 30% of the sewage passing through Adelaide's three wastewater treatment plants collectively is recycled for use in parklands, community grounds and agriculture.

WSP's strategy focused on commissioning the new inlet while the old system was still operating. The flow was gradually redirected to the new system with full operational readiness in place before the former structure was taken out of service.

Maintaining healthy communities and safeguarding local ecosystems were paramount. Sustainability was a key consideration throughout this upgrade, as seen in the critical need to reduce the risk of untreated wastewater discharges, particularly during peak flow events. The solution encompassed technical innovation, collaborative delivery and a commitment to quality, and is designed to help prepare critical infrastructure for a growing state.

[Read more](#)





PRIORITIZING AUTONOMY AND CONNECTION

PROJECT — Hawthorndale Care Village
LOCATION — Southland, New Zealand
CLIENT — Hawthorndale Care Village Charitable Trust
SDGs — 3, 10, 11

Hawthorndale shows how designing places for all minds can have community at heart and foster autonomy and social connection.

Hawthorndale Care Village marks a transformative approach to elder care in Aotearoa New Zealand. Inspired by the Dutch "dementia village" model, the project aims to create a safe, empowering and community-integrated environment for seniors, particularly those living with dementia. The Village is made up of small households, shared amenities and open green spaces.

WSP was commissioned to lead the permitting process, ensuring the project progressed with confidence and community support. WSP's services included pre-application meetings, community engagement, hearing evidence, and compliance monitoring through construction, supported by strong relationships with the Hawthorndale community. A key component of the permitting pathway was demonstrating the positive social effects of the proposal, particularly the health and well-being benefits for future residents, alongside considerations such as noise, traffic, parking and amenities. The statutory processes were navigated efficiently, helping the client to respond to council queries and public submissions.

WSP's integrated approach drew on expertise across planning, infrastructure and environmental disciplines, supporting a technically sound and socially responsive consent application. The project was approved in 2021 and the Village was completed and opened in 2025, with strong local support.

[Read more](#)



SYNERGIES TO CONSERVE THE AMAZON

PROJECT — Amazon River Basin Project
LOCATION — Amazon Basin, South America
CLIENT — Inter-American Development Bank
SDGs — 13, 15, 17

WSP’s future-focused study reveals how public-private synergies can reshape Amazonian development, enabling climate resilient, inclusive futures in balance with nature.

The Amazon Basin—one of the world’s largest biodiversity and carbon reservoirs—faces pressures that are jeopardizing its ecological integrity and global climate stability. In the wake of agricultural expansion, illegal logging or mining and climate change, the process of degradation has accelerated, undermining ecosystems and threatening the well-being of millions of people who depend directly on the forest.

In response, the Inter-American Development Bank (IDB) commissioned WSP to study the potential of public-private synergies (PPS) with a view to advancing environmental conservation in six Amazonian countries (Brazil, Colombia, Ecuador, Guyana, Peru and Suriname).

Our analysis sought to identify how PPS collaboration can help protect key ecosystems, energize local economies and lead to new financing mechanisms aligned with sustainable development. The methodology encompassed document reviews, comparative analysis and dozens of stakeholder interviews.

A total of 154 existing or potential projects were identified in the Amazon region, focusing on sustainable forest management, ecotourism and environmental restoration. Recommendations were also proposed to strengthen PPS implementation for conservation efforts with an eye to ensuring technical and long-term financial viability, creating private sector participation incentives, involving local communities and Indigenous peoples and boosting public-sector capacities to oversee long-term initiatives.

Strengthening PPS will open the door to more inclusive, resilient and sustainable models capable of addressing climate challenges while promoting a future in which Indigenous communities, ecosystems and the economy can thrive in balance.

[Read more](#)



© Henderson Land Development

BUILT FOR COMMUNITIES

PROJECT — Kirjalansalmi Bridge

LOCATION — Parainen, Western Finland

CLIENT — Vaylā [Finnish Transport Infrastructure Agency]

SDGs — 3, 9

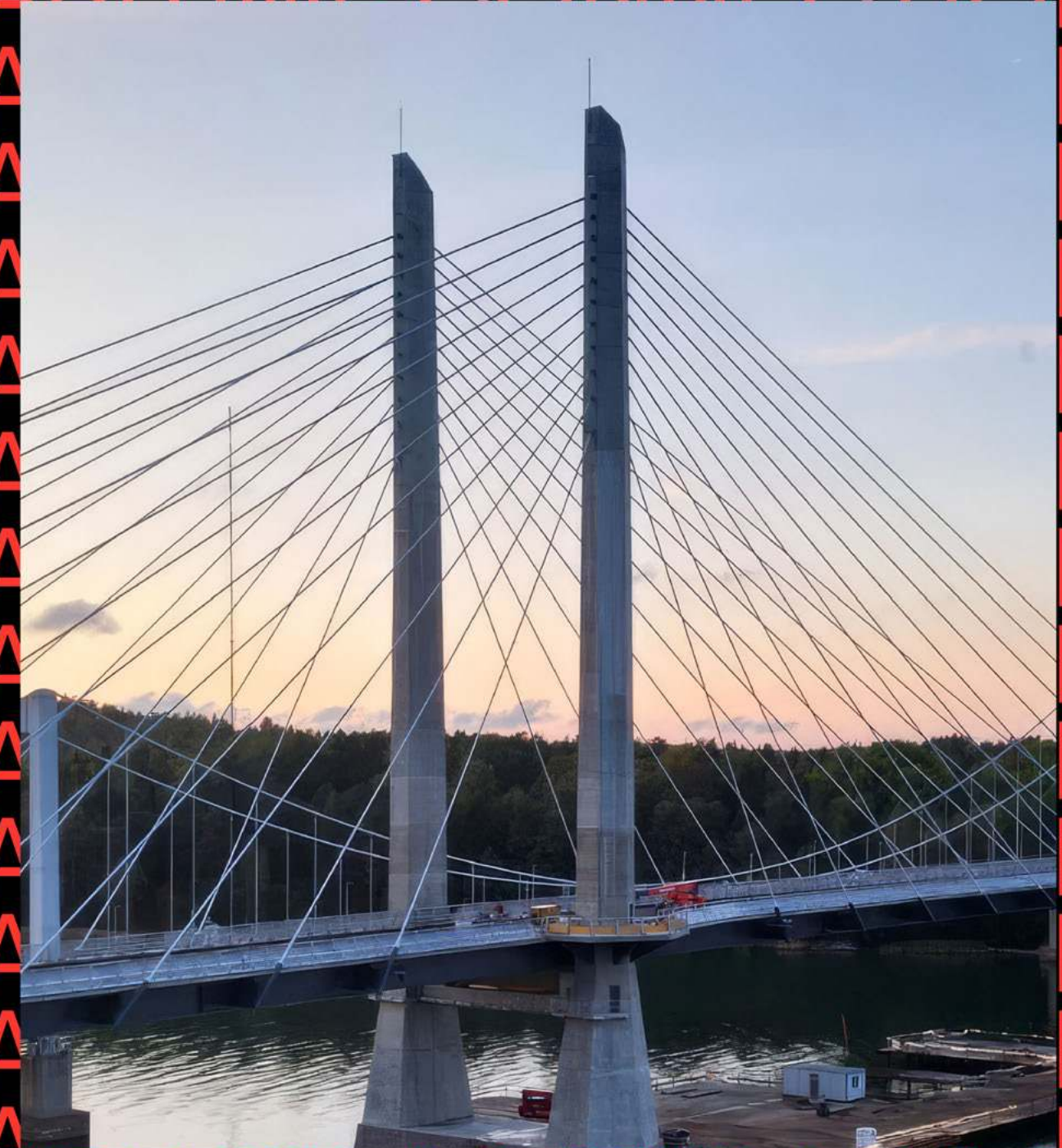
Active and public transport have been improved, bringing benefit to local communities.

Completed in 2025, the new Kirjalansalmi Bridge in Parainen, Finland replaces aging infrastructure and is designed to improve road connections for local companies while creating a safer route to and from the Turku archipelago. The WSP team was responsible for the conceptual design, design development and detailed design of the Kirjalansalmi Bridge. We also co-designed the installation process and the necessary temporary structure required for launching the steel body of the deck.

Kirjalansalmi Bridge is a composite cable-stayed structure with two high-pylon girders. At 675 metres, including a 265-metre main span, it ranks as the bridge with longest span in Finland. With a wider deck and geometry designed to allow higher driving speeds and loads, the new structure was designed to improve traffic flow and safety. The installation of new transparent noise barriers on this bridge is intended to mitigate impacts for local residents while preserving the integrity of the surrounding landscape.¹

Demolition of the older structures is underway, with an aim to restore the bridge foundations and roadbeds to their natural state while enlivening the maritime landscape with trees and greenery.

[Read more](#)



REUSE OVER REBUILD

PROJECT — Red Town in Nordhavn
LOCATION — Copenhagen, Denmark
CLIENT — PFA Nordhavn I P/S

SDGs — 11, 12, 13

Repurposing rather than demolishing and rebuilding historic buildings is increasingly one of the most powerful ways to cut carbon in the built environment.

Copenhagen's rapidly growing port district of Nordhavn is home to a number of former industrial buildings that are historical landmarks.

The Red City (Den Røde By) has played a central role in an urban transformation project involving the long-term redevelopment of the waterfront. WSP was commissioned to provide consultancy and design services throughout the project.

The Red City consists of six buildings, three of which (Værkstedslageret, a warehouse; the Vendsyssel building, dating back to 1895; and Skydebanen II, an old shooting range) were renovated and transformed into restaurants, workshops and office spaces

A new thin metal façade was added to the existing building Nye Marketenderi, reflecting the area's historic use of sheet metal and steel. The façade won the “Thin Sheet Award” at the 2025 Danish Tyndpladeprisen in the Commercial category. Two new buildings have been added, which were carefully designed with respect to the area's historical context. For one of the new buildings, bricks from the former shooting range on the site were reused in construction.

The renovation and design process was highly complex, placing strong emphasis on preservation and the reuse of existing structures. By connecting selected interior and exterior spaces, the project creates a more dynamic and cohesive environment. For all six buildings, the balance between cultural heritage, functionality and sustainability has been a central theme.

All six structures are certified DGNB Gold—a prestigious rating awarded by the German Sustainable Building Council.

[Read more](#)



© BRIO



TRADITION AND INNOVATION

PROJECT — The Chinese Medicine Hospital of Hong Kong
LOCATION — Hong Kong, China
CLIENT — Architectural Services Department, Government of the Hong Kong Special Administrative Region
SDGs — 3, 9

Future Ready® initiatives are embedded via our holistic energy strategy aimed at achieving BEAM Plus Platinum status¹ —the highest rating under Hong Kong's BEAM Plus green building assessment scheme.

Traditional Chinese medicine (TCM), including techniques such as acupuncture and herbal therapy, is an integral part of Hong Kong's healthcare system. Reflecting the Health Bureau's desire to develop TCM using an evidence-based approach, the Chinese Medicine Hospital of Hong Kong (CMHHK) is a flagship institution playing a pioneering role in this exciting field.

It is one of the city's first purpose-built smart hospitals dedicated to TCM.

With energy efficiency and sustainability in mind, WSP's Visioneers served as the building services designers for this project, covering technical systems and medical gas/pneumatic tube installations.

CMHHK boasts cutting-edge technology, including specialized systems to mitigate odours and heat from moxibustion and decoction therapies. To control air quality, a local exhaust ventilation system equipped with a carbon filter and a photocatalytic oxidation nano filter was twinned with the central system. Room conditions will also be adjusted to contain the spread of odours.

CMHHK is China's first multi-storey permanent hospital adopting modular integrated construction and multi-trade mechanical, electrical and plumbing. The adoption of these cutting-edge methods served to enhance construction quality, reduce complications and improve safety.

Key decarbonization features include a solar hot water system; photovoltaic and building-integrated photovoltaics systems; EV charging provisions for private vehicles; and a rainwater harvesting system for irrigation. On this project, WSP strove to set a new benchmark for TCM care with an eye to integrating tradition with innovation.

[Read more](#)



¹ In 2023, the Chinese Medicine Hospital of Hong Kong received BEAM Plus Provisional Platinum certification under the BEAM Plus New Buildings v2.0 assessment scheme administered by the Hong Kong Green Building Council.



ENVIRONMENTAL

IN THIS SECTION

ENERGY & CLIMATE

BIODIVERSITY & NATURE

ENERGY & CLIMATE

In 2025, we continued to focus on reducing energy consumption within our offices, procuring renewable energy and working towards our climate ambitions. Throughout the year, our Net Zero Task Force and environment and sustainability leaders engaged with our people, partners and clients on topics including GHG emissions reduction, renewable energy procurement, waste, environmental observations, training, volunteering and environmental certification.

2025 HIGHLIGHTS

CLIMATE AND NATURE TRANSITION PLAN

WSP published its first [Climate and Nature Transition Plan](#), which outlines our ambitions, targets, risks and opportunities and how we are integrating climate and nature into our business strategy.

OFFICE INITIATIVES

Maintained 100% Renewable Electricity

For the second year, we procured renewable electricity certificates to match 100% of our estimated electricity consumption across all offices worldwide, sourced from green tariffs, onsite generation, power purchase agreements and Environmental Attribute Certificates (EACs). The EACs we procured for the US and Canada are [Green-e certified](#) and the EACs we procured for all other locations are [EKOenergy](#) certified. EKOenergy-labelled energy must fulfill additional sustainability criteria. Additionally, EKOenergy directs a portion of the purchase to the EKOenergy Climate Fund, which finances clean energy projects in remote communities in developing countries. In certain markets where renewable electricity procurement is challenging, we procured EACs from a neighbouring country. Please refer to “Appendix A — Definitions & Methodology” for more information.

Global Sustainable Workplace Guidelines

We updated our global guidelines to set minimum expectations and best practices for our office space. The guidelines cover energy efficiency, sustainable materials, waste management and sustainable transportation.

New San Francisco (US) Office

Our new San Francisco office is rightsized for our hybrid work environment, resulting in a smaller office footprint and reduced energy consumption and GHG emissions. The office features more natural light exposure combined with an innovative lighting system that showcases the expertise of WSP lighting designers. The new location also supports the different ways that employees commute to the office, whether by bicycle, car or train/subway. In addition, during the move we achieved 100% landfill diversion by reselling, reusing, donating and recycling about 50 tons of materials.

[Read more](#)

New Mumbai (India) Office

We opened a new office in Mumbai in a [LEED Platinum](#) certified building. The interior design draws inspiration from the Seven Wonders of the World and incorporates several sustainability elements, including a living green wall, low-VOC paints and recycled materials, low-flow water devices, sensor-based lighting and variable air volume air conditioning. To further minimize our impact, our construction supplier purchased carbon offsets to compensate for the lifecycle emissions associated with the fit-out project. The office is also designed to support employee health and well-being, earning the [WELL Health-Safety Rating](#) certification.

“Our new Mumbai office underscores our commitment to sustainability—reducing environmental impact while enhancing employee experience, promoting well-being and supporting workplace safety through sustainable design and globally recognized standards.”

Anil Dixit
Office Facility Head (India)



TRANSPORTATION INITIATIVES

Global Travel Dashboard

We developed a global travel dashboard for air and rail business travel across WSP. The dashboard provides transparency on the financial and environmental impact of business travel across the organization to empower employees to make informed decisions that align with our sustainability goals.

Travel Targets in Sweden

Each business group within WSP in Sweden set an annual target to reduce non-client travel.

Fleet Decarbonization

- With our fleet of around 1,800 vehicles, electrification capability was a key consideration in the selection of our new fleet management contract for WSP in the US.
- WSP in Sweden increased the share of biodiesel in the total diesel consumed by fleet trucks to approximately 80% by the end of 2025 and raised the share of electric vehicles from 35% to 62%.
- In Central Europe, about 30% of our fleet vehicles are now electric, while hybrids make up approximately 11%.

DESIGN AND ADVICE INITIATIVES

Carbon Goals to Guide UK Teams

Informed by carbon analysis of over 250 projects across market sectors, WSP in the UK identified key carbon hotspots and gaps. In response, each UK business unit established tailored carbon goals to drive meaningful progress by the end of 2027.

[Read more](#)

Embodied Carbon in Building Facades

WSP’s UK facade engineering team developed the FaCE (Facade Carbon Emissions) tool to quickly compare the embodied carbon of various facade systems using Environmental Product Declarations (EPDs).

Mining Industry CDR Protocol

The Isometric carbon removal registry introduced the first-ever protocol for durable Carbon Dioxide Removal (CDR) in the mining sector. The protocol includes guidelines for durable CDR achieved through off-site mineralization of mine tailings and waste rock. WSP contributed technical expertise to help shape the framework, ensuring robust guidelines for measuring, reporting and verifying CDR activities. This collaboration supports responsible adoption of carbon removal technologies, promoting decarbonization within a resource-intensive industry.

[Read more](#)

PROCUREMENT INITIATIVES

Our procurement initiatives can be found in the “Supply Chain” section of these Performance Highlights.

WSP in New Zealand Halving Carbon Progress

WSP in New Zealand is steadily advancing toward its 2030 commitment to halve the carbon impact of its designs and advice for clients. Based on carbon assessments conducted in 2025, we estimate that emissions have been reduced by approximately 33% compared to the 2020 baseline. We evaluate progress by calculating carbon emissions per project, per billable hour and by revenue. Key actions taken in 2025 to support carbon reduction include having an emphasis on nature-based solutions; developing a guidance document for low-carbon concrete solutions; and sharing best practices and training.

[Read more](#)

Individual Climate Goals

WSP in Sweden has introduced activity-based climate targets for all employees to enhance our ability to deliver sustainable solutions. Each employee sets a goal aligned with their role at WSP, such as recommending lower carbon materials, optimizing material and energy use in our designs or sharing best practices with colleagues. These actions help us integrate sustainability into daily work and achieve sustainable outcomes for our clients.

[Read more \(in Swedish only\)](#)



BIODIVERSITY & NATURE

In 2025, we remained committed to having a positive impact on the natural world through our business operations and our work.



2025 HIGHLIGHTS

TNFD Adopter

WSP became a Taskforce on Nature-related Financial Disclosures (TNFD) Adopter, joining over 700 companies and financial institutions across the globe that have committed to TNFD-aligned reporting.

TNFD Targets and Roadmap

We established our first nature-related targets and prepared an internal TNFD Roadmap that details actions we plan to take over the next three years to support our biodiversity and nature commitments. See our [Climate and Nature Transition Plan](#) for more details.

Biodiversity Statement

We updated our [Biodiversity Statement](#) to reflect evolving best practices and align with WSP’s commitments.

Science Based Targets Network (SBTN) Training

Two WSP nature advisory experts completed the SBTN Train-the-Trainer program, which equips service providers with an understanding of SBTN’s approach and methods for supporting clients.

Launch of AI-Enabled WSP - Nature Vista™ Tool

In 2025, as part of a partnership with Microsoft, we evolved our WSP - Nature Vista™ digital offering into a comprehensive AI-enabled platform. The tool includes several interconnected modules to support environmental impact assessments, environmental monitoring and nature-related disclosures aligned with the TNFD guidelines—providing a fully integrated knowledge platform.

WSP - Nature Vista™ empowers organizations to identify impacts and dependencies on nature—and their subsequent risks and opportunities—drawing on a comprehensive, global data repository and the extensive knowledge of our environmental experts around the world. It provides project teams with a collaborative digital workspace, integrating the platform’s existing data with client-specific information and embedded AI functionality to transform environmental and business data into clear risk management decisions with data-driven confidence.

[Read more](#)

“What makes WSP - Nature Vista™ truly innovative is how it blends WSP’s on-the-ground science with AI’s analytical power. Our specialists bring decades of field insight and AI amplifies it, turning complex datasets into clear, actionable intelligence. It’s like having an entire WSP team thinking alongside you, accelerating smarter, nature-positive decisions.”

Massimo Dragan
Global Director, Strategic AI Initiatives



SOCIAL

IN THIS SECTION

ABOUT OUR PEOPLE

INCLUSION & BELONGING

INDIGENOUS RELATIONS

HEALTH & SAFETY

COMMUNITY ENGAGEMENT

ABOUT OUR PEOPLE

At WSP, we pride ourselves on being a people-centric organization that thrives on innovation, integrity and inclusion. Our employees, known as Visioneers, are the driving force behind our success. Our global approach provides our talented teams with unparalleled access to WSP’s extensive expertise and programs, ensuring they have the best opportunities to grow and excel. Working at WSP means being part of a dynamic, supportive and forward-thinking environment where top talent is encouraged to flourish.

We work to integrate our Guiding Principles into every facet of how we attract, nurture and develop our team. This is exemplified in the efforts we made during the first year of our 2025-2027 Global Strategic Action Plan. Within this plan, we are focused on three key themes with the objective to empower our people for limitless opportunities and growth:

PEOPLE EXPERIENCE

We pledge to create an exceptional workplace that empowers employees to achieve their greatest impact, in order to achieve our objective of being the preferred home for engineers, scientists and advisors, and a destination where the industry’s brightest minds can tackle complex, meaningful challenges while advancing their careers to new heights.

LIMITLESS OPPORTUNITIES

We aim to unlock a dynamic future of virtual, local and global internal growth possibilities, with experiences and opportunities as unique and diverse as our employees.

CULTURE OF OWNERSHIP

We encourage a culture of ownership where everyone understands the impact of their contribution and benefits from our collective success.

Examples of our actions are described in this section.



TALENT ATTRACTION, ENGAGEMENT AND RETENTION

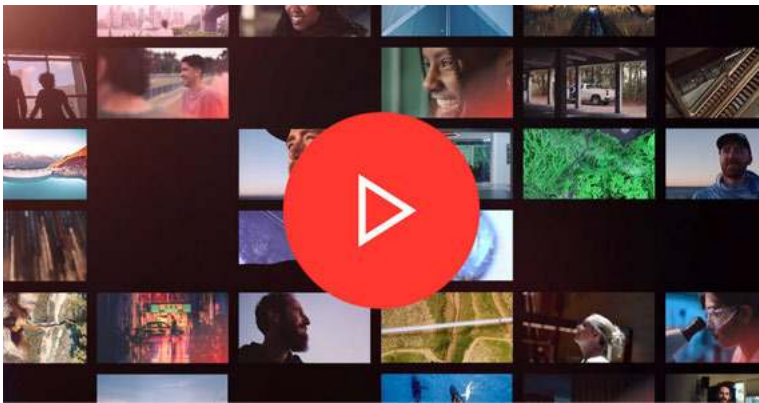
Our approach is embedded in our Employee Value Proposition: With Us, You Can. This initiative is brought to life across key moments of the employee journey in our regions, including recruitment, onboarding, mobility and mentoring. This aims to attract and retain the talented people we need to realize our vision, encourages retention, and showcases the unique impact we have in the world, helping us stand out and inspire people to work with us.

Learn more about how we manage talent attraction, engagement and retention in the “Our Workforce” section in the Disclosures of this Report.

Talent Attraction and Enablement

We are focused on attracting the brightest minds from a range of backgrounds to join us in tackling the world's most complex challenges, as well as being Future Ready®.

Promoting career development and internal mobility supports employees in designing a fulfilling career path across our global organization and gaining international experience. We actively encourage movement within the business and prioritize internal hires where possible because these things make WSP stronger. They help us learn from each other and enhance collaboration, while maximizing career development opportunities for all. In 2025, we unveiled our Internal First framework, which harmonizes and enhances existing processes for internal transfers.



In addition, empowering employees to work for different regions builds a dynamic and agile global workforce that is well-equipped to meet the evolving needs of our business and the industry. We therefore maintained our focus on strengthening our talent mobility program in 2025. Regional efforts are also essential to the strength of our strategy. In 2025, they included:

- Australia: The School Term Flexibility Program was extended to all permanent employees, enabling eligible parents to “salary sacrifice” or purchase extra weeks of leave annually for school holiday periods.
- Finland: A coaching group called “Peak Career Years” was piloted for employees nearing retirement, focusing on strengths, career transitions and well-being to support smooth retirement transition.
- Hong Kong: We secured government funding to offer training and project experience for over 100 young graduates, enhancing talent attraction and supporting the workforce pipeline.
- UK: WSP partnered to provide mentoring, mock interviews and CV workshops for students from a range of backgrounds, offering guidance to help them prepare for future job opportunities.
- US: WSP joined the “Return the Salute” SkillBridge program, which connects transitioning service members with real-world job experience.

Employee Engagement and WSP Listens

Our online platform “WSP Listens” achieved a 77% participation rate in 2025, enhancing our understanding of our global workforce. We measure employee engagement through workplace satisfaction scores, retention likelihood and recommendations for WSP. Our overall engagement has consistently improved since 2022.

“WSP Listens is a strategic platform at the heart of our employee experience. It helps us stay closely connected to our teams, make better decisions on our programs, and understand what truly enables our people to do their jobs well and remain engaged.”

Megan Van Pelt
Global Chief Human Resources Officer

Two areas that scored highly in WSP Listens in 2025 are our efforts to strengthen career paths, and employee well-being.

One global initiative is our annual well-being challenge, “Beyond Steps”, which took place for the second time in 2025, involving over 5,000 colleagues and logging over one billion steps. The goal of the challenge was to encourage physical movement, as well as help our people form new connections and take some valuable time for themselves.

“What I really loved about the step challenge was how it brought all of us across WSP together. Even though we're part of different countries and teams, it felt like we were one big global community.”

Jennifer Whitcraft
Assistant Vice President, Benefits, US

In 2025, local examples of well-being initiatives included:

- Australia: R U OK? Day was acknowledged nationally in September, with colleagues sharing personal stories to highlight the importance of reaching out when support is needed.
- Canada: For Well-Being Month, we created a sleep learning module and tools that covered the importance of sleep, managing sleep disruptions and when to seek professional help.
- Middle East: Our elevated focus on well-being has been recognized with the “Outstanding Wellbeing Support in the Middle East Construction Industry Award” at the 2025 Mentl Awards.
- The Netherlands: Colleagues hosted various workshops on topics such as mental health and burnout prevention during Hey, Are you OK? Week in April.
- UK: Our business signed the Mind Mental Health at Work Commitment, which guides companies to meet a set of six standards based on best practices.

Learning and Development

WSP Learns is our online, global learning library, providing employees with thousands of courses to expand their skills and expertise. In 2025, we created pathways to enhance global training such as WSP Leads, to provide more in-depth subject matter learning for our employees. We also used WSP Learns to track completion of AI training upon deployment of related technology at WSP.

Examples of additional talent development programs delivered in 2025 include:

- Global Client Account Leader Fastrack Program: 246 leaders participated across the US and Canada, the UK and Ireland, Africa and Australia. The program accelerates talent development around client engagement through a blend of experiential learning, case studies, mentorship and cross-discipline/region collaboration.
- Hong Kong: 150 early-career professionals participated in a structured technical development program offered across multiple disciplines and aligned with WSP career development pathways.
- Middle East: The WSP PitchLab Academy consisted of a nine-month program of in-person and online events designed to enhance participants’ internal and external pitching and presentation skills.

Learn more about how we manage talent development in the “Our Workforce” section in the Disclosures of this Report.

WSP Leads

Launched during our global leadership conference in 2025, WSP Leads I Core is a comprehensive global leadership program designed to equip our leaders with the fundamental skills and knowledge they need to inspire excellence. The program’s first module is mandatory and directly linked to our Guiding Principles, outlining the behaviours expected from leaders and employees. This ensures that leadership at WSP is not approached in a generic manner, but tailored to our values and expectations. In addition to the required module, there are five optional modules that leaders can select based on their experience and development needs. The program is also regionally adapted to reflect local cultural norms.

To support WSP Leads, we also launched the Guiding Principles in Action, which consist of key behaviours that need to be balanced daily to create a culture that supports our collective success.

In addition, we began launching the WSP Leads I Executive program, a nine-month leadership development initiative for 40 top leaders. It combines tailored instruction from McGill Business School, executive coaching and internal training. The program aims to systematically prepare high-potential leaders for senior roles through structured, consistent development.

WSP Connects

Our WSP Connects platform pairs mentees with mentors based on compatibility. WSP Connects includes conversational guides, training and tools for both mentors and mentees as program resources to promote the development of strong, meaningful relationships. We finished 2025 with almost 6,000 active profiles of mentors and mentees.

Examples of country or subregional strategies that contribute to retention, collaboration and successful management include:

- Asia: Organized a cross-region Gratitude Day campaign where employees used an e-thank-you card platform to express appreciation.
- India: Hosted leaders from our Asia region at the Noida office, facilitating stronger alignment, collaboration and constructive discussions.
- LAC: United over 50 commercial leaders, including our Global Chief Clients Officer, at our Growth Conference to discuss sustainable growth, global client program alignment and cross-selling.
- Middle East: Held events for over 1,600 people across the region, improving collaboration across business units and borders to bring our people together.
- Norway: Introduced MiniMeet, a quarterly HR-led two-hour session supporting employees on parental leave, helping maintain workplace connections.

“Own It”: WSP’s Global Employee Share Purchase Plan

Our Global Employee Share Purchase Plan (ESPP) is a celebration of our collective success. By the end of 2025, the ESPP had been made available to the vast majority of employees across WSP. By enabling employees to become vested partners, we are fostering a sense of pride and ownership. Aptly named “Own It”, this program offers employees the chance to invest in WSP's future by purchasing company shares through payroll contributions.

Succession

In 2025, a new app was developed and deployed to support succession planning. The app provides a secure, confidential and intuitive environment, integrating live data feeds from internal tools such as our ERP. It enables comprehensive, real-time management of succession plans for top leadership levels, allowing HR and leadership to access and use talent information at any time, supporting vacancy management and talent planning. This innovation represents a significant advancement in WSP’s approach to succession planning, moving from static, manual processes to a dynamic, integrated solution.

INCLUSION & BELONGING

WSP is dedicated to fostering an inclusive workplace culture that reflects our commitment to maintaining a talented workforce. By prioritizing an agile working environment, we support personal vitality, work-life balance and belonging by making WSP more accommodating for everyone. We are committed to promoting an empowered workplace culture where respect and belonging are both expected and valued.

WSP strives for its people, peers and clients to experience a safe, respectful workplace, where we all promote an inclusive culture, creating a sense of belonging. By living our Guiding Principles, we accept no compromise when it comes to our ethics and our inclusive behaviours and we support our people to feel at ease to talk openly.

The examples of our Inclusion & Belonging (I&B) initiatives provided in this Report are illustrative and may not be available in all regions. The availability and implementation of specific projects may vary and are compliant with regional legal requirements.

2025 HIGHLIGHTS

Employee Groups and Topic Awareness

- Our Developing Professionals Network in Canada has around 4,600 members across 35 local chapters. In 2025, the network delivered a wide range of professional, networking and community engagement activities, including a regular series called “Meet our Leaders”, featuring global and regional leaders.
- A Living and Working with Cancer community was created in the UK (and is also expanding to other countries). The initiative was recognized as the UK 2025 WSP Excellence Award winner for I&B.
- Membership in employee-led support networks for parents has expanded across other subregions following the creation of parents@WSP in Australia in 2024.
- Neurodiversity groups/events expanded to other geographies, including a Middle East Neurodiversity Learn-in Circle and recognition of Neurodiversity Awareness Month in Australia.
- Our LAC colleagues hosted a learning session focused on disability inclusion and accessibility, supporting continued awareness and long-term cultural change.

Cultural Heritage

- South Africa: Heritage Day was honoured in September as colleagues dressed in traditional attire and presented personal traditions and stories from their heritage and faith communities.
- Asia: We worked with WEDO Global, a social enterprise, to deliver a Rangoli art workshop led by ethnic minority instructors, deepening cultural understanding while supporting minority communities’ visibility and career development.
- Middle East: Cultural talks and lunches throughout the year celebrated our inclusive culture and enhanced collaboration.

Recognitions

- Gina Bocra, Vice-President of Built Ecology (US), was honoured by *Architectural Record* magazine as one of five recipients of its 2025 Women in Architecture Design Leadership Award.
- Our Danish business won the Danish Association of Consulting Engineers Diversity Award, based on its work to maintain an inclusive culture through locally led initiatives, grounded in a global culture.
- Beckie Faulkner, Group Technical Director (WSP UK) and Vice Chair of Intelligent Transport Systems (ITS) UK’s Women in ITS Forum was named ITS 2025 Woman of the Year.

Celebration Days

We have a calendar of celebration days and events where we highlight the stories and achievements of our employees in order to celebrate respect and belonging at WSP.

Annual celebrations marked by our Visioneers in 2025 include:

- International Women’s Day and International Women in Engineering Day
- Pride Month
- Black History Month
- Neurodiversity Celebration Week

“This year reminded us that inclusion isn’t just good practice; it’s the foundation of our best work. When people feel they belong, ideas strengthen, confidence builds, and we create a space where everyone and the organization can continue to grow.”

Ian Blair
Managing Director, New Zealand
Global Sponsor, Inclusion & Belonging

INDIGENOUS RELATIONS

We aim to engage with Indigenous communities in a respectful and mutually beneficial manner. WSP understands that every community is unique. In addition to our foundational position on human rights, we employ a region-based approach to engaging Indigenous communities that respects their uniqueness, meets local needs and is responsive to emerging challenges.

Learn more about our Indigenous Relations work in the “Affected Communities” section in the Disclosures of this Report.

2025 HIGHLIGHTS

Global Indigenous Relations Network

Team members from Australia, Canada, the US, Latin America and the Caribbean and Aotearoa | New Zealand met regularly throughout 2025 to foster collaboration.

Supporting Climate Action

A Canada Climate Week Xchange webinar led by WSP and Mother Earth Environmental Services explored opportunities for collaboration between large firms and Indigenous-owned businesses to advance climate initiatives.

[Watch the video](#)

Te Ao Māori Training in Aotearoa | New Zealand

An arrangement was made with Education Perfect/ Kotui for 100 employees to undertake training to build understanding and strengthen capabilities in Te Ao Māori (Māori world) customs, society and language.

“We Are Water” Collaboration

In September 2025, Indigenous employees across Australia, Mexico, Aotearoa | New Zealand and the US came together to produce “We Are Water”, a short video outlining respective Indigenous cultures’ relationships to and with water.

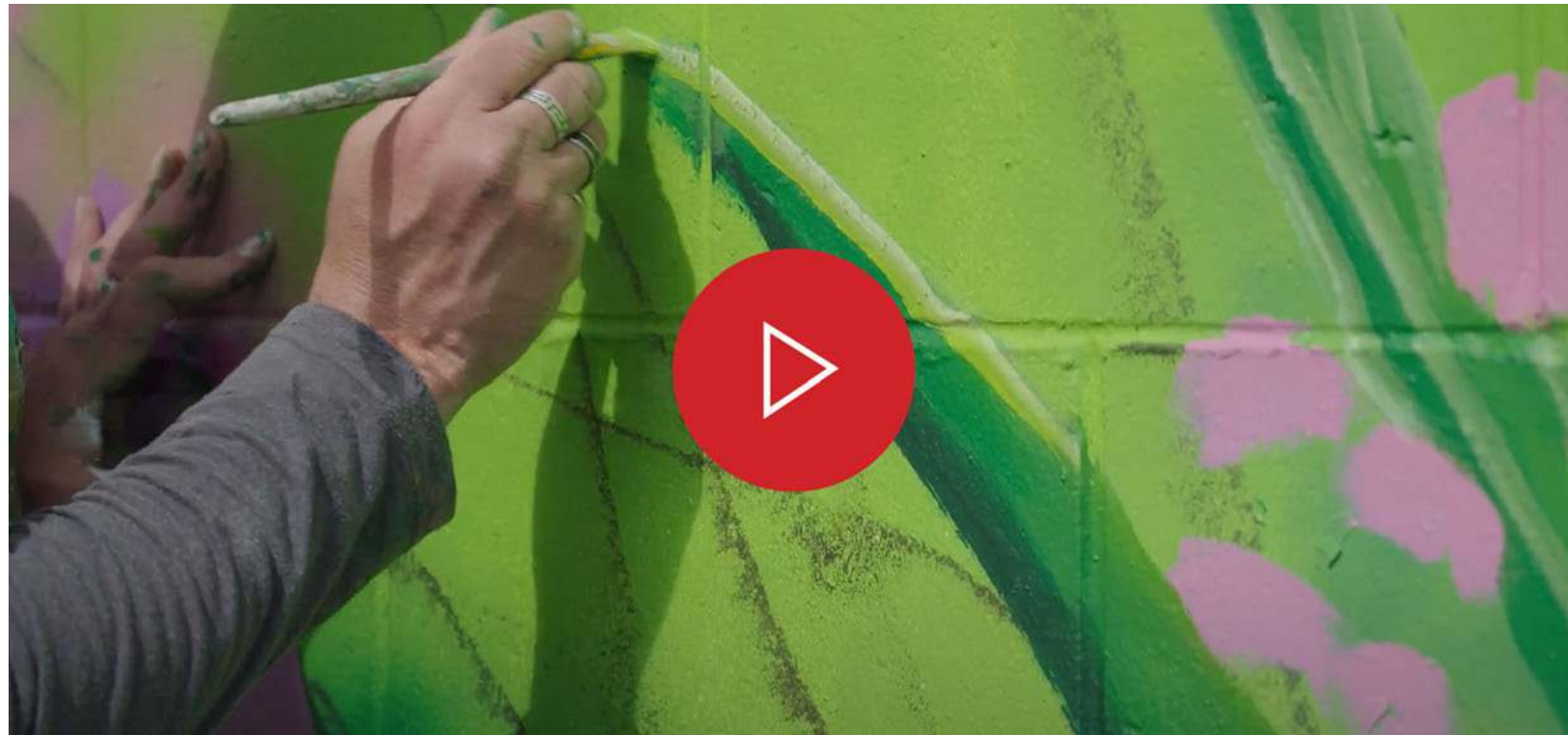
[Watch the video](#)

Marking Celebration Days

- To mark the International Day of Indigenous Peoples, a panel and series of social media insights showcased Indigenous perspectives on water, sustainability and inclusion across the LAC subregion.
- We celebrated UN International Day of the World's Indigenous Peoples in Aotearoa | New Zealand to honour Indigenous Peoples globally, while also reflecting on our identity as tangata whenua (Indigenous) people of Aotearoa | New Zealand.
- Our participation in National Reconciliation Week and National Aboriginal and Islanders Day Observance Committee Week in Australia reinforced our commitment to learning, reflection and meaningful engagement with Aboriginal and Torres Strait Islander cultures and histories.

“UN International Day of the World's Indigenous Peoples reminds us of the strength of our whakapapa (genealogy), the richness of our reo (language) and tikanga (customs), and the importance of continuing to uplift and protect our mātauranga Māori (traditional knowledge and wisdom). Being Māori means carrying the legacy of my tīpuna (ancestors) while helping pave the way for future Māori leaders. It is a powerful reminder that our voices and stories matter, and our presence in every space—including the workplace—is vital.”

Reginald Proffit
Director Pou Arataki (Māori)



HEALTH & SAFETY

Health & Safety is a core value at WSP. We care for all our people and commit to preventing work-related incidents, injuries and ill health by providing a safe and healthy work environment, safe equipment, comprehensive information and training, and by endeavouring to embed safety every time, with everyone, in everything we do.

At WSP, we manage health and safety together with security, environment and quality, forming our HSSEQ program. We discuss our environmental activities in the “Environmental Management” section in the Disclosures of this Report. Under the “security” part of our program, our team provides support to our business as regards building security; projects; and international travel and events.

WSP continues to make progress in driving a proactive health and safety culture and understanding the root causes of incidents to ensure we keep all employees safe. Select 2025 program highlights are shared on this page.

2025 HIGHLIGHTS

Chief Health, Safety, Security, Environment and Quality Officer

In June 2025, Pat Poelzer joined WSP as Chief HSSEQ Officer, spearheading the strategic and cultural direction for WSP’s global program and leading enhanced collaboration and knowledge-sharing across our regions and sectors.

Global HSEQ Excellence Program

All countries completed self-assessments under the WSP Global Health, Safety, Environment and Quality Excellence Program, which compares performance of local practices and systems against the requirements of the Global HSEQ Management System Manual (“Global HSEQ Manual”). Best practices were shared across our global network and each country identified three priority focus areas for 2026, as well as three areas in which they believe they are excelling.

From a global perspective, we identified trends and areas of common need so that we can take action to support our teams, and a follow-up was completed for individual countries. In addition, the self-assessment scores provided a benchmark to measure progress against our long-term ambition to “Elevate HSEQ standards and drive proactive cultural transformation”.

Global Health, Safety and Environment Community

Global and regional leaders joined together to begin monthly meetings as one community to support continued development and collaboration on our programs.

Global HSSEQ Training

A 99% completion rate was achieved in 2025 for our annual training on HSSEQ fundamentals, roles, responsibilities and expectations for employees.

Health, Safety and Environment Mining Handbook

WSP developed a handbook for our mining sector to address the specific hazard exposures and controls relevant to employees working on mining projects. This supplements the Global HSEQ Manual to make it easier for our teams to excel.

Examples of Regional Achievements

- Andrew Schell (US) and his team were recognized with the Commitment to Health and Safety Award as part of WSP’s 2025 Global Excellence Awards for development of an innovative solution to improve safety during the reverse osmosis system membrane replacement process.
- WSP in the Middle East was recognized at the Royal Society for the Prevention of Accidents (RoSPA) Awards 2025 with a sixth consecutive Gold Achievement Award, as well as being named International Team of the Year.
- WSP in the US launched a “Back to Basics” initiative designed to refocus our efforts on the core principles that safeguard our people, protect our planet and ensure the highest standards of quality in everything we do.

“Our commitment to Health, Safety, Security, Environment and Quality is not a compliance exercise—it is a leadership choice. We anchor ourselves in clear principles and empower our teams to apply them with courage and discipline in every project, in every country. Excellence is not something we inspect at the end, it is something we build into every decision as we create.”

Pat Poelzer
Chief HSSEQ Officer



COMMUNITY ENGAGEMENT

We strive to create real, lasting change in the communities we serve. This includes building stronger partnerships, launching innovative initiatives and taking action to improve lives.

From pioneering environmental projects to empowering local communities, we work to realize a better future. We find opportunities with organizations and causes that break down barriers, promote accessibility and are committed to reducing social exclusion and inequalities.

The stories that follow reflect the impact of our community engagement in 2025. A more resilient, sustainable world is possible when people come together with purpose and determination—one project and one community at a time.

In 2025, WSP contributed to communities in many ways, including these global estimates:

\$3.7M

Charitable donations

\$2.9M

Additional financial contributions in paid volunteer time, in-kind giving and pro bono hours

43.3K

Paid volunteer hours



Habitat for Humanity volunteering in the US



Fika bridge building in Rwanda

SERVICES FOR GOOD

Building Hope, Building Community

In the third year of our commitment to Habitat for Humanity, 500 US employees participated in 28 projects across 26 cities. The reach is truly national, covering 21 states and all of WSP’s US business regions. Since the partnership began, we have contributed a total of US\$500,000 to Habitat for Humanity, with US\$200,000 donated in 2025. These funds have directly supported Habitat affiliates, enabling team builds and volunteer initiatives that provide hands-on help for families striving toward home ownership. The combined financial support and active volunteerism have helped build and repair homes, creating pathways to stable, affordable housing for families in need.

[Read more](#)

Clean Water Through Partnership and Purpose

Clean water is one of WSP’s three core philanthropic pillars and in 2025 this commitment came to life through initiatives with the Water Works Program. During our US Senior Management Conference in New Orleans, nearly 300 attendees participated in a hands-on water filter-building activity. The water filter kits sponsored through this session were distributed in partnership with UNHCR to 56 households in the Kyaka II Refugee Settlement Camp in Uganda’s Kyegegwa District. Each filter can provide clean water for approximately 300 people for two years.

This initiative was mirrored at WSP’s Early Career Conference in Birmingham, US, where 270 graduates collaborated to build 54 more water filters.

Bridging Communities, Not Just Rivers

We continued our 15-year collaboration with Fika (formerly Bridges to Prosperity) in 2025 when three teams totalling 30 WSP volunteers travelled to Rwanda to help build bridges in some of the country’s most isolated regions. The WSP volunteers supported three projects, including the Nyiravugiza Suspension Bridge, which spans over 101 metres across the Ruhoga River, providing safe, year-round access for around 3,000 local residents. For the WSP team members who volunteered, the experience was about far more than engineering. It was about forging connections, fostering resilience and witnessing firsthand the profound impact that infrastructure can have on everyday lives.

[Read more](#)

“Using the skills, background and passion we have to directly help people is the reason why we do what we do for a career.”

Ryan Bell
Assistant Vice President, Ports and Marine Engineering



CARING FOR COMMUNITIES

Supporting Communities Across Canada

WSP in Canada led a nationwide giving campaign across our offices in support of United Way/*Centraide*. Around 10% of employees from WSP in Canada participated, collectively raising \$459,085. With WSP’s donation matching, our collective impact doubled and reached \$918,170—directly supporting essential community needs across Canada.

Supporting People Living with Cancer

WSP in the UK and Ireland selected Macmillan Cancer Support as its preferred charity for 2024-2027. Macmillan offers physical, emotional and financial support to people living with cancer. In 2025, we supported the organization through fundraising and volunteering including a £30,000 corporate donation and £10,000 in matched funding for individual fundraising activities. Our people also contributed through direct volunteering activities.

Education to Employment

Our team in Australia participates in the Engineering Aid Australia (EAA) program to support Aboriginal and Torres Strait Islander young people to explore pathways into engineering and technology. Through this participation, WSP supports education-to-employment by backing initiatives such as the Indigenous Australian Engineering School (IAES). IAES offers hands-on learning, guest speakers, site visits and exposure to diverse engineering disciplines, helping inspire students to pursue STEM careers.

Preventing Homelessness and Poverty

In 2025, our Swedish business chose to give a seasonal gift to Sveriges Stadsmissioner (a values-driven non-profit organization) and support their work for a more humane and inclusive society. Through a donation of €40,000, we contributed to vital efforts to support people experiencing vulnerability and social exclusion across Sweden. The gift enables local charities to provide essential services such as food assistance, counselling and community-building activities that create security, dignity and hope.

Standing with Elders, Strengthening Communities

Throughout 2025, our Hong Kong volunteers worked with the Aberdeen Kai-fong Welfare Association Social Service to support elderly residents relocating from a historic Aberdeen estate to a new location. Volunteers visited residents to provide care, listen to their concerns and better understand their needs during this important transition. Following the move, WSP team members reconnected with residents in their new living environment, helping to maintain community ties and ensuring they continued to feel supported.

Community Blood Donation

Team members from WSP in India’s Noida and Bengaluru offices united for a blood donation drive with the Rotary Blood Bank. Visioneers volunteered with empathy and teamwork, supporting one another and celebrating every donation.



EAA Indigenous Accelerator event at Curtin University, located on Whadjuk Noongar Country, in Boorloo (Perth), Australia



Tree planting in Kirikiriroa

SUSTAINABILITY IN ACTION

Planting a Greener Future in Kirikiriroa

For five consecutive years, members of our Hamilton, New Zealand team have planted native trees in Minogue Park. This long-term collaboration is showing signs of success, with past plantings now beginning to mature. Over the past five years, our teams have planted a diverse mix of native species with the long-term goal of restoring a mixed podocarp forest. In 2025, the team planted an impressive 2,375 native trees.

Coastal Cleanups across Latin America

As part of our World Environment Day initiatives, our teams in Mexico and Peru came together to protect coastal ecosystems through volunteer beach cleanups. In Bahia de Kino, Mexico, around 20 WSP professionals cleaned approximately 4,600 metres of coastline. The same day in Chorrillos, Lima, Peru, nearly 50 team members participated in a cleanup that removed more than 60 kilograms of waste. These initiatives reflect our ongoing commitment to sustainability through hands-on action in the communities where we operate.

Tree Planting in Colombia

Our WSP colleagues came together in Colombia for a hands-on tree planting initiative that demonstrated our commitment to environmental stewardship. More than 100 team members planted over 200 trees to support local ecosystems and long-term climate resilience. Beyond the immediate environmental benefits, the initiative fostered environmental awareness and engagement among our people, reinforcing the importance of collective action.

Advancing Sustainable Agriculture

In 2025, WSP, through the POWER Foundation endowment, continued its financial support of the University of Idaho’s Center for Agriculture, Food and the Environment (CAFE), advancing solutions that benefit rural communities, agricultural producers and ecosystems across the water-limited Western US.

Home to the nation’s largest research dairy, with up to 2,000 milking cows, CAFE enables research at a commercial scale, ensuring innovations are realistic, transferable and responsive to real-world conditions.

Current efforts focus on advancing waste-management technologies, including anaerobic digestion, nutrient recovery and wastewater treatment systems that convert manure into renewable energy and valuable byproducts. These solutions aim to reduce emissions, protect air, land and water resources and deliver scalable benefits that extend beyond Idaho’s borders.

“Supporting this work is about helping agricultural communities turn everyday challenges into long-term opportunities.”

Jim Hays
Senior Technical Director, Advisory Services
(United States)



GOVERNANCE

IN THIS SECTION

ETHICS, INTEGRITY & HUMAN RIGHTS

SUPPLY CHAIN

INFORMATION SECURITY & PRIVACY

ETHICS, INTEGRITY & HUMAN RIGHTS

WSP is committed to maintaining the highest standards in its business practices. By encouraging our employees, clients and business partners to foster a dignified and ethical workplace and to respect human rights in our operations, we promote a respectful and safe environment in which our employees and partners can thrive.

In 2026, we instigated a shift in our program name from “Ethics and Compliance” to “Ethics and Integrity”, highlighting our commitment to an ethical culture.

2025 HIGHLIGHTS

Maintain Strong Ethics and Integrity Governance

- Completed annual review of the Code of Conduct and the Business Partner Code of Conduct, and the following supporting policies: Anti-Corruption Policy; Fair Competition Policy; Reporting, Investigations, and Anti-Retaliation Policy; and Human Rights Policy.
- Maintained our Ethisphere Compliance Leader Verification™ certification.
- Continued to evolve foundational support provided by experts in our Global Ethics Centre of Excellence in India, for example on project integrity reviews.

Empower Leaders to Better Understand and Engage Employees

- Produced a podcast with our Chief Compliance and Sustainability Officer (CCSO) and three leaders during the second annual Ethics Week. The leaders shared their experiences navigating ethical challenges and moments when they chose to speak up and highlighted that having an ethical culture is a clear platform for growth, as well as client trust and connections.

Provide Ongoing Training and Feedback Opportunities to Employees

- Launched our fully revamped Code of Conduct training program, providing mandatory onboarding and annual refresher training to all permanent employees.
- Continued to gather feedback from ethics questions in the employee feedback platform, WSP Listens, and assess actions.

Increase Awareness of Ethics and Integrity

- Maintained awareness of the Business Conduct Hotline and our “speak-up” culture, including through our training program.
- Connected with employees and management on roadshows, led by the CCSO and her team, including in the Middle East, Latin America and the Caribbean, and South Africa.
- Published internal communications reminding employees that help is available when they have questions and providing practical advice.
- Engaged employees during Ethics Week, including articles and a spotlight on all members of the Ethics and Integrity team across the globe.

Continue to Strengthen Workplace Investigations and Reporting

- Appointed a Vice President, Business Conduct and Investigations, a newly created role with responsibility for driving consistency and oversight of investigations processes.
- Engaged representatives from HR, Ethics and Integrity and Legal in developing an investigation framework that will serve as the foundation for how workplace investigations are conducted.
- Implemented an enhanced case taxonomy for improved data integrity, consistency and reporting.

Enhance Human Rights Due Diligence

- Executed the first step of our new human rights action plan, including piloting a questionnaire in two subregions, to improve our assessment of potential human rights risks within our operations and supply chain.
- Enhanced due diligence in our third-party vetting platform through additional human rights risk information.

Information on our actions to prevent and reduce the risk of modern slavery is provided in our [2025 Modern Slavery Report](#).

“Conducting our business ethically and with integrity is at the centre of our culture. In 2025, we recreated our Code of Conduct training and launched the new program globally in 19 languages. This significant undertaking is a testament to the importance of upholding the highest business standards at WSP, engaging and enabling our employees through this foundational aspect of our approach.”

Julianna Fox
Chief Compliance and Sustainability Officer

SUPPLY CHAIN

WSP’s Global Procurement team develops a procurement strategy, governance principles and guidelines to support corporate purchases and subconsultant selection. We promote sustainable business practices within our supply chain and seek to work with business partners who uphold our standards of conduct, ethics, integrity and sustainability.

2025 HIGHLIGHTS

Low-Carbon Supplier Engagement Plan

We continue to advance our [Low-Carbon Supplier Engagement Plan](#) as part of our supplier sustainability program. In 2025, we achieved the following:

- Requested our top 366 suppliers by spend to disclose their GHG emissions data.
- Collected supplier-specific GHG emissions data covering approximately 13% of total scope 3 emissions from purchased goods and services and capital goods, representing higher-quality primary data and reduced reliance on spend-based estimation.
- Co-hosted two supplier training sessions with CDP on our supplier sustainability program, which we make available on our website. We also provided access to recorded training on how to calculate GHG emissions, set science-based targets and procure renewable electricity.
- Delivered two training sessions for internal procurement managers outlining their roles in the supplier sustainability program.
- Shared scorecards with all suppliers invited to disclose emissions to provide feedback for continuous improvement.
- Provided an Excel GHG calculation tool to suppliers.
- Provided pro bono support to some of our suppliers to help them measure their GHG emissions.

BSR Engineering Services Roundtable

We continued to advance this initiative with non-profit Business for Social Responsibility (BSR) and other architecture and engineering firms to create a collaborative space for addressing common challenges and driving sustainability in the supply chain. In 2025, the group developed a streamlined GHG emissions questionnaire as an option for collecting GHG emissions data from suppliers.

Sustainable Personal Protective Equipment

WSP in New Zealand selected a supplier that procures ethically sourced personal protective equipment (PPE) and merchandise sourced from factories audited under the [Sedex Members Ethical Trade Audit framework](#). The supplier also recycles our used PPE; reduces plastic packaging; offers products made from recycled and compostable materials; and provides inclusive sizing.

Net Zero Hackathon

WSP in the UK held a net zero hackathon with [BUD Leaders](#), an organization that supports small and diverse suppliers. The workshop focused on sustainability fundamentals, understanding and measuring GHG emissions and setting targets.

Partnership 360 and Mentor-Protégé Success

In 2025, WSP in the US expanded its Partnership 360 program across 10 cities, deepening relationships with small businesses. The program’s locally tailored, in-person events strengthened collaboration, connected more than 200 firms with WSP teams, and generated new partnerships to support client projects.

[Read more](#)

Social Value

Social value measurement seeks to capture the positive impact made by organizations like WSP on the many communities and places in which we live and work. A large portion of our social value comes from working with micro, small and medium-sized enterprises (MSMEs). Spending with MSMEs stimulates regional growth, supports local employment and can help to reduce geographic inequalities. In 2025, we estimate that our MSME spend across the UK generated £124m of additional social value spend under the Themes, Outcomes and Measures (TOMs) framework adopted by the UK government.

[Read more](#)

“We take social value seriously as an integral part of our corporate sustainability strategy. We have an ambitious commitment to create and evidence £500m of additional social value in our communities, in our UK and Ireland 2025-27 strategy.”

Rachel Skinner
UK Director of Government Relations and Corporate Responsibility

INFORMATION SECURITY & PRIVACY

WSP’s operations depend on having an effective and secure method for managing data. Through ongoing efforts to protect sensitive information and maintain privacy, we aim to consistently deliver the support needed to our clients, employees and business partners.

2025 HIGHLIGHTS

AI Governance and Responsibility

2025 saw a strong focus on planning to harness the powerful advantages AI brings, while having the discipline and rigour to safeguard its use, in line with our ambition to “Implement and continuously evolve our AI governance framework”. We established a dedicated AI hub to provide awareness and guidance to all employees. Other AI governance initiatives include:

- Assessing, risk-ranking and cataloguing AI systems as part of our AI approvals process.
- Establishing guidance on third-party AI tools and portals employees are permitted to use.
- Providing information and timely communications to empower our people to navigate the new AI reality responsibly and in a way that minimizes risk to WSP and our people.
- Providing governance around AI agents, as well as use of AI as part of our client solutions.
- Launching an AI Committee (with executive representation), as well as a Responsible AI Office.

Cyber Transformation Program

WSP’s comprehensive Cyber Transformation Program is designed to maintain the trust of our clients, employees and partners. Over our current strategic plan cycle, this program plans to deliver multiple projects and technologies to help us maintain a competitive edge in the market, showcasing WSP’s commitment to data security.

Projects delivered in 2025 include:

- Undertaking the annual review of our suite of Information Security policies and standards to continue to align to international best practices such as ISO 27001 and NIST.
- Enhancing our mandatory document sensitivity labelling to include automatic controls on sensitive content.
- Limiting employee access and uploads to unsanctioned webmail, instant messaging, file hosting and generative AI sites to protect WSP and client information.
- Establishing risk dashboards to track remediation and map to ERM risks.
- “Hardening” a target percentage of our server estate to meet Center for Internet Security benchmark standards.

Expanding ISO 27001 Certification

In line with our goal to achieve certification for more than 95% of IT operations, we successfully expanded certification to cover 100% of our IT operations. This complete coverage became effective in January 2026.

“The world is changing fast and new cybersecurity risks are constantly emerging. Our multi-year Cyber Transformation Program is designed to continuously strengthen WSP’s cyber resilience, evolving at pace with the speed of change to mitigate risk today and build for tomorrow.”

Paul Beswick
Chief Information Security Officer

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DISCLOSURES

GENERAL INFORMATION

GENERAL DISCLOSURES

BASIS FOR PREPARATION

For information on the scope and basis of preparation of these Disclosures, please refer to the “About this Report” section in the Performance Highlights of this Report.

TIME HORIZONS

WSP used the following time horizons in our latest materiality assessment:

- **Short-term:** WSP uses 0-1 year as its short-term time horizon, which aligns with WSP’s financial reporting period.
- **Medium-term:** WSP uses 1-5 years as its medium-term time horizon, which encompasses WSP’s three-year strategic planning cycle.
- **Long-term:** WSP uses 5-10 years as its long-term time horizon.

For our 2024 climate physical risk assessment, value chain climate-related risk and opportunity assessment and TNFD Locate, Evaluate, Assess, Prepare (LEAP) assessment, we used the following time horizons:

- **Short-term:** 2025, which represented present-day risk and a baseline from which to evaluate future change.
- **Medium-term:** 2040, which reflects the year by which all or nearly all our existing leases will have expired and reflects an abrupt change under the delayed transition scenario.
- **Long-term:** 2050, which aligns with various countries’ long-term targets and 2050 transition projections.

For the TNFD assessment, short and medium-term risks were assessed together.

VALUE CHAIN ESTIMATION

WSP generates scope 3 emissions from our supply chain, which includes business travel, employee commuting and work-from-home emissions, purchased goods and services (“PG&S”, including upstream transportation and distribution), capital goods, fuel- and energy-related activities (FERA) (e.g. transmission and distribution losses), and waste generated in operations.

In 2025, we received supplier-provided emissions for a subset of our suppliers and used a hybrid methodology for estimating emissions for PG&S and capital goods, which included a combination of supplier-provided and spend-based emissions factors. We improved data completeness for PG&S as well as for rental cars. We anticipate ongoing variability in scope 3 emissions in the coming years as we integrate data from acquisitions and increase the use of more complete and higher-quality emissions data from suppliers. In 2025, we implemented carbon management software to enhance management of our energy and GHG emissions data. Further details on our scope 3 methodology can be found in “Appendix A — Definitions & Methodology” and in our 2025 CDP corporate questionnaire response, question 7.8. Our [CDP response](#) is available on our website.

SOURCES OF ESTIMATION AND OUTCOME UNCERTAINTY

- The following metrics and monetary amounts reported in our Disclosures are subject to a certain level of measurement uncertainty:
- **SDG-Linked Revenues:** WSP has developed a metric called SDG-Linked Revenues, defined as revenues earned from services that support the SDGs, as a way to estimate WSP’s indirect impact on the SDGs across our global project portfolio.
 - **Water and Waste:** We evaluate our operational water performance by comparing resource consumption data per office and country over time. However, because we primarily lease office space, in many locations actual measured/ metered data or pro-rated building data is not available and is therefore based on industry estimates.
 - **GHG Emissions:** GHG emissions calculations rely on many assumptions and estimation methodologies. GHG emissions estimations are in alignment with the GHG Protocol. Detailed information on our scope 1, 2 and 3 methodology can be found in “Appendix A — Definitions & Methodology” and our 2025 CDP response beginning at question 7.1.

Please refer to “Appendix A — Definitions & Methodology” for more information on estimations and assumptions.

CHANGES IN PREPARATION OF SUSTAINABILITY INFORMATION

GHG Inventory

Companies that were acquired within the reporting period are omitted from WSP’s GHG inventory and are subsequently included in the following year (e.g. 2024 acquisitions are included in the 2025 reporting year inventory). WSP updates emissions to account for acquisition-related structural changes. The emissions from all relevant categories of the acquired entity are added to the reporting year back to the 2018 base year.

In the 2025 inventory, we restated our 2018, 2023 and 2024 GHG emissions to reflect emissions from acquisitions completed in 2024, data quality improvements and corrections, and methodology changes. These changes include, but are not limited to:

- Incorporating GHG emissions from our 2024 acquisitions. In the event we do not have actual GHG emissions or source data from acquisitions, or data is incomplete, we estimate these emissions for 2018, 2023 and 2024 using methods accepted under the GHG Protocol.
- Incorporating new supplier-provided GHG emissions data back to 2018.
- Improving the completeness of our PG&S and capital goods data, particularly within Central Europe.

Our recalculated base year (2018) GHG emissions in tCO₂e are: scope 1 –47,575; scope 2 (market-based) – 61,755; scope 3 – 563,629. Please refer to “Appendix A — Definitions & Methodology” for more information on our GHG inventory.

Lost Time Incidents

We have restated our 2024 lost time incidents and Lost Time Incident Rate (LTIR). The restatement reflects a correction to the LTI number based on information that was identified after the publication of our 2024 Global Sustainability Report.

Full-time Equivalent (FTE) Employees

We have restated our 2024 FTE employee count to exclude employees from businesses acquired during 2024 to align our 2024 data with our 2025 methodology under which acquisitions completed within the reporting year are excluded.

GOVERNANCE

Administrative, Management and Supervisory Bodies

WSP oversees sustainability matters from the highest levels of our organization. Our global sustainability governance structure is summarized as follows:

- The Board, together with the GECC, is responsible for overseeing and monitoring implementation of procedures, policies and initiatives in relation to its sustainability responsibilities. For further details, please refer to the [GECC Charter](#).
- The Audit Committee reviews the internal control and data verification process for reporting of data on sustainability matters.
- At the senior management level, our Chief Compliance and Sustainability Officer oversees WSP’s global sustainability program and efforts, which are managed on a day-to-day basis by the Global Vice President, Corporate Sustainability. The program is further supported by our Global Director, Earth & Environment as the Executive Sponsor.
- The Sustainability Steering Committee is responsible for supporting decision-making on sustainability strategy, governance, risk management, due diligence and reporting matters.
- The Sustainability Program Team is responsible for developing and implementing WSP’s sustainability strategy and plans and preparing WSP’s sustainability reporting.
- The Future Ready® Program Team is responsible for developing and implementing WSP’s sustainability strategies and plans in relation to WSP’s clients, designs and advice.
- The Chief Compliance and Sustainability Officer chairs WSP’s Global Sustainability Committee, which is comprised of representatives from all regions and corporate functions, who are empowered to implement the sustainability strategy and plans.

In November 2025, the Board participated in a training session on climate and nature transition planning. Additional information about WSP’s Board, including executive and non-executive membership, experience and demographics can be found in our [2026 Management Information Circular](#).

Sustainability-Related Performance in Incentive Schemes

Since 2022, WSP has maintained a basket of strategic performance measures aligned with our Global Strategic Action Plans in the form of a multiplier (90% to 110%) on our short-term incentive program financial performance metrics. For 2025, the categories included employee experience, talent management, HSEQ, ethics and SDG-Linked Revenues.

To determine the individual strategic multiplier applicable to each named executive officer, the GECC assessed actual performance on each metric, and the significance to WSP of the achievements, and then evaluated the overall global or regional performance, as applicable, using sound judgment. Please refer to our [2026 Management Information Circular](#) for more information.

RISK MANAGEMENT

Our Risk Management function offers strategic advice and support by identifying, assessing and mitigating risks that can affect the delivery of our services and the overall performance of our organization. The Risk Management team oversees the procurement of our insurance program, the management of claims and disputes, the administration of our Delegations of Authority and related Risk Committees, as well as the deployment of our Enterprise Risk Management (ERM) program. The ERM program comprises a comprehensive risk universe including key risk areas. Our key risks are identified and prioritized on a materiality basis by management and reviewed by the Audit Committee. As risks constantly evolve, key risk areas are reassessed and discussed bi-annually with the Chief Operating Officer and Audit Committee and reviewed annually with the Board. The ERM program is overseen by the General Counsel, Risk Management, who reports to the Chief Legal Officer.

We manage material sustainability risks as part of our ERM program. Our material sustainability risks are described in the “Risk Factors” section of our Management’s Discussion and Analysis for the fourth quarter and year ended on December 31, 2025 (“MD&A”), and may be supplemented from time to time in reports filed by WSP with securities regulators or securities commissions on SEDAR+ available at www.sedarplus.ca, or other documents that WSP makes public. Our Risk Management processes are incorporated into our double materiality assessment process to support a cohesive assessment and management of sustainability-related risks across our business. We also have guidance for evaluating project-related sustainability risks that considers criteria associated with the client, location and nature of the work or project.

Materiality of Disclosures

Our approach to the disclosures included in this Report differs from our approach to the disclosures we include in our financial filings or reports provided to securities regulators or securities commissions or other documents that the Corporation makes public. While certain matters discussed in this Report may be significant, neither any significance attributed to them nor their inclusion in this Report should be read to mean that they necessarily rise to the level of materiality used for the purposes of complying with any applicable securities laws and regulations or other reporting framework, even where we use the word “material” or “materiality”.

BUSINESS STRATEGY

WSP’s business and value chain are described in the “About WSP” section of this Report. Additional details about WSP’s business and services can be found in our [2025 Annual Information Form](#) and [MD&A](#). Our [2025-2027 Global Strategic Action Plan](#) details our planned strategic direction for the three-year cycle.

INTERESTS AND VIEWS OF STAKEHOLDERS

WSP regularly engages internal and external stakeholders to inform our business strategy and enhance management of our sustainability-related risks, opportunities and impacts. The following table summarizes our general engagement approach and our understanding of the interests and views of our key stakeholders. We also publish a selection of our [key memberships in associations](#), particularly those with a focus on sustainability.

Key Stakeholders and Engagement Purpose	Types of Engagement	Interests and Views
EMPLOYEES		
PURPOSE: Support employee engagement, retention, health, safety and well-being; understand key interests and views	— Employee “pulse-checks” (engagement)	— Health and safety
	— Career development and performance reviews	— Employee training and development, compensation, well-being, working conditions and benefits, including Own It, our employee share purchase plan
	— Town hall meetings	— Talent attraction, engagement and retention
	— Global and local internal communications	— Climate and environmental strategy, management and impact
	— Social media campaigns	— Inclusion and belonging
		— Ethics and integrity; human rights
		— Social impact and community engagement
		— Indigenous Relations

Key Stakeholders and Engagement Purpose	Types of Engagement	Interests and Views
INVESTORS AND ANALYSTS		
PURPOSE: Solicit feedback; understand key interests and views	— Conference calls or meetings	— SDG-Linked Revenues and project impacts
	— Virtual fireside chats	— Biodiversity
	— Investor days	— Artificial intelligence and innovation
	— Annual Meeting of Shareholders	— Indigenous Relations
	— Press releases	— Supply chain integrity
	— Non-deal investor roadshows	— Health and safety, including subconsultant performance
	— Conferences	— Employee retention, engagement and inclusion
	— Sustainability-specific engagements	— Company culture
	— Site/project visits	— Progress against sustainability targets
		— Materiality and regulatory compliance readiness
		— Corporate governance

Key Stakeholders and Engagement Purpose	Types of Engagement	Interests and Views
CLIENTS AND BUSINESS PARTNERS		
PURPOSE: Obtain feedback on WSP's performance and understand key interests and views	— Project communications and feedback	— Areas of discussion from client feedback include operational delivery, client relationships, technical excellence, innovation and the Future Ready® program
	— Client interviews, including with executive leadership	— Sustainability program and performance: we regularly receive questionnaires from clients or third parties as part of our service provider profiles or the procurement process
	— Client satisfaction Net Promoter Score (NPS) surveys	— Clients contribute testimonials, referrals or project attestations on our behalf as part of third-party benchmarking exercises that rank our market position in comparison to our peers
	— Third-party questionnaires/ ratings	— Business partner interests include opportunities for collaboration, mentoring programs for small businesses, working together to advance the industry, and requests for sustainability support from WSP
	— Participation in industry associations and trade/ professional organizations	
	— Workshops/panels during events	
	— Supplier mentorship/training	— Collaboration in development of industry position and guidance documents
	— GHG emissions training and engagement	
AFFECTED COMMUNITIES		
PURPOSE: For some client projects, WSP's role may include engagement with affected communities to obtain input on project planning and design	— Public meetings and open houses	— Community members and organizations seek meaningful engagement throughout the project development process. Their interests vary based on the project details and affected communities involved
	— Public consultation processes	
	— Capacity building initiatives and training	— Stakeholders expect that regulations related to the rights of affected communities are upheld throughout the project
	— Indigenous engagement	— Indigenous Peoples expect Free, Prior and Informed Consent to be obtained before projects begin
		— Stakeholders desire a feedback loop and evidence that their feedback is taken into account for project planning and design

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIALITY ASSESSMENT

In 2023, we conducted a double materiality assessment, which evaluated both financial and impact materiality. Our materiality assessment was conducted in line with the GRI 2021 Universal Standards and to prepare for reporting requirements under the European Corporate Sustainability Reporting Directive and the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, as well as other emerging sustainability regulations. The definitions of financial and impact materiality used were as follows:

- **Financial Materiality:** Topics identified as material from a financial perspective that trigger or may trigger material financial effects on WSP’s development, including cash flows, financial position and financial performance, in the short, medium or long term.
- **Impact Materiality:** Topics identified as material from an impact perspective that result or may result in positive or negative impacts on people and/or the environment over the short, medium or long term.

As part of our double materiality assessment, we identified, assessed and validated material topics. Our materiality assessment involved the following steps:

Evaluating Sustainability Context

- Identified preliminary ESG topics through benchmarking against standards, industry peers, global organizations and stakeholder feedback on previous reporting.
- Mapped WSP's value chain, including upstream inputs, operational activities and footprint, and downstream outputs: (1) Upstream Inputs – WSP’s business inputs such as financial, natural, intellectual, manufactured, human and social and relationship capital to support business operations; (2) Operational Activities – WSP’s regions, employee composition, market sectors and services; (3) Downstream Outputs – WSP’s clients, project types, communities and geographic areas affected by the services and projects delivered.
- Utilized research, benchmarking and leadership feedback to evaluate where positive, negative, actual and potential sustainability impacts, and financial risks and opportunities, are likely to occur across the value chain.

Identifying Impacts

- Developed a methodology for assessing and scoring ESG topics and related impacts, risks and opportunities across our value chain and aligned this process with WSP’s ERM program.
- Conducted impact, risk and opportunity assessment scoring across WSP’s value chain with internal leaders and subject-matter experts. Scoring for impact materiality considered scale, scope, irremediability (for negative impacts) and likelihood, and scoring for financial materiality considered magnitude and likelihood.
- Interviewed internal leaders and external stakeholders and surveyed over 4,300 internal and external stakeholders to understand the priority of impacts, risks and opportunities across stakeholder groups.

Assessing Significance

- Analyzed and synthesized leader and subject-matter expert impact, risk and opportunity scoring; stakeholder interview feedback; and survey results.
- Calibrated results for comparability across ESG topics and alignment between external and internal perspectives.
- Applied materiality thresholds for financial and impact materiality. For financial materiality, we applied a threshold aligned with our existing financial risk materiality threshold. For impact materiality, we established thresholds through consultation with subject-matter, finance and enterprise risk experts.

Validating Impacts and Results

- Validated materiality assessment results with members of WSP’s Global Leadership Team, including WSP’s President and Chief Executive Officer.
- Reviewed materiality assessment results with the GECC and received Board approval.

2025 ANNUAL MATERIALITY REVIEW

We have conducted a review of our material topics each year since 2023. In 2025, our annual review of the double materiality assessment involved several steps. We began by updating WSP’s value chain mapping. This included evaluating acquisitions completed in 2025. We also conducted interviews with representatives from Ricardo, our largest acquisition in 2025. From this review, we made one change to reflect “Biodiversity and Ecosystems” and “Land Use, Natural Resources and Water” as financially material topics (please refer to the materiality matrix below). The 2025 materiality assessment review was presented to the GECC in February 2026.

MATERIAL TOPICS AND IMPACTS, RISKS AND OPPORTUNITIES

Our materiality assessment identified 12 material ESG topics and 24 corresponding impacts, risks and opportunities (IROs) that guide the governance and implementation of our sustainability strategy and efforts. The topics are depicted on the adjacent materiality matrix, as well as the table below.

ESG MATERIALITY MATRIX

Financially Material

Financially and Impact Material

INFORMATION SECURITY AND PRIVACY

INCLUSION AND BELONGING

TALENT ATTRACTION, ENGAGEMENT AND RETENTION

HEALTH AND SAFETY

DIGITAL AND INNOVATIVE SOLUTIONS

ETHICS AND INTEGRITY

CLIMATE RESILIENCEENERGY

GHG EMISSIONS

BIODIVERSITY AND ECOSYSTEMS

LAND USE, NATURAL RESOURCES AND WATER

Impact Material

SOCIAL IMPACT

ESG MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

Topic Name	Material Impact, Risk or Opportunity	Boundary	Actual/Potential¹	Positive/Negative¹
Biodiversity and Ecosystems	IMPACT: Impacts on biodiversity and ecological health, as well as the societal, community and economic activities dependent on them, resulting from WSP’s operations, supply chain and projects.	Downstream	Actual	Both
	OPPORTUNITY: Opportunities associated with increasing revenue from services related to biodiversity and ecosystem protection, mitigation, restoration, and advisory.	Downstream	N/A	N/A
Land Use, Natural Resources and Water	IMPACT: Impacts on land, natural habitats, natural resources and water, as well as impacts on people and economic activity depending upon those resources, resulting from WSP’s projects.	Downstream	Actual	Both
	OPPORTUNITY: Opportunities associated with increasing revenue from services related to land use, natural resources, water, nature-based solutions, and nature advisory.	Downstream	N/A	N/A
Climate Resilience	IMPACT: Impacts on the climate, environment and society resulting from climate action, planning, and governance throughout WSP's business operations and supply chain, as well as our contributions to client projects.	Downstream	Actual	Both
	RISK: Risks associated with business disruptions from climate change-related physical impacts (e.g. extreme heat, flooding and grid disruptions), increased climate-related regulations, and failure to integrate climate initiatives into the business strategy.	Upstream, Operational, Downstream	N/A	N/A
	OPPORTUNITY: Opportunities associated with meeting stakeholder expectations to transition our business strategy to a low-carbon economy and achieving GHG emissions reduction targets, as well as increasing revenue from services that support the low-carbon transition and climate adaptation.	Downstream	N/A	N/A
GHG Emissions	IMPACT: GHG emissions from WSP's business operations, supply chain and projects.	Upstream, Operational, Downstream	Actual	Both
	RISK: Risks associated with not meeting stakeholder expectations and losing capital from investors for not sufficiently managing GHG emissions or meeting decarbonization commitments. Additional risks include increased GHG emissions-related regulations, rules and reporting requirements, both for WSP's operations and our client services.	Upstream, Operational	N/A	N/A
	OPPORTUNITY: Opportunities associated with meeting stakeholder and public expectations for reporting and reducing GHG emissions, including meeting emissions reduction targets and increasing revenue from services that support client GHG emissions measurement and decarbonization efforts.	Downstream	N/A	N/A
Energy	IMPACT: Impacts on GHG emissions due to total energy consumption and energy generated from non-renewable sources resulting from WSP's business operations, supply chain and projects.	Downstream	Actual	Both
	OPPORTUNITY: Opportunities for increasing revenue from services that support client energy, electrification and renewable projects and advisory.	Downstream	N/A	N/A
Health and Safety	RISK: Health and safety incidents, such as serious injuries, or even fatalities, can affect our employees and business partners, and could increase costs from increased work stoppages, higher insurance premiums, and remedial compensation and fines. Health and safety incidents could also lead to decreased revenues by affecting WSP’s ability to bid on and win projects.	Upstream, Operational, Downstream	N/A	N/A

1 Actual/potential and positive/negative are only relevant to Impacts.

Topic Name	Material Impact, Risk or Opportunity	Boundary	Actual/Potential¹	Positive/Negative¹
Talent Attraction, Engagement and Retention	RISK: Risks associated with the loss of revenue and increased costs due to high turnover and challenges in effectively managing and staffing projects caused by inadequate talent attraction, engagement, and retention management and strategy.	Operational and Downstream	N/A	N/A
	OPPORTUNITY: Opportunities to increase revenues by attracting top talent and increasing long-term institutional knowledge across WSP's operations.	Operational and Downstream	N/A	N/A
Inclusion and Belonging	RISK: Risks associated with non-discrimination regulatory compliance, increased turnover, and decreased productivity, organizational culture, innovation and collaboration from insufficient inclusion and belonging practices.	Operational and Downstream	N/A	N/A
	OPPORTUNITY: Opportunities associated with increasing revenue from the ability to win more work with clients because we foster a sense of belonging and inclusion in our workforce.	Operational	N/A	N/A
Social Impact	IMPACT: Impacts on society and quality of life due to WSP's contributions to projects.	Downstream	Actual	Both
Digital and Innovative Solutions	IMPACT: Impacts on the climate, environment and society through WSP's development and implementation of innovations throughout our operations and client services, including the responsible use of AI.	Upstream, Operational, Downstream	Actual	Both
	OPPORTUNITY: Opportunities to increase employee productivity and performance as well as use data and data-driven decision-making to enhance the quality of our operational processes and services to clients.	Upstream, Operational, Downstream	N/A	N/A
Ethics and Integrity	IMPACT: Impacts on society and individual behaviours through WSP's commitment to corporate responsibility, organizational culture, and adherence to mandatory regulations.	Downstream	Actual	Both
	RISK: Risks associated with financial and social impacts from unethical behaviour, corruption, and failure to comply with laws, rules and regulations (e.g. fines incurred, litigation costs, loss of contracts with clients, etc.).	Upstream, Operational, Downstream	N/A	N/A
	OPPORTUNITY: Opportunities associated with accessing projects that require bidders to meet specific ethics and compliance standards (e.g. public contracts, or bids where WSP must certify we have a Code of Conduct or proven practice of not engaging sanctioned subconsultants).	Downstream	N/A	N/A
Information Security and Privacy	RISK: Risks associated with decreased revenue or increased costs resulting from cyberattacks, privacy breaches, and other acute and chronic information security incidents, such as disruptions to operations and reputational damage. This includes risks associated with the use of AI such as the risk of data leakage, generation of false information, loss of intellectual property rights or unintentional intellectual property rights infringement.	Upstream, Operational, Downstream	N/A	N/A

Opportunities arising from our material topics are further reflected in WSP’s 2025-2027 Global Strategic Action Plan and Future Ready® program.

Important Topics

The adjacent 10 ESG topics have been recognized as important for WSP, though not meeting our thresholds for financial or impact materiality. Nonetheless, we will continue to actively manage and report on these topics as part of our commitment to sustainability.

Environmental	Social	Governance
Environmental Management	Community Engagement	Board Composition
Waste	Indigenous Relations	ESG Governance
		Public Policy and Contributions
		Supplier Inclusion (in certain regions only, subject to compliance with local laws)
		Supply Chain Social and Environmental Impacts
		Tax Transparency

ENVIRONMENTAL INFORMATION

CLIMATE CHANGE

As a professional services firm, the way we plan and design projects can have positive or negative impacts on climate resilience, GHG emissions and energy. We also have an impact through our own operations. We consume renewable and nonrenewable energy from varying sources in our offices, including electricity, natural gas, district heating and cooling and other fuels. WSP’s owned and leased fleets consume gasoline, diesel and electricity.

WSP generates direct and indirect (scope 1 and 2) GHG emissions from office energy consumption and refrigerant emissions and from owned or leased vehicle fuel use. We also generate indirect (scope 3) emissions from our supply chain, which includes business travel, employee commuting and work-from-home emissions, PG&S (including upstream transportation and distribution), capital goods, fuel- and energy-related activities (e.g. transmission and distribution losses) and waste generated in operations. While we have more control over reducing our scope 1 and 2 emissions, we also recognize the importance of reducing our scope 3 emissions as they represent the majority of our total global GHG emissions.

Acute or chronic physical and transition risks resulting from climate change can pose varying levels of risk to WSP’s global operations and activities. We support the transition to a low-carbon economy and climate change mitigation and adaptation efforts through our own operations, as well as through our project work and industry engagements.

STRATEGY

WSP developed and published a [Climate and Nature Transition Plan](#) in 2025. This report details our climate-related physical and transition risks and opportunities and our strategy to reduce emissions across our operations and value chain.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Climate Resilience	Managing physical and transitional climate change risks and opportunities through adaptation, resilience and mitigation measures.
GHG Emissions	Managing GHG emissions within our operations, supply chain and projects.
Energy	Managing energy consumption and transitioning to renewable energy sources within our operations, supply chain and projects.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
CLIMATE RESILIENCE	
Impacts	Impacts on the climate, environment and society resulting from climate action, planning and governance throughout WSP's business operations and supply chain, as well as our contributions to client projects. Actual/Potential: Actual Positive/Negative: Both
Risks	Risks associated with business disruptions from climate change-related physical impacts (e.g. extreme heat, flooding and grid disruptions), increased climate-related regulations, and failure to integrate climate initiatives into the business strategy.
Opportunities	Opportunities associated with meeting stakeholder expectations to transition our business strategy to a low-carbon economy and achieving GHG emissions reduction targets, as well as increasing revenue from services that support the low-carbon transition and climate adaptation.
GHG EMISSIONS	
Impacts	GHG emissions from WSP's business operations, supply chain and projects. Actual/Potential: Actual Positive/Negative: Both
Risks	Risks associated with not meeting stakeholder expectations and losing capital from investors for not sufficiently managing GHG emissions or meeting decarbonization commitments. Additional risks include increased GHG emissions-related regulations, rules and reporting requirements, both for WSP's operations and our client services.
Opportunities	Opportunities associated with meeting stakeholder and public expectations for reporting and reducing GHG emissions, including meeting emissions reduction targets and increasing revenue from services that support client GHG emissions measurement and decarbonization efforts.
ENERGY	
Impacts	Impacts on GHG emissions due to total energy consumption and energy generated from non-renewable sources resulting from WSP's business operations, supply chain and projects. Actual/Potential: Actual Positive/Negative: Both
Opportunities	Opportunities for increasing revenue from services that support client energy, electrification and renewable projects and advisory.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

WSP's Climate and Nature Transition Plan details our climate-related physical and transition risk assessment and results. Our material risks and opportunities are summarized below. Refer to our Climate and Nature Transition Plan for further details.

KEY DOWNSTREAM VALUE CHAIN RISKS

Risk Type	Risk	Impact Pathway Description		Potential Financial Impacts
Acute/ Chronic (includes overlapping nature-related risk)	Risk associated with inadequate incorporation of climate resilience considerations into client projects, including where such measures are not requested by clients or reflected in applicable codes and guidelines	—	Climate change will increase the exposure of WSP's projects to more frequent and intense extreme weather events and/or slow changes in weather patterns (temperature, precipitation, sea level).	— Increased insurance costs — Litigation costs and/or fines — Reputational impacts — Loss of revenues due to project delays or cancellations
		—	Projects may suffer damage and/or business interruption from physical climate-related events, leading to potential liability for WSP even if projects are designed to code.	
Policy and Legal and Reputational Risks (includes overlapping nature-related risk)	Legal and reputational risks resulting from WSP's clients and/or WSP's project delivery	—	Cancellation of major projects due to environmental concerns about clients or their operations.	— Litigation costs and fines — Loss of revenues if clients face substantial litigation costs and/or fines — Loss of future revenue due to reputational impacts — Loss of revenues due to project delays or cancellations
		—	Climate-related litigation impacting key clients could materially affect WSP. WSP's clients' failure to comply with generally recognized and accepted guidelines on corporate or sustainability responsibilities could create liabilities or negatively impact our reputation and adversely affect our ability to secure future projects.	
Market	Climate change and low-carbon transition induce adverse economic environment	—	The energy transition may result in decreased global GDP, inflation, price volatility, and other negative impacts to the global economy, which may affect our clients' financial position, thus reducing their capacity to engage WSP.	— Reduced revenue — Increased costs of goods and services

KEY DOWNSTREAM VALUE CHAIN OPPORTUNITIES

Opportunity Type	Opportunity	Impact Pathway Description	Potential Financial Impacts
Products and Services	Increasing revenue from services that support climate adaptation	— The climate crisis will compel countries and companies to invest in climate resilient infrastructure, develop enhanced design standards, and tighten environmental regulations.	— Increased revenue
		— WSP is positioned as a leader on climate resilience, and can benefit from increased infrastructure investment.	— Enhanced reputation and ability to recruit top talent
Products and Services	Increasing revenue from services that support the low-carbon transition	— The energy transition will require transformative investments in the built environment to decarbonize energy systems, transportation networks, and industry.	— Increased market share
		— WSP is a leading provider of designs and advice for each of these sectors, and we anticipate playing a major role in the low-carbon transition for our clients.	— Increased revenue
Products and Services	Opportunities for advisory and other services driven by clients' need to comply with increasing regulation	— A portion of WSP's professional services business is generated directly or indirectly as a result of laws and regulations.	— Enhanced reputation and ability to recruit top talent
		— A low-carbon transition may be driven in part by an increase in climate-related regulations and policies, and assisting clients with compliance can drive increased project work and revenues for WSP.	— Increased market share

Note: In some countries and regions, there may be a short-term decline in demand for services due to changing sentiments around climate, sustainability and nature. However, we do not consider this to be a material risk at this time.

KEY UPSTREAM VALUE CHAIN RISKS

Risk Type	Risk	Impact Pathway Description	Potential Financial Impacts
Reputational	Risks associated with failing to meet external stakeholder expectations (investors, lenders, shareholders)	— Changing investor perceptions and access to capital.	— Higher insurance premiums
		— Impacts on insurance availability and affordability.	— Higher cost of capital
Reputational	Human capital risks	— Potential for greenwashing lawsuits.	— Legal costs
		— If there is a perception that WSP is not aligned with necessary climate action, we may not be able to hire enough talent to deliver climate-related work, making it more difficult to capitalize on future climate-related opportunities.	— Negative impacts of divestment, including on stock price, market perception, liquidity, financial health, and reputation
Reputational	Human capital risks	— Reduction in potential revenue due to inability to take on and/or deliver on project work	

POLICIES

Sustainability Statement

WSP has adopted a global [Sustainability Statement](#), which addresses climate change mitigation, adaptation, energy efficiency and renewable energy deployment. The statement outlines WSP’s sustainability commitments across its projects, operations and supply chain, and references WSP’s commitment to implementing the United Nations Global Compact’s Ten Principles and contributing to the SDGs.

The Sustainability Statement is made available to employees through our intranet and internal communications and to external stakeholders on our website. We include a reference to the Sustainability Statement in our Code of Conduct. WSP’s Chief Compliance and Sustainability Officer is accountable for the implementation of the Sustainability Statement. Please refer to the “General Disclosures” section of this Report for more information on sustainability governance.

Business Partner Code of Conduct (“Business Partner Code”)

WSP’s [Business Partner Code](#) outlines expectations for our business partners and is further described in the “Business Conduct” section of these Disclosures. The Business Partner Code outlines environmental sustainability expectations for business partners and indicates that they may be required to:

- Collect GHG emissions data.
- Adopt a science-based GHG emissions reduction target and renewable energy target.
- Evaluate climate risks and opportunities and implement resilience measures.

The Global Procurement team is responsible for implementation of the Business Partner Code. The Business Partner Code is made available to business partners during our onboarding and vetting process and is published on our website at [www.wsp.com](#).

GOVERNANCE, ACTIONS AND RESOURCES

Our approach to managing climate change impacts, risks and opportunities is described in the “General Information” section of this Report. Our Climate and Nature Transition Plan outlines the steps we have taken and plan to take to reduce GHG emissions within our operations and value chain and manage our climate-related risks and opportunities. Key actions completed or advanced in 2025 are described in the “Energy & Climate” section of this Report, in the Performance Highlights.

METRICS AND TARGETS

WSP’s global GHG emissions reduction targets and objectives are as follows:

- Maintain scope 1 and 2 market-based GHG emissions reduction above 58% from a 2018 base year by 2027 (achieve a 60% reduction by 2030).[†]
- Reduce scope 3 GHG emissions by 27% from a 2018 base year by 2027 (30% by 2030).[†]
- Source 100% renewable electricity by 2030.
- Reduce scope 1, 2 and 3 GHG emissions by 90% by 2040, from a 2018 base year.[†]
- Achieve net zero emissions across our value chain by 2040.[†]
- Commit to better understand GHG emissions associated with our designs and advice, and collaborate with our clients and partners to drive emissions reductions.

[†] Our 2030 science-based targets and 2040 net zero target have been approved by the Science Based Targets initiative (SBTi).

Between 2018 and 2025, we noted a 25% reduction in total scope 1, 2 (market-based) and 3 emissions. Our performance over the past two years is presented in the following tables. Information about our methodology and our restated 2018 base year emissions is included in “Appendix A — Definitions & Methodology”.

Due to rounding, the sum of some numbers may yield slightly different results from the totals reported below.

ENERGY CONSUMPTION AND MIX

ENERGY CONSUMPTION

INDICATOR	Unit	2025	2024
Total Office Energy Consumption	MWh	130,172	146,580
Natural Gas	MWh	36,378	40,068
Other Fuels (Diesel, Kerosene, Liquified Petroleum Gas)	MWh	965	1,037
Electricity Procured	MWh	85,396	97,831
Renewable Electricity Procured	MWh	85,396	88,883
% Renewable Electricity Procured	%	100%	91%
Heating	MWh	7,016	7,301
Cooling	MWh	417	344
Transportation Fuel	MWh	122,911	99,163
Office Energy Intensity	kWh/ft²/year	9.57	10.34

GHG EMISSIONS

INDICATOR	Unit	2025	2024
Scope 1 Emissions	tCO ₂ e	41,268	38,056
Stationary Combustion - Natural Gas	tCO ₂ e	6,607	7,275
Stationary Combustion - Other	tCO ₂ e	244	257
Refrigerants (Buildings + EV)	tCO ₂ e	2,846	2,754
Fleet (includes Refrigerants from Vehicles)	tCO ₂ e	31,571	27,771

INDICATOR	Unit	2025	2024
Location-Based Scope 2 Emissions	tCO ₂ e	24,008	27,243
Purchased Electricity (Office + EV)	tCO ₂ e	22,350	25,533
District Heating	tCO ₂ e	1,589	1,654
District Cooling	tCO ₂ e	68	57
Market-Based Scope 2 Emissions	tCO ₂ e	1,578	5,269
Purchased Electricity (Office + EV)	tCO ₂ e	494	4,177
District Heating	tCO ₂ e	1,016	1,035
District Cooling	tCO ₂ e	68	57
Scope 3 Indirect Emissions	tCO ₂ e	459,523	461,468
Category 1 - Purchased Goods and Services	tCO ₂ e	306,920	302,965
Category 2 - Capital Goods	tCO ₂ e	28,190	26,432
Category 3 - Fuel- and-Energy Related Activities	tCO ₂ e	25,373	28,314
Category 5 - Waste Generated in Operations	tCO ₂ e	767	1,255
Category 6 - Business Travel	tCO ₂ e	40,878	48,669
Category 7 - Employee Commuting & WFH	tCO ₂ e	57,395	53,833
Gross Total Scope 1, Scope 2 (Market-Based), Scope 3 GHG Emissions	tCO ₂ e	502,369	504,792
Total Carbon Offsets	tCO ₂ e	8,734	14,860
Net Total GHG Emissions (Scope 1, Scope 2 (Market-Based), Scope 3; less Carbon Offsets)	tCO ₂ e	493,635	489,932
Transportation Emissions (Scope 1 - Mobile Combustion, Scope 3 - Business Travel, includes Refrigerants)	tCO ₂ e	72,448	76,439

GHG INTENSITY

INDICATOR	Unit	2025	2024
Gross GHG Emissions (Location-Based) per FTE	tCO ₂ e/FTE	7.54	7.35
Gross GHG Emissions (Market-Based) per FTE	tCO ₂ e/FTE	7.24	7.25

Carbon Offsets

In 2026, we purchased 7,224 tCO₂e carbon offsets to offset 2025 scope 1, 2 and scope 3 FERA, waste and business travel emissions for WSP in the UK and Ireland. In addition, our construction supplier purchased 1,510 tCO₂e carbon offsets to compensate for the lifecycle emissions associated with our new Mumbai, India, office fit-out project, which was completed in 2025. Offsets do not contribute towards the achievement of our GHG emissions reduction targets.

WSP in the UK and Ireland offers a carbon offsetting employee benefit, enabling our people to offset their personal carbon footprint through a curated portfolio of quality projects. As of January 2026, all projects are sourced through our chosen carbon offset partner and align with WSP’s internal Carbon Credit Project Selection Framework. The scheme offers a diverse selection of nature-based solutions, health and livelihood initiatives, and engineered solutions from international locations as well as the UK.

Internal Carbon Pricing

In 2025, three of our business operations applied an internal carbon price:

- In the UK, we applied a carbon pricing per domestic flight set at £240 per round-trip (£120 per leg) and a carbon levy for car mileage at 20% on all business mileage claimed for personal and company cars.
- In India, we applied a variable internal carbon price between INR350 and INR3,500, based on distance travelled.
- In New Zealand, we applied an internal carbon price of NZ\$20 for domestic flights, NZ\$40 for short-haul flights and NZ\$100 for long-haul flights.

The internal carbon fees are used to fund GHG reduction initiatives within our operations and projects.

WATER AND MARINE RESOURCES

Since we are a professional services firm, we know that our greatest impacts (positive or negative) come from the project work we do with our clients. The way we plan and design projects can have positive or negative impacts on land use, resource availability and water, as well as biodiversity and ecosystems. Our impacts on land use, resource availability and biodiversity are discussed in the “Biodiversity and Ecosystems” section of these Disclosures. In this section, we focus on our impacts on water. At WSP, water plays a pivotal role in many projects we undertake. It is crucial to manage this invaluable resource effectively on a local and global scale to support economic growth, improve livelihoods and build more resilience for the future.

As discussed under the General Disclosures, water is a material topic within our downstream operations (our client projects). Water is not material within our operations or upstream value chain.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Land Use, Natural Resources and Water	Utilizing land, water and other natural resources to meet present needs while ensuring their availability for future generations.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
Impact	Impacts on land, natural habitats, natural resources and water, as well as impacts on people and economic activity depending upon those resources, resulting from WSP’s projects. Actual/Potential: Actual Positive/Negative: Both
Opportunity	Opportunities associated with increasing revenues from services that support land use, natural resources and water.

POLICIES

WSP’s Sustainability Statement affirms that we strive to deliver projects that maximize benefits to the environment, society and economy. Our Biodiversity Statement, discussed in the “Biodiversity and Ecosystems” section, describes how WSP will encourage our clients to assess their impacts and dependencies on nature and identify opportunities to reverse the degradation of ecosystems and to enhance natural capital.

GOVERNANCE, ACTIONS AND RESOURCES

WSP’s water professionals have deep expertise in hydrology and water sustainability across various sectors and regions and understand the broader implications of disrupted access to clean, plentiful water for communities. With a track record of innovative solutions, we aim for socially equitable, environmentally sustainable and economically beneficial outcomes. Our expertise spans all aspects of water-related endeavours, including resource management, drinking water and wastewater services, marine and port infrastructure, industrial water usage optimization, clean energy promotion and addressing pollution legacies. We provide guidance on a wide range of water resilience issues, from flooding and stormwater management to sea level rise and drought mitigation, serving both private and public-sector clients.

WSP’s approach to managing land use, resource availability, water and biodiversity in our projects is primarily through our water sector teams, Future Ready® program and related Practice Area Networks (“PANs”), which are led by subject-matter experts across our organization. WSP takes a holistic view of projects, which includes construction phases beyond planning and design for clients. We include the client’s key stakeholders (in planning, engineering, construction, operation and maintenance) in project planning. Employees use WSP’s Future Ready® resources to build energy and water efficiency considerations into their projects by addressing future trends in climate change, resources, society and technology. For some projects, specialized employees with experience in utilizing sustainability rating tools and guidelines also ensure that energy and water efficiencies are considered. As a diverse firm, WSP has subject-matter experts in energy, water, sustainability and resilience contributing from different lenses (built ecology, infrastructure, sustainability reporting, technical knowledge, planning and environment) to help make a positive impact in projects.

WSP has over 140 PANs, which are internal professional communities of practice available to all WSP employees that focus on technical excellence, collaboration, knowledge and experience sharing, career development and innovation. Members of PANs regularly host internal and external educational webinars on related topics. PANs that focus on land use, resource availability, water, biodiversity and ecosystems include:

- **Biodiversity PAN:** Connects our biodiversity and ecology specialists to share knowledge and best practices and promote technical excellence and innovation to support nature-positive outcomes on all projects.
- **Water PAN:** Connects and supports water specialists to address our clients’ needs, foster a culture of technical excellence, and promote the professional development of our people. This PAN focuses on specialist areas including potable water supply, treatment and distribution, wastewater collection, transmission and treatment, river engineering and modelling, surface water management and risk management.

We have begun evaluating our nature-based risks and opportunities, including water, through the TNFD, as described in the “Biodiversity and Ecosystems” section below.

METRICS AND TARGETS

WSP has identified water as a high-growth area in its 2025-2027 Global Strategic Action Plan. We aim to increase our revenues across the full water lifecycle. Our estimated water-related project revenues are reported in the “About WSP” section of the Performance Highlights. Projects within the water sector (e.g. stormwater, wastewater, drinking water) are captured as part of our SDG-Linked Revenues and mapped to SDG 6 - Clean Water and Sanitation, while some environmental projects are captured under SDG 14 - Life Below Water.

We do not have any targets specifically focused on water. However, water is an essential component of nature. Please refer to the “Biodiversity and Ecosystems” section for our nature targets.

BIODIVERSITY AND ECOSYSTEMS

The way we plan and design projects can have positive or negative impacts on biodiversity, ecosystems and natural resource availability such as land use and water. These effects may subsequently have wider impacts on human health and economic prosperity. Biodiversity is essential to a wide range of industries and sustains countless jobs. Protecting biodiversity is a natural extension of our commitment to mitigate and adapt to climate change, as these are two interrelated issues that need to be tackled simultaneously. By preserving ecosystems, we can address biodiversity loss and climate change, enhancing resilience while supporting underserved communities that bear the brunt of environmental degradation. Responsibly managing, conserving and restoring land, natural resources and water is essential to the health of the environment and the availability of resources for current and future generations.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

As described in the “General Disclosures” section, our double materiality assessment identified the following material impacts associated with biodiversity and ecosystems within our downstream value chain (client projects):

MATERIAL TOPICS

Material Topics	Description
Biodiversity and Ecosystems	Preserving and restoring natural habitats and species richness to protect ecosystem health and services.
Land Use, Natural Resources and Water	Utilizing land, water and other natural resources to meet present needs while ensuring their availability for future generations.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
Impacts	Impacts on biodiversity and ecological health, as well as the societal, community and economic activities dependent on them, resulting from WSP’s operations, supply chain and projects. Actual/Potential: Actual Positive/Negative: Both
Opportunity	Opportunities associated with increasing revenue from services that support biodiversity and ecosystems protection, mitigation and restoration.

NATURE-RELATED RISKS AND OPPORTUNITIES

WSP’s Climate and Nature Transition Plan details our TNFD Locate, Evaluate, Assess, Prepare (LEAP) approach and results. Our two significant nature-related risks intersect with climate-related risks and are reflected in the downstream value chain climate risk table in the “Climate Change” section of these Disclosures. Our material opportunities are summarized below. Refer to our Climate and Nature Transition Plan for further details.

NATURE-RELATED OPPORTUNITIES

Category	Type	Description	Opportunity Rating	
			Short to Medium-Term (up to 2040)	Long-Term (2040-2050)
Business Performance	Products and services	Increase revenues from ecosystem protection and restoration services, nature-based solutions and advisory services.	High	High
Business Performance	Products and services	Develop new technology and innovations that support nature-positive solutions.	High	High
Business Performance	Products and services	Support clients to improve their water and energy efficiency in operations that are closely linked to natural resource use.	High	High

POLICIES

Biodiversity Statement

WSP’s [Biodiversity Statement](#) outlines WSP’s nature-related commitments within its projects, operations and supply chain. The document details actions we will endeavour to take in support of our commitments, including to embed and apply the mitigation hierarchy in the advice and designs we bring to clients.

In keeping with our science-based approach, we pledge to uphold the precautionary principle in our client work, namely to safeguard biodiversity, and to use prudence whenever evidence is lacking.

GOVERNANCE, ACTIONS AND RESOURCES

WSP’s approach to managing land use, resource availability, water and biodiversity in our projects is primarily through our Global Biodiversity Network, Future Ready® program and related PANs, which are led by subject-matter experts across our organization (as described in the “Water and Marine Resources” section above). Since we are a professional services firm, the work we undertake for clients can be focused on both understanding and mitigating environmental risk. Within our projects, we implement the precautionary principle in the following ways:

- By offering services that seek to prevent environmental degradation and restore the natural environment.
- By evaluating certain types of biodiversity risk in our “go/no go” project opportunity decisions.

WSP’s internal, global 2025-2027 Nature Advisory Strategy outlines our approach to grow services that support clients to incorporate nature considerations into business decision-making to reduce risks and create opportunities.

Additional actions we undertook in 2025 are included in the “Biodiversity & Nature” section of the Performance Highlights.

METRICS AND TARGETS

Following our inaugural TNFD assessment, we established our initial nature-related targets, which include:

- Implement our internal 2025-2027 Nature Advisory Strategy.
- Develop and implement a TNFD roadmap.
- Embed nature criteria into procurement for goods and services that have high negative impacts on nature.
- Provide training to employees on biodiversity and nature-based solutions to support integration into client projects.
- Develop nature-related digital tools to support our clients.
- Continue supporting nature-related charitable organizations.

As the process of setting nature targets matures, we will continue to refine our targets.

ENVIRONMENTAL MANAGEMENT

We are committed to protecting and enhancing the natural environment we work in. We have established systems, processes and tools to identify and manage our environmental risks and opportunities. This provides a framework for managing the environmental impacts of WSP’s operations, projects and premises.

Our leadership and employees at all levels are responsible and accountable for delivering on our environmental management commitments in line with our global HSSEQ management systems and policies, which are further described in the “Our Workforce” section. Responsible environmental management of our operations, premises and services helps us achieve our goals and is integral to our business planning, project delivery and the achievement of HSSEQ excellence.

OUR APPROACH

POLICIES

WSP’s approach is governed by our Global HSEQ Manual; [Global Environmental Policy](#); [Sustainability Statement](#); regional environmental policies (in certain locations); and Global Workplace Guidelines.

GOVERNANCE, ACTIONS AND RESOURCES

Environmental management is overseen by WSP’s Global Director for Environment, who reports directly to the Chief HSSEQ Officer and is responsible for overseeing environmental management, including compliance. Within each region or country, a local Health, Safety and Environment (HSE) leader manages environmental compliance.

The Environmental component of the Global HSEQ Excellence Program supports a consistent approach to managing our environmental risks, encourages sharing of best practices and knowledge through a collaborative approach and drives continual improvement in our environmental performance across WSP.

In addition, WSP’s Global HSE Community connects our Environmental and HSE leaders to facilitate the development of systems and initiatives to protect the environment and share knowledge and expertise on environmental management, environmental risk, training and communications, and regulations and strategy. Environmental training programs include:

- UK and Ireland: Environmental Management Induction training is provided to all new employees and Project Environmental Risk training is provided to employees who will be involved in site work, visits or activities.
- Sweden: Environmental Management training is included as part of sustainability e-learning and to all new starters.
- Denmark: Environmental Management training is provided to all project team members and new starters.
- Middle East: Environmental Management training in the project setting is provided to all project team members.

In many of our locations outside of North America, we manage impacts through our ISO 14001-certified environmental management systems (EMS). WSP currently has 54% of its operations globally covered by the EMS standard ISO 14001: 2015. Subregions or countries that are not certified employ similar practices to identify and manage environmental risks and opportunities.

In Our Operations

Environmental management associated with our operations is the responsibility of our global operating team, the global workplace team, and the HSSEQ and the corporate sustainability teams. Our approach includes:

- Managing our office space and assets in accordance with our Global Workplace Sustainability Guidelines, which require consideration of sustainability during the leasing and building fit-out process.
- Monitoring our resource use while recognizing that, as a professional services business, we do not have significant waste generation or water consumption impacts.
- Communicating and engaging with our people on environmental management with initiatives and campaigns.
- Collecting performance data for our global operations and sharing our progress with stakeholders annually.
- Identifying, assessing and managing our environmental risks and opportunities to prevent pollution and protect the environment.
- Tracking compliance with local, state, provincial, federal and international environmental laws and regulations.
- Setting clear objectives and leading by example to highlight best environmental practices and raise standards in our industry.
- Promoting and ensuring continuous improvement by monitoring performance against stated KPIs, objectives and targets to deliver excellence in our standards, culture and performance.
- Setting additional regional environmental targets as appropriate and reviewing progress against them.
- Identifying training needs across our business and delivering effective programs to develop competency and awareness.
- Engaging with our suppliers to reduce environmental impacts associated with our supply chain.

We consume water in office kitchens and washrooms and generate mostly non-hazardous office waste, with limited quantities of special or hazardous waste (e.g. fluorescent bulbs, batteries, electronic waste). We withdraw all our water from third-party sources, such as municipal water suppliers, and our wastewater is discharged to municipal treatment facilities. Due to our relatively small footprint, we have not identified any substantive water-related impacts associated with these activities and thus have not engaged stakeholders to manage water as a shared resource.

Our operational waste is relatively small in comparison to project and value chain-related waste impacts. We implement recycling in all offices where possible. In some locations, we also incorporate composting and circularity efforts in our operations. We expect our landlords to responsibly dispose of waste. In select cases where we are responsible for managing waste disposal or recycling, we work with approved waste management contractors authorized to collect and dispose of our waste. Due to our primarily leased operational footprint, waste is managed on a site-by-site basis. Measurements of our annual waste and diversion rate vary greatly based on the number of offices that report actual waste data.

Within Our Projects

Within our projects, we consider the environmental risks and opportunities from the outset through design, construction, operations and end-of-life. We identify and seek to comply with environmental regulatory and permitting requirements to avoid, minimize or mitigate impacts on the environment. Under our HSSEQ expectations, a risk assessment should be conducted prior to any site visit or activities on site. The risk assessment determines the level of environmental control, if any, required on a project and this is documented in an Environmental Management Plan or similar document. This covers matters such as water pollution, noise and nuisance, land contamination, waste, hazardous substances and vehicle use, which could have a potential environmental impact or damage protected species and habitats. We communicate these risks to our suppliers, subconsultants and clients. Please refer to the "Water and Marine Resources" section of these Disclosures for information on how we manage water impacts in our projects.

Environmental Events

We encourage reporting of environmental events, including environmental incidents, near misses, and positive and negative observations across WSP. The goal is to continue to improve the accuracy and consistency in reporting to enable sharing of lessons learned and therefore reduce the likelihood of serious incidents. In 2025, there were no significant environmental incidents reported; for more information, please refer to “Appendix C — SASB Index”.

METRICS AND TARGETS

Our performance is evaluated by tracking performance against our global environmental KPIs, auditing and re-certification of our EMS(s) (where applicable); conducting internal audits; tracking the number of environmental events reported; and monitoring the number of significant fines or material non-monetary sanctions received for non-compliance with environmental laws or regulations.

We also evaluate our performance by comparing waste and resource consumption data per office and country over time. However, because we primarily lease office space, in many locations, actual measured/metered data or prorated building data is not available and is therefore based on industry estimates.

As at December 31, 2025, approximately 11% of our global office, data centre and laboratory space was covered by green leases and around 20% was certified under a sustainability certification such as LEED, BREEAM, WELL and/or Fitwel.

WATER AND WASTE CONSUMPTION

INDICATOR	Unit	2025	2024
Total Water Withdrawn from Third-Party Providers	m³	310,273	521,790
Total Water Withdrawn in Areas with High or Extremely High Water Risk	m³	108,294	179,436
Percent Water Withdrawn in Areas with High or Extremely High Water Risk	%	35%	34%
Total Non-Hazardous Waste	Tonnes	1,416	2,321
Landfill	Tonnes	1,103	1,841
Recycling	Tonnes	247	415
Compost	Tonnes	13	11
Incineration (with and without recovery)	Tonnes	54	54
Diversion Rate	%	18%	18%
Total Special Waste	Tonnes	458	434
E-waste	Tonnes	458	434
Hazardous/Special Waste	Tonnes	0	0

SOCIAL INFORMATION

OUR WORKFORCE

WSP is a people business. Our success relies on the ingenuity and expertise of employees who deliver Future Ready® solutions to our clients and communities. We are committed to making the efforts required to provide our people with a best-in-class, safe work environment so that they can deliver to their full potential. Across our global business, we continue to invest in and develop a culture focused on empowerment and adaptability, allowing us to deliver growth and adapt to constantly changing environments. We seek a highly engaged workforce and aim to achieve this through our Guiding Principles.

Our ability to operate and grow requires investment in employee development. Attracting and retaining talent in our industry is highly competitive; we must remain agile in our approach. Our goal is to provide learning and development opportunities aimed at advancing strategic business priorities. We are committed to maintaining momentum with initiatives that proactively engage and retain employees, as well as soliciting and acting on regular employee feedback.

WSP aims to foster a stimulating and safe work environment where our people thrive personally and professionally. The importance and benefit of having teams comprised of highly talented and experienced individuals who have confidence in measures implemented to ensure their well-being is top of mind across all regions. We are committed to empowering people through a work environment where inclusion and belonging are both expected and valued.

Providing a working environment that minimizes risks to health and safety for our employees, as well as others who may be affected by our activities, is a core value at WSP. Our HSSEQ program seeks to identify hazards with the potential to impair human health or cause injuries, as well as promote a positive health and safety (H&S) culture that empowers and enables our employees to work in a manner that keeps them safe from harm, eliminating or mitigating to an acceptable level the risks associated with our work activities.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Talent Attraction, Engagement and Retention	Mechanisms to find, recruit, engage and retain talent to build a skilled and motivated workforce that boosts business growth.
Inclusion and Belonging	Providing an environment free from discrimination, including equal opportunities for individuals from all backgrounds.
Health and Safety	Initiatives to measure, manage and reduce health and safety incidents, and promote a positive health and safety culture.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
Talent Attraction, Engagement and Retention	
Risks	Risks associated with the loss of revenue and increased costs due to high turnover and challenges in effectively managing and staffing projects caused by inadequate talent attraction, engagement, and retention management and strategy.
Opportunities	Opportunities to increase revenues by attracting top talent and increasing long-term institutional knowledge across WSP's operations.
Inclusion and Belonging	
Risks	Risks associated with non-discrimination regulatory compliance, increased turnover, and decreased productivity, organizational culture, innovation and collaboration from insufficient inclusion and belonging practices.
Opportunities	Opportunities associated with increasing revenue from the ability to win more work with clients because we foster a sense of belonging in our workforce.
Health and Safety	
Risks	Health and safety incidents, such as serious injuries, or even fatalities, affect our employees and business partners, and could increase costs from increased work stoppages, higher insurance premiums, and remedial compensation and fines. Health and safety incidents could also lead to decreased revenues by affecting WSP's ability to bid on and win projects.

POLICIES

Human Rights Policy Commitments

Please refer to our disclosure in the “Business Conduct” section for descriptions of WSP’s [Code of Conduct](#), [Human Rights Policy](#) and [Business Partner Code](#), and to WSP’s [2025 Modern Slavery Report](#) for further information on the actions taken by WSP to address the risks of modern slavery in its operations and supply chains.

Global Inclusion and Belonging (I&B) Policy

Our [Global I&B Policy](#) reflects WSP’s long-term vision, approach and minimum standards. Living by WSP’s Guiding Principles and striving for a sustainable work environment involves understanding, accepting and embracing differences and ensuring the inclusion of our people based upon all applicable legally protected grounds. WSP believes that by supporting and promoting an inclusive workplace, our employees can tap into their full potential by feeling valued and knowing that they are an integral part of the organization. Our I&B approach is crucial to foster WSP’s innovative capacity and competitiveness, as well as our attractiveness and acceptability as an employer.

Discrimination

We are committed to providing equal opportunities in employment. We aim to provide a professional and fair working environment in which our employees are treated with dignity and respect, free from any unlawful harassment or unfair discrimination on legally protected grounds. Our commitment is notably reflected in our Human Rights Policy, recruitment and employment policies, terms and conditions, procedures, processes and decisions. WSP internally monitors, investigates and addresses discrimination allegations in accordance with corporate policy.

Equal Remuneration

WSP’s Human Rights Policy promotes fair and equal treatment of employees, free from discrimination, where compensation decisions are made solely based on merit, ability and performance. WSP monitors pay equity data internally and we are committed to equal pay for work of equal value. Given the global scope of our organization, we work internally to deploy equal remuneration strategies and actions plans with stakeholders.

Global Well-Being Policy

The [Global Well-Being Policy](#) provides guidelines for directors, officers, executives, employees and consultants of WSP. Well-being is fundamental to WSP’s commitment to an inclusive culture where our people can thrive, and it enables us to give back to the communities in which we work and live.

Employee Handbooks

WSP provides employee handbooks for the vast majority of our subregions. They serve as a guide to our core Human Resources policies and practices. The handbooks also detail specific policies and practices based on where the employee is located (e.g. country, state, province). Information within the handbooks includes, but is not limited to, workplace health and safety, compensation, benefits and workplace expectations. Employee handbooks can be found on our intranet sites.

Health & Safety Policy Commitments and Management System

WSP has in place a global [Health and Safety Policy](#) and related program, as described in the “Health & Safety” subsection below.

Channels for Own Workforce to Raise Concerns

For a description of our reporting mechanisms, including our Business Conduct Hotline, please see our management approach to Ethics and Integrity in these Disclosures, in the “Business Conduct” section, as well as our [Reporting, Investigations, and Anti-Retaliation Policy](#). Where our employees are unionized, grievance procedures are also available in accordance with union governance.

TALENT ATTRACTION, ENGAGEMENT AND RETENTION¹

Governance

Our Global Chief Human Resources Officer (CHRO) has global oversight and responsibility for our employment practices, workforce strategy and other people-related initiatives. The Global CHRO reports regularly to the GECC on critical human capital-related topics and coordinates with regional Human Resources leaders to identify challenges and ensure the cohesiveness of our workforce strategy. The GECC has oversight responsibility for talent attraction, recruitment and turnover; workforce compensation and pay equity; succession planning; workforce composition and inclusion and belonging; employee engagement, health and well-being; workforce training, learning and development; and for monitoring a variety of human capital metrics in this regard.

People management and talent development are crucial to our success. They enable us to be an employer of choice, while delivering value to our clients and other stakeholders. Our efforts to promote talent attraction, development and retention include the following initiatives:

Employee Feedback and Engagement

We promote an active employee voice culture using our online platform, WSP Listens. This provides opportunities for the majority of our employees globally to give anonymous feedback twice per year. While a high proportion of the questions are focused around areas that directly relate to employee engagement, additional feedback is also sought on specific topics such as inclusion and belonging, health and well-being, and ethics and integrity. Our managers are empowered to use WSP Listens as a springboard to interact with their employees by engaging in meaningful conversations about feedback and subsequently creating action plans. At a global level, WSP Listens enables us to identify areas of concern that require a global or regional focus and thus help inform business decisions regarding proposed or ongoing initiatives.

Employee Referral Programs

We believe our current employees are an ideal way to source new talent, as they know our culture and our needs and are best placed to recommend suitable candidates. Therefore, we have employee referral programs (for certain key positions) covering the vast majority of our employees, providing monetary compensation for referrals of candidates who are ultimately hired.

Early Careers

We have Professional Growth Network and "Taskforce" groups for developing and supporting early-career professionals, covering the majority of our operations. These consist of annual programs and initiatives designed to cultivate talent, and opportunities to receive feedback from a range of collaborators, which promote a supportive culture for new professionals.

Learning and Development

At WSP, we are committed to providing access to learning, using a variety of methods to deliver learning experiences. We have invested in online digital learning and developed bespoke, in-house learning from our learning and development specialists and technical teams. We aim to provide equitable learning opportunities for all permanent employees. WSP Learns is our online learning platform, providing employees with a wide range of courses to expand their skills and expertise. Digital CAD and BIM technical drawing training is provided by a range of other specialist vendors.

Our approach to fostering employee development ranges from onboarding training to professional growth programs covering:

- Technical expertise, and client and project management.
- Essential professional skills.
- Career development, mentoring and coaching.

We collaborate with recognized educational institutions to provide training. Examples of these programs include:

- “Elevate” is our US leadership development experience, featuring content created with instructors from top business schools including Duke University and Columbia University.
- As part of our UK and Ireland graduate induction program, we partner with around 20 key professional institutions that align most closely with our graduate specialisms to deliver a structured program of introductory sessions for new joiners.

WSP continues to undergo a digital transformation in the workplace and support exists to help employees work more effectively with the digital tools and technology available. We provide a hub bringing together information on the applications and services available at WSP, including guidelines, user stories and communities, training videos and support groups. Mandatory introductory training for employees wishing to use our approved AI tools is provided, as well as other AI training, resources and an online community. In addition, WSP Learns offers courses on business software.

¹ To describe coverage of various Human Resources programs and initiatives in this section, we have used the following terms, which are based on total employee numbers: “over half” represents coverage of 50-75% of employees; “majority” represents 75-90% and “vast majority” represents >90%.

Although we develop and deliver most of our learning and development initiatives locally, we foster collaboration and knowledge sharing through our Talent Management Community of Practice. Additionally, we hold regular global conferences such as our Global Technical Excellence Conference, Global Infrastructure Conference and Global Leadership Conference, which bring together our technical experts and leaders and offer development and mentoring opportunities for our emerging talent. We also have global PANs designed to foster collaboration and connect experts across the world.

Support for External Learning

For the vast majority of our people, including our larger businesses in Australia, Canada, the US and the UK, we provide support for the pursuit of higher education. This includes degrees and certifications, for example through financial support and allowing time away from work to study. In some regions, we provide entry-level opportunities which are directly linked to formal education, such as our apprenticeship program in the UK. The program offers entry-level opportunities where there is no cost for education or qualifications to the employee, and they earn a salary while studying for industry-recognized qualifications. We believe that investing in early-career professionals gives them a solid foundation for continuing their professional advancement.

Performance Management

Regular performance management discussions are held for the vast majority of our employees to ensure the development of our talent. This generally refers to a process in which employees have measurable goals that are set in a collaborative manner with their people manager. We encourage employees to express their career aspirations to their manager in these discussions; our managers are responsible for providing employees with support to enable them to meet their aspirations. Any development needs are then addressed through the mechanisms described above or are raised with our HR teams as a business need.

Performance management has been strengthened by the advancement of the ERP rollout and adopting a unified global process, with the majority of non-ERP countries following the same methodology and timelines. The process also encourages employees to request feedback from colleagues they worked with during the year.

Promotions and Succession Planning

We prioritize internal promotion and redeploy talent within our market sectors and regions to leverage internal experience and to provide development opportunities to employees.

In addition, WSP conducts succession planning annually for key members of senior management, as well as for all regional leadership team members. We maintain a succession plan for each critical position that considers various time horizons, with potential internal succession described as “ready now”, “short-term ready, up to five years”, or “long-term ready in more than five years”. In addition, an “emergency” plan for short-term absences is established. For more information on succession planning, please consult our [2026 Management Information Circular](#). We also identify and track our “rising stars” to bring the next generation of talent into leadership positions.

Integration

We aim to retain employees who join WSP through acquisitions by providing them support throughout the integration process. We provide resources for these new employees to better understand the WSP culture and where they fit within the organizational structure.

SUPPORTING OUR WORKFORCE

We have several programs in place to support our workforce.

Flexible Working

We aim to offer a flexible, agile yet structured work environment that capitalizes on both in-person and remote work, and we have a hybrid working model across the global business. We focus on maximizing collaboration and meeting the development needs of various employee groups, while prioritizing the needs of our clients. Working-from-home arrangements, where permitted by role requirements, are available for the vast majority of employees. In addition, the vast majority of employees have the option to benefit from flexible working hours or to work part-time.

Work arrangements in all regions are devised to support local operations, based on knowledge of our people, client and business needs. Our agile environment gives us the capability to virtually bring our experts to where our clients are located, so they can benefit from WSP’s global network of talent. Our aim is to have a thriving workforce, with the ability to work both collaboratively in person and remotely on any project.

Employment Benefits

WSP aims to offer competitive benefits and rewards to ensure a positive employee experience, including physical and mental well-being. An overview of our employment benefits for operating locations with more than 1,500 employees is disclosed in the “Metrics” subsection below.

Well-being

WSP is committed to employee health and well-being and recognizes that the physical, mental and emotional health of our people is paramount. We focus on creating a positive environment for well-being through specific employee programs that are encapsulated in our Global Well-being Policy. A continued focus on upskilling our managers and leaders to connect with their teams and on providing additional training on the importance of mental well-being is part of our employee well-being programs.

Support for Caregivers

Paid parental leave is provided for the family’s primary caregiver in excess of the minimum legal requirement for the vast majority of employees. Paid parental leave is provided for the non-primary caregiver in excess of the minimum legal requirement for the vast majority of employees. Paid family or care leave beyond parental leave (i.e. care for a child, spouse, partner, dependent, parent, sibling, etc. with a physical or mental health condition) is provided to over half of employees. Some benefits may not be available in all countries due to local legislation or other limiting considerations.

EMPLOYEE INCLUSION AND BELONGING

Governance

WSP’s Global CHRO and the Global Sponsor, Inclusion and Belonging (I&B) are responsible for implementing WSP’s I&B Program and leading the Global I&B Strategy. The Global Inclusion and Belonging Lead, who reports to the Global CHRO, leads the program on a day-to-day basis. Both the Global Sponsor and the Global Inclusion and Belonging Lead monitor and help define WSP’s global vision and priorities, as well as lead global initiatives. The Global I&B Strategy articulates our vision of having WSP recognized by our people, peers and clients as a safe, inclusive workplace where we create a sense of belonging. This strategy sets the foundation for each region in the development of their initiatives and key activities.

Inclusion and Belonging

WSP promotes merit-based practices in its talent acquisition, awareness, learning, career development and recognition initiatives, while aiming to provide a work environment in which all individuals are treated with dignity and respect, free from discrimination. The global focus continues to provide emphasis on development and leadership opportunities for all employees, applied equally.

WSP’s Global I&B Network includes regional representatives and is a forum for sharing best practices and promoting continuous improvement. All our operations are supported by I&B representatives who lead and promote I&B activities and participate in our Global I&B Community of Practice. In addition, the majority of our employees have access to local I&B councils. We also have employee groups in place to represent and support employee interests in our business. Many of these subregional groups are connected globally, such as VIBE (Visibility and Inclusion in the Built Environment), which supports the LGBTQ+ community, and the BPN (Black Professional Network). Globally, over half of our employees have access to these groups. We encourage all our employees to join groups in place in their subregion, and we do not limit membership to any group.

I&B training is accessible globally through our WSP Learns tool. All permanent employees are given access to a wide variety of training, which includes modules on having difficult conversations, respect and creating a sense of belonging.

WSP continues to work towards achieving an inclusive culture, which we believe contributes to a greater mix of skills. Our approach to building an inclusive culture that respects and maximizes the contribution of all our employees, as well as prospective employees, includes:

- Fostering a Trusting Workplace: We provide a safe and trusting work environment for all our people.
- Speaking Up: Abiding by our Guiding Principles, we accept no compromise when it comes to our ethics and inclusive behaviour, and we enable our people to feel at ease to speak openly.
- Managing Fairly: We ensure equal opportunity and fairness in a consistent manner.
- Growing Stronger Together: As a global community, we celebrate our differences and share our learning.

We have strategies specific to our subregions to support our approach to hiring, including increasing talent pools through partnerships with professional associations.

EVALUATING OUR PERFORMANCE

We evaluate our employee training, education and employment practices by monitoring and managing data on metrics including our hiring and employee turnover rates, employee benefits, and time spent on learning and development activities. We measure and review employee feedback, as described above, on our online platform WSP Listens. Our strategic goals for the 2025-2027 cycle include the following:

- Decrease voluntary turnover by 150 bps by 2027
- Fill at least 75% of global leadership positions (and those of their direct reports) with internal candidates by 2027
- Reach more than 30,000 employee shareholders by 2027

Please refer to the “Performance Scorecard” in the Performance Highlights for more information.

HEALTH AND SAFETY

Governance and Culture

At WSP, we manage health and safety together with security, environment and quality, forming our HSSEQ program. This subsection is focused on H&S. We discuss our environmental activities in the “Environmental Management” section of this Report. Our Chief HSSEQ Officer is responsible for implementing our H&S program. The GECC, together with the Board, provides leadership and oversees H&S policies and practices. WSP’s H&S Policy is reviewed annually by the GECC and recommended for approval to the Board. WSP promotes compliance with all applicable H&S legal requirements and regulations. Our approach to promoting a positive H&S culture includes:

- Fostering a culture of caring and empowering our employees to actively participate in the HSSEQ Management System.
- Providing an appropriate level of resources and funding to support the implementation of the HSSEQ Management System.
- Proactively identifying and eliminating the hazards associated with our activities.
- Complying with our “Lifesaving Actions” (LSAs) and minimizing the impacts associated with any critical risks identified on our project sites and business travel.
- Seeking to continuously improve through recognition and adoption of best practices in health and safety and encouraging the sharing of lessons learned across our global operations.
- Encouraging all our people to stop work and seek guidance if they are unsure about their safety.
- Fostering a “speak up” culture to encourage reporting of HSSEQ incidents, near misses and observations.

Global HSSEQ Management System (“HSSEQMS”)

The Global HSEQ Manual fosters a holistic approach to address H&S risks and provides a foundation for our subregions as they implement H&S into all aspects of their work. Our global and regional leadership teams are committed to ensuring that H&S is integral to the way we work, promoting a proactive and transparent H&S culture that empowers and enables our people to work in a manner that can keep them, and others who may be affected by our activities, safe from harm.

Key principles of WSP’s HSSEQMS include:

- Global application to all WSP regions, countries and locations, including acquired companies.
- Compliance with all applicable laws and regulations, as well as WSP’s minimum standards.
- Focus on risk prevention in all our activities.
- Integration of HSSEQ throughout the project lifecycle.
- Adoption of a learning mindset and industry best practices.
- Visible leadership at all levels to create a strong and positive HSSEQ culture.

In addition to the overarching expectations set out in the HSSEQMS, all employees operate under regional H&S management systems that meet local statutory requirements, while meeting WSP’s minimum requirements. In most countries, we manage impacts through our certified H&S Management System. We also report on the percentage of operations that are certified under ISO 45001 or the Certificate of Recognition program (COR) in the “Metrics” subsection below. All subregional H&S programs are required to adhere to the Global HSEQ Manual, which aligns with ISO 45001 or similar certifications, and defines minimum requirements for H&S management in all our activities. In addition to describing the HSSEQMS, the manual includes the following:

Leadership, Roles and Responsibilities

One of the most important contributors to sustained and improved HSSEQ performance is leadership, i.e. the impact that leaders make by actively engaging in HSSEQ in the workplace. Managers consistently participate in activities showcasing their personal commitment to HSSEQ, demonstrating care, fostering a positive culture, and gathering valuable information for the development of HSSEQ strategy and plans. The HSSEQMS clearly identifies duties and responsibilities for employees at all levels. All WSP employees have the right and responsibility to stop work if H&S is being compromised, without fear of negative consequences.

Consultation, Communication and Training

WSP values the participation and contribution of employees and subconsultants in shaping H&S. WSP consults through HSSEQ committees, project team meetings, surveys, reported hazards and incidents, coaching, mentoring, senior leadership engagements, hazard assessments and workplace inspections and audits. Training, education and communication are key components of the HSSEQMS. Our training approach supports continuous lifelong learning and awareness for leaders, managers, supervisors and employees. WSP is committed to enabling its employees to meet their specific orientation and training requirements. Employee training on H&S is a measurable performance indicator for all business leaders. Our employees are trained on WSP’s approach to H&S and to recognize and report hazards and workplace risks. Workplace H&S documents are displayed in all offices and on work sites. Our aim is to offer guidance to employees, helping them identify, assess and mitigate risks effectively in the activities we undertake.

Risk Management

WSP maintains an H&S risk assessment process that applies to all work activities and anywhere an employee or subconsultant undertakes work for WSP. Risk assessments are reviewed periodically, taking into consideration residual risks and the effectiveness of controls. Findings of risk assessments are communicated to all interested parties, as required.

Critical Operational Risk Controls – Lifesaving Actions

The WSP LSAs establish minimum performance expectations and are fully implemented at all WSP locations. These non-negotiable practices are designed to mitigate or eliminate high-risk hazard areas that have historically resulted in fatalities and serious incidents.

Incident Reporting, Investigation and Management

Across our global business, we encourage all our employees to contribute to our performance by reporting all incidents, near misses, hazards and positive observations using the WSP HSSEQ reporting tool. All regional regulatory reporting requirements must be met as a priority. All work-related incidents must be investigated to a level commensurate with their actual and potential severity to determine root causes, implement corrective actions and ultimately prevent recurrence. WSP aims to foster a “learning organization” culture, where lessons learned are shared, appropriate measures are taken, and the application of what has been learned is monitored.

Project Management

H&S principles are integrated into each phase of the project lifecycle to enable work to be conducted in a safe manner. The approach and tools utilized in managing H&S for a project are dictated by the level of complexity of the project and the risks associated with the work. H&S must be considered at an early stage of the opportunity and specific client, legal and other requirements applicable to the project must be reflected in the HSSEQ planning. WSP seeks to ensure that first aid and appropriately trained personnel are available at all office and project locations and that sufficient personal protective equipment is available to all employees visiting project sites. For projects that include engineering design, relevant planning activities are described in the manual, including the description of audits, surveillance, monitoring, inspection, incident management and emergency preparedness.

Subconsultant Management

The manual describes the process to select and manage our subconsultants, ensuring that they meet WSP’s HSSEQ performance expectations and comply with WSP’s HSSEQ requirements. WSP is committed to working only with subconsultants who are as committed to HSSEQ as we are. Please see the “Workers in the Value Chain” section of these Disclosures for more information.

Travel Planning and Management

Every WSP operation must establish a procedure to educate employees and subconsultants undertaking work-related travel regarding potential health, safety and security hazards, along with the necessary control measures. A global process is in place to approve and manage travel to countries that have higher health and safety risks; this includes assistance from International SOS, our travel support partner.

EVALUATING OUR PERFORMANCE

We evaluate our occupational H&S performance using both leading and lagging performance indicators. We also implement H&S performance goals across our company to drive cultural change and make improvements in our most critical areas. In addition, in 2025, we began implementing our HSEQ Excellence Program to assist countries in cultivating and improving our business and operational excellence in a consistent “One WSP” way of working. The goal of the program is to continually develop and improve our way of working while maintaining an effective HSSEQMS, with proactive leadership, that delivers reliable, robust and best-in-class HSSEQ performance.

For the 2025-2027 strategic cycle, our goal is to enhance maturity of regional HSSEQ management systems under our Global HSEQ Excellence Program.

METRICS

Please refer to “Appendix A — Definitions & Methodology” for more information on the metrics below.

Employee Characteristics

This subsection contains a comprehensive overview of our employee characteristics, highlighting key metrics such as regional representation; new hire and turnover rates; the breakdown of employees by contract type (full-time, part-time, permanent and temporary); number of FTEs; and demographics.

The disclosures in this subsection cover direct employees as well as contract employees, but do not include reporting year acquisitions or subconsultants (i.e. those employed by third parties).

The demographic data included in the following tables is subject to compliance with local laws, data protection requirements and cultural sensitivities. It is provided for information purposes and does not reflect targets or actions to be taken by WSP.

EMPLOYEES BY REGION

		2025		2024	
Canada	Male	7,794	62%	7,936	63%
	Female	4,678	38%	4,622	37%
	Total	12,472	100%	12,558	100%
Americas	Male	14,821	66%	12,057	65%
	Female	7,765	34%	6,612	35%
	Total	22,586	100%	18,669	100%
EMEIA	Male	18,544	69%	17,151	68%
	Female	8,240	31%	8,158	32%
	Total	26,784	100%	25,309	100%
APAC	Male	6,546	66%	7,794	68%
	Female	3,316	34%	3,712	32%
	Total	9,862	100%	11,506	100%

EMPLOYEES BY EMPLOYMENT CONTRACT AND REGION

INDICATOR	2025	2024
Full-Time Equivalent Employees (FTE)	68,408	65,418
Permanent, Full-Time Employees	64,076	60,255
Male	42,891	40,491
Female	21,185	19,764
Permanent, Part-Time Employees	5,037	4,946
Male	2,542	2,541
Female	2,495	2,405
Temporary Employees	2,591	2,873
Male	1,915	1,923
Female	676	950
Permanent Employees by Region	69,113	65,169
Canada	12,365	12,439
Americas	21,397	17,581
EMEIA	26,294	24,623
APAC	9,057	10,526
Temporary Employees by Region	2,591	2,873
Canada	107	119
Americas	1,189	1,088
EMEIA	490	686
APAC	805	980

NEW HIRES AND EMPLOYEE TURNOVER¹

	Canada		Americas		EMEIA		APAC		Total	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
New Hire Rate	13%	17%	13%	19%	21%	21%	12%	18%	16%	19%
Total Turnover Rate	14%	14%	16%	16%	17%	17%	23%	22%	17%	17%
Voluntary Turnover Rate	9%	11%	11%	12%	12%	13%	13%	14%	11%	13%

Demographics

The following tables provide detailed insights into various aspects of our employee demographics, based on self-identification for representation data among such individuals.

EMPLOYEE DEMOGRAPHICS BY EMPLOYMENT CATEGORY²

	Executives	Leaders	Professionals	Technicians	Business Support	Total
	2025	2025	2025	2025	2025	2025
Male	66%	63%	66%	79%	23%	66%
Female	34%	37%	34%	21%	77%	34%
Age 30 and Under	0%	0%	23%	21%	19%	21%
Age 31-50	39%	59%	56%	51%	50%	55%
Age 51 and Over	61%	41%	21%	28%	31%	24%

¹ In 2025, we revised our voluntary turnover methodology to exclude deaths and retirements. As a result, year-over-year figures may not be directly comparable.

² In 2025, we implemented a global redesign of employment categories. Therefore, we are not able to show year-over-year comparisons.

BOARD OF DIRECTORS AND SENIOR MANAGEMENT: DISCLOSURE REQUIRED UNDER THE *CANADA BUSINESS CORPORATIONS ACT*

The table below illustrates the representation of the designated groups on the Board and among senior management,¹ based on self-identification for representation data among such individuals.

As at March 20, 2026	Current Directors	Nominee Directors	Members of Senior Management - Executive Officers	Global Leadership Team
Total	9	9	10	27
Women	4 (44.4%)	4 (44.4%)	3 (30.0%)	6 (22.2%)
Indigenous peoples	0	0	0	0
Members of visible minorities	1 (11.1%)	1 (11.1%)	1 (10.0%)	1 (3.7%)
Persons with disabilities	0	0	1 (10.0%)	1 (3.7%)
Number of individuals that are members of more than one Designated Group	0	0	1 (10.0%)	1 (3.7%)

Collective Bargaining

In accordance with our Human Rights Policy, our people have the freedom to join any association or union, providing it does not contravene local law, as well as the right to collective bargaining, where applicable. The following table illustrates the global percentage of employees covered by collective bargaining agreements. For more information, please refer to our [2025 Annual Information Form](#).

COLLECTIVE BARGAINING COVERAGE

INDICATOR	2025	2024
Employees Covered by Collective Bargaining Agreements	11%	11%

Employment Benefits

The table below summarizes benefits available to full- and part-time employees in our significant locations of operation.

2025 EMPLOYMENT BENEFITS

	Canada	US	UK	Sweden	Mainland China and Hong Kong	Australia	New Zealand	India
Life Insurance	F,P*	F,P**	F,P	F,P,T	F			F,P
Healthcare	F,P*	F,P**	F,P***	F,P	F,P***		F,P	F,P
Disability and Invalidity Coverage	F,P*	F,P**	F,P***	F,P,T	F,P***	F,P		F,P
Parental Leave	F,P*	F,P**	F,P	F,P,T	F	F,P	F,P,T	F,P
Retirement Provision	F,P*	F,P	F,P	F,P,T	F,P, T†	F,P		F,P
Stock Ownership	F,P*	F,P**	F, P	F,P		F,P	F,P	F,P

F	Full-Time
P	Part-Time
T	Temporary
*	If employed more than 22.5 hours per week
**	If employed more than 24 hours per week
***	Grade dependent
†	HK Only - Per HK MPF regulation, contributions should be made for employees who are aged 18 to 64 and have been employed in any industry for a continuous period of 60 days or more (which might also cover temporary employees)

¹ The table also illustrates the representation of the designated groups composing the Corporation’s Global Leadership Team as outlined on our website at [www.wsp.com](#). As at March 20, 2026, the Executive Officers were the individuals listed in the 2026 Management Information Circular, in addition to the President and CEO of the Corporation.

Training and Skills Development

The table below shows the evolution of training hours for FTEs over a three-year period.

TRAINING AND SKILLS DEVELOPMENT – FTEs

INDICATOR	Unit	2025	2024
Training Hours	Hours	1,629,215	1,900,230
Training Hours per FTE	Hours/FTE	24	29

Health, Safety, Security, Environment and Quality

The disclosures in this subsection cover direct employees as well as contract employees, but do not include reporting year acquisitions or subconsultants (i.e. those employed by third parties).

NUMBER OF INCIDENTS

Region/Subregion	Lost Time Incidents ¹		All Incidents		Total Recordable Incidents		High-Consequence Injuries		Fatalities	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Canada	10	3	304	350	67	57	0	0	0	0
US	12	13	137	138	56	45	0	1	0	0
LAC	2	3	9	6	2	4	0	0	0	0
EMEIA	6	10	74	80	11	15	0	0	0	1
Asia	4	3	5	3	4	2	0	0	0	0
Australia - New Zealand	9	16	108	127	21	27	0	0	0	0
Total	43	48	637	704	161	150	0	1	0	1

RATE OF INCIDENTS (PER 200,000 HOURS)

Region/Subregion	Lost Time Incident Rate (LTIR) ¹		All Incident Frequency Rate (AIFR)		Total Recordable Incident Rate (TRIR)		High-Consequence Injuries Rate	
	2025	2024	2025	2024	2025	2024	2025	2024
Canada	0.10	0.03	2.99	3.42	0.66	0.56	0.00	0.00
US	0.07	0.09	0.79	0.96	0.32	0.31	0.00	0.01
LAC	0.06	0.08	0.25	0.15	0.06	0.10	0.00	0.00
EMEIA	0.03	0.04	0.31	0.32	0.05	0.06	0.00	0.00
Asia	0.15	0.09	0.19	0.09	0.15	0.06	0.00	0.00
Australia - New Zealand	0.14	0.26	1.66	2.07	0.32	0.44	0.00	0.00
Global	0.07	0.08	0.99	1.11	0.25	0.24	0.00	0.00

Certification Coverage of our Operations

WSP tracks the percentage of our global operations covered by HSEQ certifications awarded by an accredited certification body.

CERTIFICATION COVERAGE

INDICATOR	2025	2024
Environmental Management System (EMS) 14001	54%	54%
Quality Management System (QMS) 9001	73%	74%
Health and Safety Management System (ISO 45001 or Certificate of Recognition program – COR)	77%	80%

¹ The number of lost time incidents and the LTIR have been restated for 2024.

WORKERS IN THE VALUE CHAIN

WSP works with approximately 41,000 business partners worldwide, which include subconsultants supporting client projects.

WSP is committed to the health and safety of all workers, including our subconsultants. WSP’s vendor HSSEQ management process is designed to manage the HSSEQ of subconsultants engaged in an employment-type relationship with WSP and others to whom WSP has a legal health and safety duty. Only business partners who meet WSP’s HSSEQ performance expectations and comply with WSP’s HSSEQ requirements will be engaged by WSP.

WSP is also committed to upholding human rights through all our business conduct. WSP has a zero-tolerance policy in relation to any form of modern slavery. We prohibit our people from engaging in, suggesting, allowing or ignoring situations of modern slavery, including forced labour, child labour, sexual exploitation or abuse, and human trafficking, in the conduct of our business. Please refer to WSP's [2025 Modern Slavery Report](#), which is available on our website at [www.wsp.com](#).

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Health and Safety	Initiatives to measure, manage and reduce health and safety incidents, and promote a positive health and safety culture.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
HEALTH AND SAFETY	
Risks	Health and safety incidents, such as serious injuries, or even fatalities, affect our employees and business partners, and could increase costs from increased work stoppages, higher insurance premiums, and remedial compensation and fines. Health and safety incidents could also lead to decreased revenues by affecting WSP’s ability to bid on and win projects.

POLICIES

Health and Safety

WSP has in place a Global Health and Safety Policy and related program, as described in the “Our Workforce” section of these Disclosures, in the “Health and Safety” subsection. The policy applies to all business partners, as stated in our Business Partner Code.

Human Rights Policy

Although WSP’s general employee population is not considered at high risk of exploitation or human rights violations, we are aware that there is risk concerning human rights, in particular through our supply chain. We have a Human Rights Policy stating our commitment to human rights standards and setting out the framework within which we seek to uphold this commitment. The statement is based on a six-step approach:

1. We provide a professional and secure work environment.
2. We promote equality and fair labour practices.
3. We have zero tolerance for modern slavery.
4. We respect the traditions, cultures and laws of the places where we work.
5. We partner with like-minded business partners.
6. We promote a speak-up culture.

Business Partner Code of Conduct

The Business Partner Code contains guidance on WSP’s values and key topics including human rights and equality, and health and safety. It further sets out our due diligence and vetting practices in relation to our business partners. Our Ethics and Integrity program further addresses the management of third-party risks, notably by conducting third-party vetting.

Procurement Guidelines

WSP’s procurement function adheres to its Global Procurement Guidelines. These guidelines are in place to set the course for an ongoing exercise of aligning policies, procedures and structures across WSP’s subregions. WSP aims to receive best value for the goods and services required for its operations while mitigating any negative impacts on the environment and local communities, including human rights, through fair, transparent, consistent, cost-effective and cost-efficient procurement procedures. To foster compliance with these objectives, the general principles of accountability, transparency, honesty, integrity and equity must guide the procurement process.

WSP’s Board of Directors, together with the GECC, is responsible for overseeing and monitoring implementation of procedures, policies and initiatives in relation to sustainability. Our supplier sustainability program is led by the Global Procurement Director -Third Party Risk, Sustainability and Social Value.

Please refer to the “Business Conduct” section for further details of related policies and a wider discussion of ethics and integrity matters, as well as the management of relationships with suppliers.

GOVERNANCE, ACTIONS AND RESOURCES

WSP invited our top suppliers by spend to participate in our double materiality assessment survey and interview process, which is described in the “General Disclosures”. Business partner survey responses emphasized the importance of our management of key social and environmental topics. Business partners also reflected on WSP’s influence on and support of their own ESG practices and programs. An example of this engagement is where we provide training and support to our suppliers in measuring, reporting and reducing their GHG emissions, as described in the “Supply Chain” section of the Performance Highlights.

The principal channel available to value chain workers to raise concerns and have them addressed is WSP’s Business Conduct Hotline, which is further described in the “Business Conduct” section.

HEALTH AND SAFETY

Subconsultant Management

WSP’s Global HSEQ Manual, available to all employees and business partners, describes subconsultant management. To ensure the integrity and effectiveness of our Health and Safety program, we adopt a thorough and strategic approach, which is outlined below and covered in detail in the manual.

Prequalification

We select subconsultants based on an assessment of their health and safety performance and management. The WSP HSSEQ prequalification process is a pre-work assessment of the subconsultant’s HSSEQ management system, for approval to undertake work or provide services at WSP, as well as the ongoing checking, auditing and monitoring of the subconsultant’s HSSEQ performance. Prior to engaging subconsultants, the WSP business must confirm the subconsultant can perform their assigned tasks without negatively impacting HSSEQ outcomes. The process of prequalification of new subconsultants should be undertaken at the earliest opportunity by the intended engaging parties. The prequalification process applies to all subconsultants conducting work activities on a WSP project, regardless of the duration of the work.

Monitoring and Evaluating

WSP regularly monitors subconsultants’ performance to assess adherence to safe work practices, procedures and any HSSEQ requirements that are placed upon the subconsultant by WSP or by our client. Results from the review are communicated to the subconsultant to address any gaps in their HSSEQ performance within the specified timeframe.

Hazard Identification, Risk Assessment and Documentation

Subconsultants must maintain HSSEQ procedures and written safe work practices that apply to the work to be undertaken. Within each country, WSP must maintain a documented HSSEQ risk assessment process that applies to all work activities and anywhere a subconsultant undertakes work for WSP, as well as assess the experience and age of workers and subconsultants doing the work and systems being used.

Supporting Subconsultants

Once selected, our subconsultants receive extensive support to ensure their health and safety practices are on par with, or superior to, our own. This support includes training sessions, regular audits and sharing of best practices. We provide tools and resources to help them not only meet but exceed the regulatory requirements and industry standards. Our goal is to foster a collaborative environment where safety is paramount and continuously enhanced.

METRICS AND TARGETS

Our current HSSEQ reporting and recording systems are not able to fully capture data related to subconsultant H&S incidents. To remedy this issue and to develop and improve our systems further, we have initiated a process to implement a new platform in the future, which is intended to provide for full recording and tracking of data related to our subconsultants. Our long-term ambition is to “Elevate HSEQ standards and drive proactive cultural transformation”.

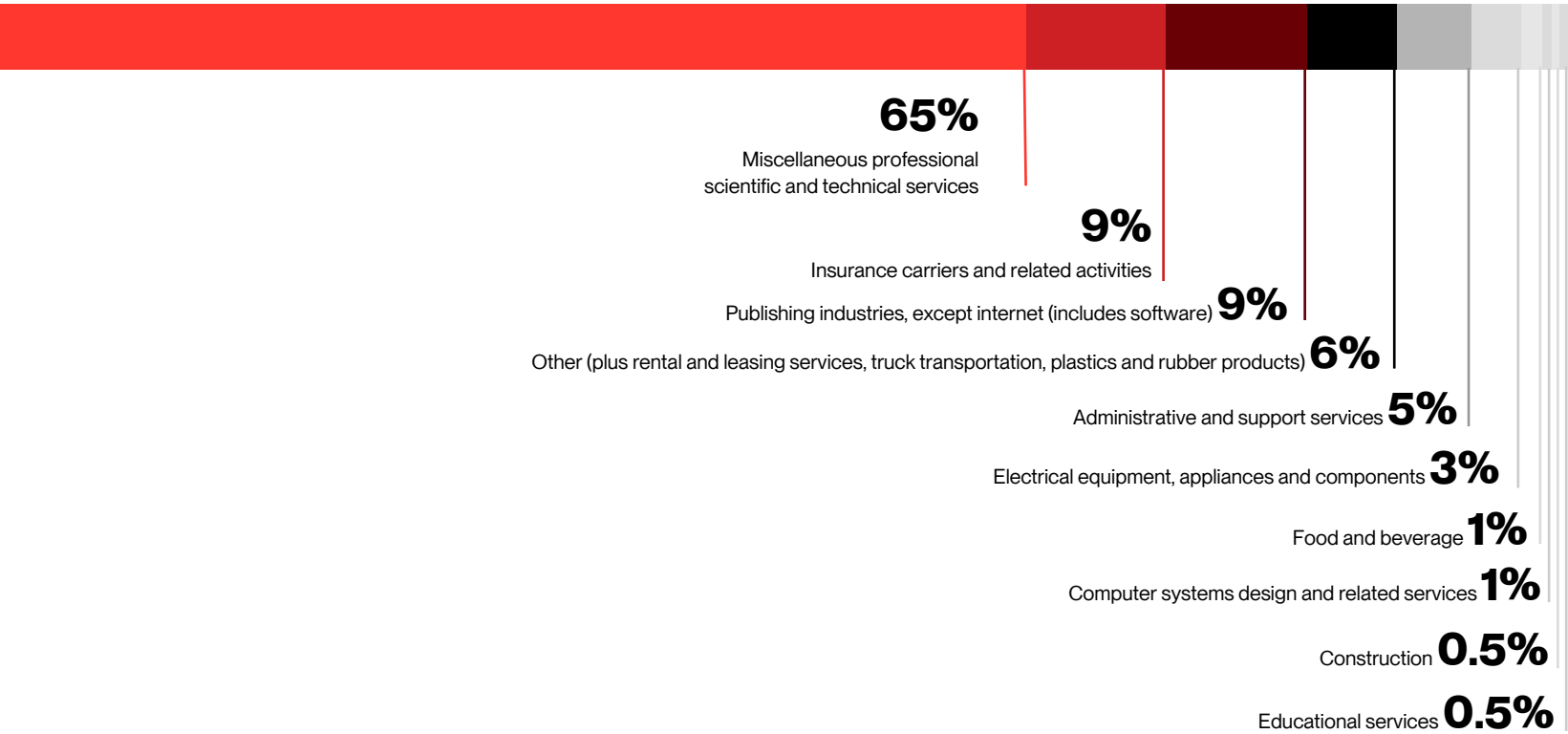
Internally, we monitor the number of suppliers who sign on to our Business Partner Code.

Our supply chain did not undergo any significant changes in 2025. We counted Microsoft (US), Mott MacDonald (UK), Autodesk (US), Embree Construction Group (US) and Infosys (India) among our largest suppliers in the reporting year. Our 2025 supply chain spend is summarized below.

SUPPLIERS AND SPENDING

	2025	2024
Approximate number of suppliers globally	41,000	40,000
Lease payment spending (mainly for office space)	\$385M	\$376M
Operational costs (including information technology, professional fees, travel, etc.)	\$1,267M	\$1,156M
Goods, specialized equipment, and specialized services spending	\$818M	\$811M
Subconsultant spending for project work	\$3,508M	\$3,183M

2025 SPENDING BY CATEGORY



AFFECTED COMMUNITIES

Client projects that WSP contributes to can have both positive and negative impacts on affected communities. WSP provides planning, design and advisory services across a wide range of projects within the Transport & Infrastructure, Earth & Environment, Property & Buildings and Power & Energy market sectors. In engaging with communities and stakeholders, there may be differing opinions on a project’s benefits, location and design. When community engagement is part of WSP’s scope of work, WSP creates strategic plans to determine the goal of the engagement, the audience (e.g. local community, partner agencies and Indigenous Peoples), the engagement approaches and the measures of success.

Through these actions, and a focus on the social benefits of project delivery across our sectors, our approach helps us to create healthier, safer and more resilient communities, and to support decarbonization, environmental protection and innovation. In addition, we seek to contribute positively to communities where we work, encouraging our people to look for ways to create benefits for communities and society. These benefits extend far beyond the long-term project outcomes we strive to create for our clients. Collaborating with and respecting the communities where we operate create value for our employees, society and business.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Social Impact	Impact of WSP’s projects on quality of life for individuals and communities.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
SOCIAL IMPACT	
Impacts	Impacts on society and quality of life due to WSP's contributions to projects. Actual/Potential: Actual Positive/Negative: Both

POLICIES

Please refer to our disclosure in the “Business Conduct” section for descriptions of WSP’s Code of Conduct and Human Rights Policy, which both address impacts to affected communities. In our Sustainability Statement, we state that we are committed to delivering positive impacts for people and local communities.

Our regional Indigenous Relations policies and action plans are described in this section.

GOVERNANCE, ACTIONS AND RESOURCES

As part of WSP’s service offering, we work to make sure that the projects we contribute to are developed with community in mind. WSP’s approach to managing social impact in our projects involves regional communications and engagement teams, the global Future Ready® program, regional efforts such as our Social Value program in the UK, and PANs led by subject-matter experts within the organization.

WSP provides communications and engagement services both as standalone practices and through integrating social impact considerations into many multidisciplinary projects. Our communications and engagement teams in Australia, Canada, New Zealand, Latin America and the Caribbean, the United Kingdom and the United States consist of professionals who work with clients to engage communities and realize their vision for a project. Our engagement teams meet regularly to share knowledge globally, including best practices and case studies.

By empowering communities, businesses, governments, institutions and Indigenous Peoples to engage in project development, our professionals ensure that clients can respond to ideas and challenges based on comprehensive data and insight from consultation. WSP also provides services to create places, infrastructure and experiences that improve quality of life for historically underserved, marginalized and underinvested communities.

Future Ready®

With our Future Ready® program, we look at future trends in four categories – Climate, Society, Resources and Technology. Under the Society category, we evaluate demographic changes and trends ranging from meeting the needs of an aging population to neurodiversity. We conduct research to better understand these trends and integrate them into our designs and advice. Related PANs that focus on Social Impact include:

- **Stakeholder Engagement PAN:** This PAN, led by public participation professionals, focuses on working across sectors and around the world to communicate with stakeholders and build consensus for the best project outcomes.
- **Archaeology and Cultural Heritage PAN:** This PAN promotes the responsible management of heritage resources, meeting the needs of our clients and mitigating project impacts by applying technical expertise and best practices.
- **Environmental and Social Impact Assessment PAN:** This PAN engages environmental and social impact assessment professionals and promotes knowledge exchange, training and technical excellence.
- **Indigenous Relations PAN:** This PAN facilitates knowledge sharing, training and technical excellence among our Indigenous Relations and Indigenous engagement professionals.

Social Value in the UK

In the UK, we focus on fostering social value, which includes the broader financial and non-financial benefits we generate for society. Through and alongside our day-to-day work, we work to address inequities and improve quality of life. Enhancing community well-being, fostering shared values and mutual respect, and regenerating the environment all contribute to social value. In line with the UK Government’s mandatory requirements for embedded social value (the PPN 002 Social Value Model), we demonstrate how we can contribute additional and embedded social value as we operate, in addition to the inherent social value we deliver through our core technical services and the resulting improvements to places, assets and infrastructure. This social value considers the local benefits of a wide range of activities including volunteering, matched charitable donations and apprenticeships, as well as support for small businesses within our supply chain.

INDIGENOUS RELATIONS

Through our global Human Rights Policy, we acknowledge the unique and important interests that Indigenous Peoples have in the land, waters and wider environment affected by our work and are committed to valuing their engagement and inclusion. We rely on our internal Global Indigenous Relations Network to share stories and build a dialogue that respects local and regional strengths, while drawing on global collaborative support. The network includes representatives from Australia, Canada, Latin America and the Caribbean, New Zealand and the United States. Members of the network can be contacted by our employees, or external stakeholders, by email at the following address: indigenous@wsp.com. We also describe our regional programs and efforts related to Indigenous communities on our [global Indigenous Relations webpage](#).

As part of our monitoring processes, we did not identify any material events of noncompliance with the Rights of Indigenous Peoples in our regions in 2025.

EXAMPLES OF REGIONAL APPROACHES

Aotearoa New Zealand

WSP’s New Zealand team envisions and works towards a future that is inclusive and centered on Aotearoa New Zealand. Our relationships and knowledge of Te Ao Māori drivers allow us to build mana-enhancing partnerships: working relationships that increase the strength and success of all parties involved. The relationships recognize and respect Te Tiriti o Waitangi and value the enhancement of Māori social, cultural, environmental and economic well-being.

A core component of our approach is to empower and support our WSP New Zealand team to better engage, participate and respect tikanga (cultural protocols) in an inclusive, respectful and growth-building manner. In this regard, we provide online and interactive training across a tiered learning structure for employees and provide complementary access to resources and information through the “He Pūrerehua” app, available for download.

We value our interactions and the experience gained working for and alongside Māori. A number of our people across New Zealand have taken the opportunity to work on Iwi projects (tribal rehabilitation) ranging from restoring spaces (Marae) where cultural activities are practised and of significant importance to a specific tribe or subtribe, to indigenous species planting and river or beach cleanups.

Australia

In Australia, WSP acknowledges Aboriginal and Torres Strait Islander Peoples as the traditional owners and custodians of land and waters, including the places where we live and work. We also recognize their contribution as the first engineers and scientists. We support efforts to co-create sustainable, vibrant and connected places where Aboriginal and Torres Strait Islander Peoples are empowered to thrive in the natural and built environment.

We believe that reconciliation is a means to bring about mutual understanding and learning that will ultimately serve to create a holistic future for all Australians. We are proud to hold [STRETCH Reconciliation Action Plan](#) status with Reconciliation Australia—the third-highest level. We are currently finalizing our second STRETCH Reconciliation Action Plan, which has been endorsed by Reconciliation Australia for release in 2026, deepening our commitment to Aboriginal and Torres Strait Islander Peoples' histories, cultures and futures.

Our [Indigenous Specialist Services](#) team is committed to incorporating Indigenous knowledge and culture through the co-design of infrastructure and built environment projects, creating strong and culturally respectful relationships with Indigenous communities. This in turn generates meaningful opportunities for Indigenous people, businesses and communities across project lifecycles.

Canada

WSP in Canada’s [Indigenous Relations Policy](#) remains the foundation of our relationship building with Indigenous Nations, communities, groups and businesses. The policy takes a progressive approach to engagement and consultation while actively seeking opportunities to create and optimize socio-economic benefits for Indigenous Peoples. We believe that Indigenous engagement practices need to be tailored to the localized needs and opportunities surrounding our project sites. WSP recognizes that success depends on building long-term relationships with Indigenous Peoples and we strive to do so with Indigenous communities from coast to coast to coast. As part of our ongoing Indigenous employment initiatives, we continue to enhance our capacity to recruit, retain and advance Indigenous employees and actively look to hire local Indigenous people to support our projects.

In April 2024, WSP in Canada joined the First Nations Major Project Coalition Sustaining Partners Program, a national collective group of First Nations made up of elected councils, hereditary Chiefs, Tribal Councils and Development Corporations, who have made the decision to come together to advance shared interests in participating, and, where appropriate, gaining equity positions in major projects across Canada. As a Sustaining Partner, WSP in Canada has committed to economic reconciliation with Indigenous Peoples and to upholding this objective as part of its corporate ethos pursuant to its corporate policies, and to build and advance meaningful relationships with Indigenous groups across Canada.

WSP in Canada is also a proud member of the Canadian Council for Indigenous Business and is committed to upholding the four pillars of the Partnership Accreditation in Indigenous Relations program. WSP in Canada has been a Silver Level Certified company since 2023, in addition to being listed as an Indigenous Procurement Champion.

Latin America and the Caribbean (LAC)

Given the hundreds of Indigenous communities within the various countries that make up the LAC region, we are mindful of community-specific recognitions and acknowledgements of rights. In LAC countries, WSP is involved in projects that can impact land where an Indigenous community is established and where consultation may be a requirement. For these projects, we often employ members of these Indigenous communities as they have invaluable knowledge of the local territory and can support us in developing and delivering on our projects.

South Africa

In South Africa, Broad-Based Black Economic Empowerment (B-BBEE) legislation was implemented to address inequalities associated with apartheid. The related government program encourages businesses to contribute to black economic empowerment through supplier development programs, socio-economic development contributions, incorporating Black people into the workplace and support for Black-owned suppliers. Businesses are awarded points that can be claimed on a B-BBEE certificate, enhancing their chance of obtaining government contracts. Currently, WSP has the highest possible level of B-BBEE accreditation (Level 1).

ENGAGING WITH AFFECTED COMMUNITIES

The principal channel available to affected communities to raise concerns about WSP or the work WSP is conducting is WSP’s Business Conduct Hotline, as described in the “Business Conduct” section. Our [Reporting, Investigations, and Anti-Retaliation Policy](#), also described in the “Business Conduct” section, details how we respond to concerns raised through the hotline. However, concerns from affected communities are predominantly related to client projects, and therefore, concerns are more likely to be voiced directly to our clients. Clients have their own mechanisms in place for communities to express concerns. In many cases, clients maintain project-specific feedback mechanisms.

The success of Indigenous Relations depends on building long-term relationships and reinforcing a culture of inclusion and participation. WSP’s processes for engaging with affected communities vary based on the client’s approach and WSP’s scope of work. Our process for engaging with Indigenous communities is described above.

METRICS AND TARGETS

The following are examples of ways we measure and track the effectiveness of actions:

- Projects focused on delivering social impacts as an outcome are recorded as part of our [SDG-Linked Revenues](#) (refer to the “SDG-Linked Revenues” section of the [Performance Highlights](#)).
- In line with the UK Social Value Act of 2012, we demonstrate how we can contribute additional and embedded social value as we operate (in the UK), in addition to the inherent social value we deliver through our core technical services and the resulting improvements to places, assets and infrastructure.
- As part of our Global Delegation of Authority process, we developed additional guidance for evaluating project sustainability risk that considers criteria associated with the client, location and nature of the work or project.
- We track community engagement, including charitable donations (refer to the “Community Engagement” section of the [Performance Highlights](#)).

GOVERNANCE INFORMATION

BUSINESS CONDUCT

WSP’s reputation depends on our ability to be outstanding professionals, which means acting with honesty, integrity and respect in our day-to-day dealings with colleagues, clients and other business partners. The success of our Ethics and Integrity program, which notably includes anti-corruption, fair competition and human rights, is one of our top priorities.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Ethics and Integrity	Guidelines, codes and leadership that determine fair, ethical and moral employee conduct and create an ethical culture.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
ETHICS AND INTEGRITY	
Impacts	Impacts on society and individual behaviours through WSP's commitment to corporate responsibility, organizational culture, and adherence to mandatory regulations. Actual/Potential: Actual Positive/Negative: Both
Risks	Risks associated with financial and social impacts from unethical behaviour, corruption, and failure to comply with laws, rules and regulations (e.g. fines incurred, litigation costs, loss of contracts with clients, etc.).
Opportunities	Opportunities associated with accessing projects that require bidders to meet specific ethics and compliance standards (e.g. public contracts, or bids where WSP must certify we have a Code of Conduct or proven practice of not engaging sanctioned subconsultants).

GOVERNANCE

The Ethics and Integrity program is overseen by the CCSO, whose performance assessments and incentives are contingent on the program’s successful implementation. The program is managed on a day-to-day basis by the Chief Ethics Officer. To enable objectivity and independence, the CCSO reports directly to the GECC. The Board, through the GECC, has oversight of ethics and integrity activities, and a quarterly progress report is presented to the GECC by the CCSO. For further details, please refer to the “Ethics” section of the [Governance, Ethics and Compensation Committee Charter](#), available on WSP’s website. The CCSO is also a member of WSP’s [Global Leadership Team](#).

The CCSO leads an Ethics and Integrity team specializing in business integrity and compliance matters, with representatives located across WSP’s regional operations. There are 23 members of the global and regional Ethics and Integrity teams and 12 colleagues from WSP in India who support the Ethics and Integrity program. The Ethics and Integrity team is a valued strategic partner within the business and engages in dialogue on risks and opportunities on a frequent basis. Employees can obtain expert practical advice on ethics and integrity matters by contacting WSP’s regional or global Ethics and Integrity representatives, or by using the dedicated ethics mailbox.

POLICIES AND CORPORATE CULTURE

Code of Conduct

WSP has a global Code of Conduct and supporting documents, such as an [Anti-Corruption Policy](#), a [Fair Competition Policy](#) and a [Human Rights Policy](#). The Code applies to all operating entities as well as to our directors, officers, employees and contract workers. It is available in 19 different languages to facilitate its use in regions where WSP operates. The Code of Conduct and other global and regional policies are accessible to employees through WSP’s intranet sites. The Code and several of its underlying policies are also available to the public via [WSP’s website](#).

The Code is introduced by way of an ongoing structured training and communications program. This ensures that WSP’s directors, officers, employees and contract workers understand and agree to comply with the Code. Training is notably aimed at recognizing issues and escalating them in the organization so effective measures can be implemented in a timely fashion. For new hires, the training has been incorporated into the onboarding process. WSP requires that all permanent employees complete annual refresher training.

In addition, the Ethics and Integrity team provides live training sessions to leadership and employees where required. In support of our training program, regular communications are issued and tailored compliance tools are used. Directors complete an annual training session on ethical business conduct.

Topics covered in the Code of Conduct training include, but are not limited to: human rights; discrimination and harassment; safety; environment; use of AI; information security; personal information; conflicts of interest; bribery and corruption; gifts, entertainment and hospitality; money laundering; fair competition; fraud; and charitable contributions.

The Code of Conduct training includes descriptions on how to report to the Business Conduct Hotline on issues pertaining to the Code of Conduct. At the end of each training session, participants certify that they have read and understood the Code and will comply with the Code.

Human Rights Policy

Our Human Rights Policy sets out our global approach to respecting, supporting and safeguarding human rights. The policy applies to WSP and to all employees and other persons in an employment-type relationship with WSP, as well as business partners acting on our behalf. It is aligned with international human rights standards established within the Universal Declaration of Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights. When local laws conflict with our policy or related WSP practices and expectations, we respect local laws while still seeking ways to promote international human rights and raise awareness of international human rights best practices.

Additionally, WSP is a signatory to the UN Global Compact (UNGC) and has committed to implementing the Ten Principles and contributing to the UN Sustainable Development Goals.

High-Risk Countries and Sanctions Compliance Policy

Our global High-Risk Countries and Sanctions Compliance Policy lists the countries and regions deemed high risk for business ethics, and establishes requirements and governance to conduct business in such locations. As part of the related process, clients and business partners operating in high-risk locations are subject to a rigorous due diligence process regarding sanctions and debarment, and through a risk-based model, they are also assessed for concerns regarding their reputation and human rights violations. The High-Risk Countries and Sanctions Compliance Policy is updated regularly and available to all employees via our intranet.

Management of Gifts, Entertainment and Hospitality and Conflicts of Interest

WSP maintains a Gifts, Entertainment and Hospitality Policy, and regionally-adapted guidance for these exchanges is also available for employees. These guidelines include monetary thresholds, as well as information on local customs. An additional tool that we use to identify and manage gifts, entertainment and hospitality, as well as conflicts of interest, is the Compliance Registry, which is accessible to all employees via our intranet sites. Through its Code of Conduct training programs, WSP explains the need for transparency and advises employees to register these exchanges on the online Compliance Registry platform.

Business Partner Code of Conduct

At WSP we seek to work with like-minded business partners who strive for and promote the highest standards of conduct, ethics, integrity and environmental stewardship. Business partners are required to declare their acceptance of the principles in WSP’s Business Partner Code, as well as to comply with applicable laws, regulations and associated requirements and industry standards. They are expected to take reasonable measures to ensure that these standards and principles apply to their own business partners and throughout their supply chains.

Business Conduct Hotline

WSP is committed to fostering a workplace culture where employees may raise concerns at any time, without fear of retaliation. WSP’s Business Conduct Hotline provides a means for employees, business partners and suppliers, as well as the general public, to raise issues or concerns confidentially and anonymously (if permitted by applicable law) with a third-party service provider. The hotline is accessible through a direct click from the front page of the intranets, WSP’s public website, and regular communications campaigns. Further information on the hotline is available on our website at wsp.com/ethics.

WSP’s anti-retaliation protection extends to employees, witnesses and individuals who assisted the investigation process, and anyone connected with the person who reported the concern. Acts, threats or attempts of retaliation are subject to disciplinary action, up to and including dismissal.

Reporting, Investigations, and Anti-Retaliation Policy

Investigations governance processes are in place to ensure the consistent review and handling of reported cases. Our [Reporting, Investigations, and Anti-Retaliation Policy](#) describes how WSP implements sound governance in internal investigations, in particular by highlighting the obligation of employees to report misconduct and our zero-tolerance policy for retaliation against those who make a report. This policy also describes different options to file a report, including to our worldwide third-party Business Conduct Hotline.

Donations and Sponsorships Policy

WSP’s Donations and Sponsorships Policy outlines our community engagement focus areas, priorities, eligibility criteria and governance processes. The policy covers financial and non-financial contributions to charitable, academic and community organizations. All donations and sponsorships must follow applicable laws, WSP’s Code of Conduct, and policies including the Anti-Corruption Policy, the Human Rights Policy and the Gifts, Entertainment and Hospitality Policy. All activities must be reviewed and approved by the Ethics and Integrity team prior to commencement.

MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS

Supply Chain Management

Since WSP is a professional services organization with a global presence, our procurement strategy, governance principles and Sustainability Statement support social and environmental considerations in corporate purchasing and subconsultant selection. Responsibly managing our supply chains can help us maintain trusted partnerships with our clients and partners, in turn enabling business success and mitigating impacts on the environment and local communities.

WSP’s Global Procurement team is responsible for streamlining procurement practices, developing governance standards and implementing a global procurement strategy. The Global Procurement team is also responsible for managing major supply contracts benefitting WSP as a whole. Regional procurement teams are responsible for sourcing and procuring goods and services under regional and global supplier agreements and developing regional procurement strategies.

At WSP, relationships with business partners are an integral part of day-to-day business and are governed by WSP’s Business Partner Code. The Business Partner Code contains requirements in relation to multiple topics for WSP’s business partners, and supports our approach to business relationships and supply chain governance. Our Ethics and Integrity program further addresses the management of third-party risks, notably by conducting third-party vetting.

Supplier Qualification and Vetting Processes

WSP expects its business partners to conduct themselves in accordance with its values and the Business Partner Code. Business partners include all persons engaged to act on behalf of or in partnership with WSP, including representatives or sponsors; joint venture, consortium, or equity partners; and service providers such as suppliers, vendors, consultants, subconsultants, contractors and subcontractors, and their employees or persons acting on their behalf. Our third-party onboarding and vetting processes allow us to conduct targeted due diligence on our suppliers prior to doing business with them. These processes are currently being rolled out across the global business and require certain business partners to respond to a questionnaire and certify their agreement with the Business Partner Code.

Our third-party onboarding and vetting processes enable us to evaluate risks related to factors such as financials, ethics and integrity, human rights, health and safety, quality credentials, adverse media and sustainability. Our subregions may also enhance these checks through their own specific procedures, including risk classifications and verification of certifications.

We encourage our business partners to promote respect for human rights through regional and context-specific actions. This is reflected in our Business Partner Code. Additionally, publicly available information on human rights violations, if any, is assessed during the supplier onboarding process.

Our approach is further described in the [2025 Modern Slavery Report](#), available on WSP’s website.

Social and Environmental Criteria

Corporate sustainability is one of our procurement guiding principles. We have started to integrate carbon management into our approach with key suppliers. We have developed a Supplier Low-Carbon Engagement Plan, which details our approach to reducing scope 3 GHG emissions associated with our supply chain. Our Business Partner Code encourages all suppliers to disclose scope GHG emissions. We have begun implementing GHG emissions disclosure requirements for some of our suppliers, in line with the Supplier Low-Carbon Engagement Plan.

Through its due diligence and monitoring process, WSP identifies potential supply chain sustainability risks, evaluates them and puts in place mitigation measures, or may suspend the use of a specific supplier based on the evaluation.

Since 2023, we have invited a subset of key suppliers to disclose their annual scope 1, 2 and 3 GHG emissions. We use their reported emissions to derive supplier-specific emissions factors to use in our scope 3 GHG inventory calculations of PG&S and capital goods.

Supplier Inclusion Initiatives

WSP aims to develop more inclusive supply chains in certain regions. This may include inviting both local and global suppliers to the sourcing process and incorporating social factors into selection. For example, our [New Zealand](#) and [UK](#) businesses have implemented formal supplier inclusion initiatives.

Identification of Critical Suppliers

The majority of WSP’s supply chain consists of corporate purchasing and subcontracting. WSP identifies suppliers that are critical to its business operations and service delivery to its clients. All these suppliers are supported via a defined governance model, where the regional business or corporate function, as well as the WSP team managing procurement, measure and control their activities on a monthly or quarterly basis.

ESG Factor Integration

WSP embeds ESG factors into its procurement cycle to select suppliers whose values align with WSP’s. In this selection process, WSP uses a percentage weight of ESG factors that contribute to decision-making in the overall assessment of suppliers. The weighting factors vary depending on criticality and categories of the items being procured, but should not be less than 5% for procurement carried out at a global level, in accordance with the Global Procurement Guidelines. In our subregions, an evaluation weight is widely used, but varies by category of purchase, local context and regulatory limitations.

Evaluation of travel necessity is considered when engaging suppliers of professional services. Certain contracts and Requests for Proposals require the supplier to follow WSP’s guidelines for travel (e.g. the use of economy class on flights up to a certain duration) and are therefore contractually binding.

Since WSP is a professional services firm, the purchase of physical goods is principally focused on office supplies and IT equipment. We do not directly procure primary materials such as concrete, steel and wood, except in relation to certain client projects representing a small proportion of our purchasing activities. Nevertheless, we are committed to working with vendors who provide sustainable products and energy-efficient equipment, e.g. recycled paper and recycling services for electronic equipment.

Evaluating our Performance

In subregions where our third-party onboarding and vetting platform is rolled out, once a supplier has been onboarded, we have the capacity to re-evaluate our supply chain and business partner relationships through monitoring and periodic re-qualification. In the other subregions, WSP has a risk-based vetting approach for monitoring and re-qualification. WSP has governance in place to manage relationships with its key suppliers, reviewing performance on a periodic basis. These reviews cover operational performance, as well as sustainability, health and safety, integrity and other important aspects of the business relationship, and identify continuous improvement opportunities.

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

WSP has a zero-tolerance policy toward all forms of corruption. We are subject to strict anti-corruption laws and regulations, including, but not limited to, the Canadian Corruption of Foreign Public Officials Act, the US Foreign Corrupt Practices Act and the UK Bribery Act. As our success and reputation depend upon the trust of clients and other stakeholders, our commitment to maintaining zero tolerance toward all forms of corruption extends beyond regulatory compliance.

Anti-Corruption and Bribery Risk Assessment

WSP assesses risks involving ethics and integrity matters in several ways, most notably through formal enterprise risk management, inclusion of corruption and related risks in WSP’s annual fraud risk assessment, detailed due diligence procedures for suppliers, and project-specific risk assessments governed by our High-Risk Countries and Sanctions Compliance Policy.

Training

For more information on our Code of Conduct training, please refer to the subsection “Policies and Corporate Culture” above.

CODE OF CONDUCT TRAINING COMPLETION

INDICATOR	2025
CODE OF CONDUCT TRAINING COMPLETION RATE	
Canada	99%
US	100%
LAC	100%
EMEIA	99%
APAC	98%
Total	99%

In 2025, 100% of the Board had signed a certification of compliance with the Code of Conduct (an annual procedure).

Investigations

Allegations of inappropriate conduct are to be immediately reported to the Ethics and Integrity teams. Each such report is thoroughly and appropriately investigated, and any actions deemed necessary are taken, including disciplinary, training, prevention, process and corrective measures, as warranted by the individual concern.

Breaches of the Code

In 2025, we received 603 reports of potential misconduct through our established reporting channels. In 2025, we completed 609 reviews, which included reports received both in 2025 and prior to 2025. Of the completed reviews, 230 were substantiated or partially substantiated, meaning they identified conduct that was inconsistent with WSP policies. Where remediation was required, the actions taken included:

- 50 resulted in dismissal
- 67 resulted in discipline
- 57 resulted in training or counselling on policy requirements
- 12 resulted in policy, procedure or controls updates
- 17 resulted in other forms of remediation.

Evaluating our Performance

The Ethics and Integrity program is evaluated through internal monitoring, and key controls are audited by WSP’s Internal Audit team. Ongoing assessment of the Ethics and Integrity program is carried out through key metrics, including use of internal reporting mechanisms such as the Business Conduct Hotline. The maturity of our global Ethics and Integrity program, including our anti-corruption program, is also assessed on a biannual basis by independent external third parties, such as Ethisphere. Following an audit by Ethisphere, WSP was awarded Compliance Leader Verification™ certification for 2025-2026, which reflects the quality of WSP’s program. This is the third time this certification has been achieved.

We also strive to maintain the capability to audit our business partners for corruption-related matters. These audit provisions are notably included in WSP’s Business Partner Code.

METRICS AND TARGETS

Our Code of Conduct training rates and select other metrics are shown above. Please refer to the “Performance Scorecard” in the Performance Highlights of this Report for information on our 2025-2027 targets, which include:

- Maintain Compliance Leader Verification™ certification from independent third-party assessment.
- > 98% employees complete Code of Conduct training (onboarding or refresher) annually.

DIGITAL AND INNOVATIVE SOLUTIONS

Digital and Innovative Solutions are critical to our success, as well as that of our clients and partners. In a rapidly changing world, creativity, agility and collaboration enable us to solve evolving challenges and position our company for long-term success. Our engineers and scientists are constantly innovating, and digital expertise is an enabler of our collective efforts to solve challenges including climate change, biodiversity and the energy transition.

Future Ready®, WSP’s flagship innovation program, drives a mindset shift by challenging all our people to work with our clients to see the future more clearly and to advise and design for this future as well as today. WSP’s culture of innovation creates a strong platform for sharing knowledge, incubating new ideas, enhancing career development and building collective wisdom.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Digital and Innovative Solutions	Advancing products/services to enter new markets and/or maintain a competitive edge. Leveraging digital technologies, including AI, to modify or produce new solutions and improve stakeholder experience.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
Impacts	Impacts on the climate, environment and society through WSP's development and implementation of innovations throughout our operations and client services, including the responsible use of AI. Actual/Potential: Actual Positive/Negative: Both
Opportunities	Opportunities to increase employee productivity and performance as well as use data and data-driven decision-making to enhance the quality of our operational processes and services to clients.

POLICIES

Our Sustainability Statement emphasizes that we will leverage our Future Ready® mindset to help clients achieve their sustainability ambitions.

WSP’s AI Policy sets out our principles for the responsible development and use of AI systems. The AI Policy outlines the rules applicable when using internal or publicly available AI systems. Notably, one of the principles in our AI Policy is that AI systems should aim to achieve positive outcomes for people and the planet. Before introducing a new AI system, we must assess the risks associated with its use in line with our AI risk framework and follow WSP’s internal AI governance process.

In addition, WSP recognizes that intellectual property is a strategic business asset that enables WSP to distinguish its services, deliver superior value to clients, and maintain a leading competitive position. WSP also recognizes its obligation to respect the intellectual property of others. WSP’s Intellectual Property Policy explains how WSP employees must identify, protect and manage intellectual property.

Please refer to the “Information Security and Privacy” section of these Disclosures for more information.

GOVERNANCE, ACTIONS AND RESOURCES

Digital Solutions

Our Chief Technology Officer and Head of Business Solutions leads WSP’s digital strategy and implementation, including our client-facing strategy. We have Regional Digital Leads and Global Digital Offering Leads to support implementation of our strategy. We have a global digital and AI executive steering committee, as described in the section “Information Security and Privacy”. We also have a global digital leadership community to share technical expertise and grow our digital maturity globally.

In alignment with our 2025-2027 Global Strategic Action Plan, we have been expanding our digital services for clients. Please refer to the plan, which is available on our website, for more details. Our 2025 “Future Ready® & Innovation” highlights are described in the “Performance Highlights” section of this Report.

Future Ready®

Our Global Leader, Future Ready® leads our Future Ready® strategy and implementation. Our Future Ready® Global Steering Group provides the strategic direction for the program. Around 30 Future Ready® leaders in our subregions/ countries drive Future Ready® in their markets. Our Global Climate Action Steering Group leads the growth of climate services, works on upskilling our climate expertise, and promotes leadership through industry-wide innovation and strong partnerships.

Our Future Ready® program includes the following initiatives:

- A global library of practical processes, guidance and information on Future Ready® application, available to employees.
- Our Future Ready® PAN grew to over 3,600 members by the end of 2025. This provides a strong resource to exchange peer-to-peer knowledge and advice.
- Our innovation labs and Future Ready® webinars around the world inspire our people and enable us to share ideas and best practices.
- Our Future Ready® training gives new hires an overview of key future trends and Future Ready® in practice. We provide additional training to our Future Ready® Changemakers who support implementation throughout the business.
- We host Future Ready® client events worldwide, providing a platform to share insights, support our clients’ unique needs and drive innovation within the industry.
- We have implemented a systematic program to govern engagement with our key clients, ensuring that we understand and address their specific sustainability needs and challenges.

Our approach to innovation and our application of Future Ready® thinking to projects we deliver include:

- Investing in our PANs to enhance our ability to efficiently share technical expertise globally.
- Partnering with Microsoft to drive digital transformation in the AEC industry.
- Developing Centres of Excellence to focus on pressing client challenges, such as the Centre for Clean Transportation in the US and the Earth & Environment Innovation Centre in Canada.
- Upgrading our employees' professional skills to hone their expertise in new and multidisciplinary solutions, including the ability to help our clients transition to a low-carbon future.
- Funding innovative ideas proposed by employees and bringing them to market.
- Holding our Global Technical Excellence Conference, where top technical experts are invited to share their best innovations and projects with peers and clients.
- Maintaining our Global Innovation Platform, a digital inventory of WSP’s innovation solutions, processes, research projects and design tools.
- Developing innovation partnerships with universities.
- Identifying and pursuing new growth opportunities stemming from the global shift to sustainable, resilient economies as part of our business growth plans.

METRICS AND TARGETS

One measure of the scale of R&D-related activity across our business is the amount of qualifying research expenses (QREs) that we claim each year. QREs are defined differently in each country, but generally reflect eligible scientific and engineering work carried out within client and internal projects that qualifies for R&D tax credits. QREs are claimed in the tax year following the expenditure. Therefore in 2024, WSP’s total QREs in Canada, the US, France, the UK, New Zealand and Australia were approximately \$743M, representing approximately 6% of net revenues for the fiscal year ended December 31, 2024. QREs are only calculated in countries where WSP elected to claim R&D tax credits; these countries represent approximately 78% of 2024 net revenues.

Strategic Investment in R&D, Innovation and Digital

As part of our 2025-2027 Global Strategic Action Plan, WSP has established a target to invest \$200M in research and development, innovation and digital by 2027. While the majority of QREs are related to client projects, this investment focuses on building internal capabilities, developing new digital tools and driving innovation. This approach will enable WSP to embed digital and technology tools throughout our operations and client solutions.

We also monitor innovation enablement indicators, including the number of employees who have completed Future Ready® training and the number of innovations added to our Global Innovation Platform.

INFORMATION SECURITY AND PRIVACY

WSP depends on its information systems for its continued and successful business operations. Our reputation with our clients and employees depends on the diligence we exercise regarding data protection. We are committed to exercising care and implementing controls that keep client, employee and other WSP data safe and secure.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Information Security and Privacy	Ensuring effective information security practices and security of systems across our business, including the protection of personal information and the privacy of our clients, employees and business partners.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
INFORMATION SECURITY AND PRIVACY	
Risks	Risks associated with decreased revenue or increased costs resulting from cyberattacks, privacy breaches, and other acute and chronic information security incidents, such as disruptions to operations and reputational damage. This includes risks associated with the use of AI, such as the risk of data leakage, generation of false information, loss of intellectual property rights or unintentional intellectual property rights infringement.

GOVERNANCE

WSP’s Board has ultimate oversight of cybersecurity, Artificial Intelligence (AI) and other technology risks and long-term opportunities.

Information Security and Privacy

Our Cyber Transformation Steering Committee meets two to four times per year and is responsible for aligning our Information Security program and cyber transformation efforts with business objectives. This committee has executive representation from the Chief Operating Officer and Chief Legal Officer, and includes the Chief Information Security Officer (CISO), who reports to the Chief Information Officer within the governance framework. Our governance is also supported by an Operating Committee, which meets regularly to discuss technical topics such as project implementation and change management.

The Cyber Transformation Steering Committee approves the program roadmap and required investment, current and proposed levels of security maturity and cyber risk reduction. Members take collective responsibility for achieving security in each function (e.g. Human Resources, Workplace Strategy, Operations). The Audit Committee receives a quarterly information security update presented by the CISO. The Audit Committee members include recognized experts with extensive knowledge of and experience in technology/cybersecurity; please refer to the skills matrix in our [2026 Management Information Circular](#) for more details.

The WSP Privacy Statement sets out the eight fundamental principles underpinning WSP’s privacy program. A global network of privacy representatives is in place to assist the regional leadership teams with implementing the Privacy Program at the regional level and to provide guidance regarding privacy and data protection matters. WSP’s Privacy program is overseen by the Chief Privacy, AI and Data Responsibility Officer, who reports to the CCSO.

Artificial Intelligence

WSP’s AI program is based on fundamental principles that guide us when using AI. In line with our transparency obligations, WSP has also published an external [Artificial Intelligence Statement](#), which explains the foundations of our AI governance and what external stakeholders can expect from us when AI is part of a service or solution. WSP’s approach ensures we protect our IP, data and clients by embedding strong governance, compliance by design, and disciplined oversight across all AI use. This foundation safeguards our business while enabling responsible adoption at scale.

WSP’s AI governance is overseen by the Chief Privacy, AI and Data Responsibility Officer. The Board oversees the governance framework and the strategic leveraging of AI within WSP, while the Audit Committee oversees AI-related risks as part of WSP’s ERM framework and reports to the Board.

POLICIES

WSP’s Information Security and Privacy Programs are supported by two cornerstone policies: the Information Security Policy and the WSP Privacy Policy, as well as related standards and policies.

- **Cornerstone Policies:** Information Security Policy, WSP Privacy Policy
- **Related Standards and Other Documentation:** Acceptable Use Standard; Incident Management Standard; Business Partner Security Standard; Asset Management Standard; Access Management Standard; Business Continuity, Disaster Recovery and Backup Standard; Technical Security Standard; Secure Development Standard; IT Risk Management Standard; and Records Retention Schedule
- **Related Policies:** AI Policy, Physical Security Policy

The Information Security Policy defines the scope of information security and sets out WSP’s responsibilities for protecting client, employee and corporate information in all forms and throughout its lifecycle. The Information Security Policy and standards conform to international standard ISO 27001 and NIST ST 800-53 guidelines. WSP has a program to certify all WSP subregions/countries and our global IT operations to ISO 27001.

The WSP Privacy Policy sets out our rules and obligations for the proper handling and protection of personal information in line with applicable privacy laws, including personal information relating to employees, independent contractors and that of our clients and business partners. In addition, WSP provides data subjects with information about how their personal information is processed by WSP. There are dedicated privacy notices available, including the Internal Privacy Notice applicable to all employees and independent contractors; the Applicant Privacy Notice for job applicants; as well as a Website Privacy Notice for all external individuals WSP engages with (the latter two being available on each country page of our website). The WSP Privacy Policy and privacy notices underwent an annual review in 2025. A dedicated privacy hub to provide awareness and guidance to all employees is also available on our intranet sites.

ACTIONS AND RESOURCES

Information security objectives are achieved by operating the Data and Information Security Management System (DISMS). This is a set of policies, procedures, organizational governance and technical, employee and physical controls. WSP also maintains a set of high-level risks in its ERM platform, which includes IT security, and an operational IT Risk environment with associated Key Risk Indicators. Our top information security risks are incorporated into the ERM and assigned key risk indicators and controls via the DISMS. Risk mitigation is evaluated on a quarterly basis. WSP has also put in place a Physical Security Policy, which applies to the protection of all WSP assets, including information assets. The Physical Security Policy includes a description of the principles for conducting physical security risk assessments and for applying physical, employee and third-party access controls and restrictions.

All employees and individuals with a WSP email account are assigned and expected to complete annual information security training, during which they accept the terms of our Acceptable Use Standard. Additionally, information security, use of AI and personal information are covered in the annual Code of Conduct refresher training.

Employees can access information about reporting an information security or privacy incident or breach in one click from the homepage of our intranet sites.

METRICS AND TARGETS

A global network of information security representatives evaluates our security performance via assessments and the monitoring of key risk indicators.

Performance is reported to the Audit Committee, the Cyber Transformation Steering Committee, regional security steering committees and regional and global business leadership as part of our commitment to ISO 27001 certification. Key metrics reported to these groups include:

- Performance against cyber threat indicators within our Cyber Transformation Program.
- External evaluations of our security posture against industry peer organizations, as well as other organizations of a similar size.
- Benchmarking of our maturity against the NIST Cyber Security Framework, and in comparison to industry peers.
- Employee-related metrics, such as percentage completion of training or phishing test failure rates.
- IT metrics, including device encryption, patching and vulnerabilities.
- Security performance metrics, for example time to remediate vulnerabilities, percentage of successful back-ups and the remediation of penetration test observations.
- Incident metrics, for example the number of accounts considered “at risk” and the number of stolen devices.
- Third-party metrics, such as the number of vendors evaluated, or client audits completed.

In the “Performance Scorecard” section of this Report, we communicate progress on strategic goals for the 2025-2027 cycle, which include the following:

- Achieve ISO 27001 Information Security Management certification for over 95% of IT operations
- Implement and continuously evolve our AI governance framework

Information Security Incidents and Privacy Breaches

WSP reports annually on data security metrics as part of the Sustainability Accounting Standards Board Professional & Commercial Services standard (please refer to “Appendix C — SASB Index” in this Report).

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APPENDICES

APPENDIX A — DEFINITIONS & METHODOLOGY

This section includes definitions of key terms and metrics, as well as calculation methodologies for data presented in this Report.

ACRONYMS AND ABBREVIATIONS

AI	Artificial intelligence
AIFR	All incident frequency rate
APAC	Asia Pacific: Asia, Australia and New Zealand
BEAM Plus	Hong Kong green building assessment scheme
BEB	Battery electric bus
BREEAM	Building Research Establishment Environmental Assessment Method
CBECS	Commercial Buildings Energy Consumption Survey
CCSO	Chief Compliance and Sustainability Officer
CDR	Carbon dioxide removal
CHRO	Chief Human Resources Officer
CISO	Chief Information Security Officer
DEFRA	UK Department for Environment, Food and Rural Affairs
DGNB	German Sustainable Building Council certification system
DISMS	Data and Information Security Management System
EAC/REC	Energy Attribute Certificate/Renewable Energy Certificate

EF	Emissions Factor
EMEIA	Europe, Middle East, India and Africa
EMS	Environmental Management System
ENCORE	Exploring natural capital opportunities, risks and exposure
EPA	U.S. Environmental Protection Agency
EPD	Environmental Product Declaration
ERM	Enterprise risk management
ERP	Enterprise resource planning
ESG	Environmental, Social, Governance
FERA	Fuel- and energy-related activities
FTE	Full-time equivalent
GRI	Global Reporting Initiative
ICMM	International Council on Mining and Metals
IFRS	International Financial Reporting Standard
IRO	Impact, risk, opportunity
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
I&B	Inclusion and Belonging
HSSEQ	Health, Safety, Security, Environment and Quality
HSSEQMS	Health, Safety, Security, Environment and Quality Management System
GECC	Governance, Ethics and Compensation Committee
GHG	Greenhouse gas
GWP	Global warming potential
LEAP	Locate, Evaluate, Assess, Prepare approach
LEED	Leadership in Energy and Environmental Design
LTIR	Lost time incident rate
LSAs	Life-saving actions
MD&A	Management’s Discussion and Analysis

MSMEs	Micro, small and medium-sized enterprises
MWh	Megawatt hour
NGFS	Network for Greening the Financial System
NIST	National Institute of Standards and Technology
NPS	Net promoter score
OECD	Organisation for Economic Co-operation and Development
PAN	Practice Area Network
PFAS	Per- and polyfluoroalkyl substances
PG&S	Purchased goods and services
PPE	Personal protective equipment
PPS	Public-Private Synergies
QRE	Qualifying Research Expense
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SDGs	United Nations Sustainable Development Goals
SDI	Sustainable Development Investments taxonomy
SOP	Standard Operating Procedure
SSP	Shared Socioeconomic Pathway
STEM	Science, Technology, Engineering and Mathematics
tCO₂e	Metric tonnes of carbon dioxide equivalent
TCFD	Task Force on Climate-related Financial Disclosures
TCM	Traditional Chinese Medicine
TEN/UTEN	Thermal energy network/Utility thermal energy network
TOMS	Themes, Outcomes and Measures
TNFD	Task Force on Nature-related Financial Disclosures
TRIR	Total recordable incident rate
T&D	Transmission and Distribution
UNGC	United Nations Global Compact
WTT	Well-To-Tank

METHODOLOGY

GENERAL

General Disclaimer

Many of the assumptions, standards, metrics and measurements used in preparing this Report, and the data results it provides (including, in particular, GHG emissions data) continue to evolve and are based on methodologies and assumptions believed to be reasonable at the time of this Report, and should be considered estimates only. Comparability of information across periods may be affected by changes in methodologies, assumptions, scope, data availability or organizational structure (including acquisitions and divestitures).

Regions and Subregions

In this Report, where we use the term “regions”, we are referring generally to WSP’s reportable segments: Canada, Americas (US and Latin America), EMEIA (Europe, Middle East, India and Africa) and APAC (Asia Pacific – Asia, Australia and New Zealand). Where we use the term “subregions”, we are referring a further breakdown of regions, which includes Canada, the US, Latin America and the Caribbean, the UK and Ireland, Central Europe, Nordics, the Middle East, India, Africa, Australia, New Zealand and Asia.

Water Expertise Projects and Revenues

To estimate our percentage of projects requiring water expertise, each of our four global market sector leads estimated the percentage of projects requiring over 5% water expertise in their market sector. An aggregate percentage was derived from the total number of projects delivered in 2025.

To estimate revenues from water expertise, each of our four global market sector leads estimated the percentage of revenues in each subsector requiring over 5% water expertise. The percentage of revenues by subsector varied from 5% to 100%. This percentage was then applied to the total revenues by subsector and aggregated across all market sectors in order to estimate revenues from water expertise.

SDG-Linked Revenues

SDG-Linked Revenues is a KPI for indirect impacts, and does not measure direct impacts such as GHG emission reductions, species protected or cubic metres of water saved. Data represents global annualized gross revenues for the period from January 1, 2025 to December 31, 2025. Annualized revenues include 12 months of revenues from businesses acquired during the financial year ended December 31, 2025, to reflect the pro forma impact of our acquisitions. WSP’s SDG-Linked Revenues are unaudited.

SDG-Linked Revenues are estimated by mapping WSP’s project taxonomy to services that align with the UN SDGs. With this method, it is not possible to count only part of a project toward an SDG—either the whole project is counted or omitted. Some categorizations may be subject to interpretation, potentially leading to inconsistencies. Project data is sourced from our financial systems and processed in accordance with a standard operating procedure (SOP), which details the process for categorizing, reviewing and approving SDG-Linked Revenues. As there is not yet a common project taxonomy across all of our subregions, the process of mapping services to SDGs varies in different geographies. However, as we are transitioning to a global ERP tool, we are enhancing our ability to report SDG-Linked Revenues.

We have also further categorized our 2025 SDG-Linked Revenues to illustrate the contribution made to specific SDG goals and targets. While many of our projects contribute to multiple SDGs, for this exercise we chose to map each of our core services to a single, principal SDG with which it most closely aligns. For example, revenues from renewable energy projects align with SDG 7, Affordable and Clean Energy; and revenues from stormwater projects align with SDG 6, Clean Water and Sanitation. Example projects that do not count towards SDG-Linked Revenues include those related to airports and roads that are not specifically designed to be low-carbon or resilient to climate change; building projects where the client is not working towards sustainability certification criteria; coal, unless related to site closure/remediation; permitting for new oil and gas projects; and engineering design of natural gas and nuclear power plants. WSP’s ability to increase its SDG-Linked Revenues depends in part on government policy, as well as client objectives and ambitions. Additional information is provided in our [white paper](#).

SDI Alignment

For 2025, we further assessed SDG-Linked Revenues alignment with the SDI taxonomy investable targets defined in the [SDI Taxonomy and Guidance](#) document. The SDI taxonomy is developed and maintained by the SDI Asset Owner Platform. SDIs are defined as solutions that contribute to the UN SDGs. The SDI classification focuses on companies’ product and service-related contributions to the SDGs and is based on financial metrics, most often revenues.

The SDI framework classifies sustainable products and services, referred to as solutions, based on their alignment with a specific subcategory/sub-sector under an investable target and the outcome it seeks to achieve under each SDG.

To assess the degree of alignment, we conducted a global review of WSP’s SDG-Linked Revenues subcategories against the SDI-defined solutions under each relevant subcategory/subsector. Our classification criteria were as follows:

- Full Alignment: The solution contributes to the intended outcome and directly corresponds to the sustainable activity listed under the subcategory/subsector of the investable target.
- Partial Alignment: The solution contributes to the intended outcome but does not fully match the sustainable activity as defined in the subcategory/subsector of the investable target.
- Not Aligned: The solution does not contribute to the outcome as defined in the subcategory/subsector of the investable target.

All our SDG-Linked Revenues subcategories were found to be either fully or partially aligned with the SDI Taxonomy. Revenues that were not identified as SDG-Linked Revenues were identified as not aligned.

The SDI taxonomy also defines negative contributions, which are contrary to achieving the SDGs. A small subset of our non-aligned revenues would be considered negative contributions under the SDI Taxonomy. For example, WSP provides some services to the coal mining/power capacity and oil and gas exploration, production and supply sectors, which is considered by SDI to negatively contribute to SDG 7 – Affordable and Clean Energy. However, the majority of WSP’s work in the oil and gas and mining sectors is to provide environmental services. This includes services relating to water, air quality,



contaminated land and soil remediation, biodiversity and natural capital, natural resources management, waste management and sustainability and climate advisory. Services we provide within these sectors that would be considered negative contributions under the SDI Taxonomy include development of oil and gas subsurface energy storage facilities and related infrastructure, natural gas power generation, and delivery and services associated with new or expanded thermal coal mines. For 2025, we estimate that less than 2% of our total annualized revenues would be considered “negative contributions” under the SDI Taxonomy.

Future Ready® e-Learning Course Completions

Cumulative completions of our short Future Ready® course since 2019 are based on employees active in our Learning Management Systems. This number varies from year to year as employees who have previously taken the course leave the business, while new employees are onboarded with varying timelines.

Accolades and ESG Ratings

The ESG scores included in this Report are determined by each rating agency based on their unique methodology; the public information we disclose; as well as, in some cases, our completion of a questionnaire and/or interviews or other forms of feedback to the raters. Please refer to the respective rater websites in the links below for more information on their methodology.

In terms of topics covered by the different agencies, the ratings presented in the “Accolades & ESG Ratings” section of this Report can be broadly categorized as follows:

- *General ESG topics:* [S&P Global Corporate Sustainability Assessment and Yearbook](#); [Sustainalytics ESG Risk Rating](#); [MSCI Ratings Assessment](#); [EcoVadis Sustainability Rating](#); [Corporate Knights 2026 Global 100 Most Sustainable Corporations](#); [ISS-STOXX ESG Corporate Rating](#)
- *Climate:* [CDP Corporate Questionnaire](#)
- *Ethics and Integrity:* [Ethisphere](#)

[ENR](#) and [Environment Analyst](#) rankings are based on WSP’s 2024 financial performance. The [Verdantix](#) Environmental Services ranking is based on Verdantix’s methodology, which includes a review of WSP’s 2024 sustainability service offerings and market position.

Financial and Impact Materiality

Topics identified as material from a financial perspective trigger or may trigger material financial effects on WSP’s development, including cash flows, financial position and financial performance, in the short, medium or long term.

Topics identified as material from an impact perspective result or may result in positive or negative impacts on people and/or the environment over the short, medium or long term.

Our approach to the disclosures included in this Report differs from our approach to the disclosures we include in our financial filings or reports provided to securities regulators or securities commissions or other documents that the Corporation makes public. While certain matters discussed in this Report may be significant, neither any significance attributed to them nor their inclusion in this Report should be read to mean that they necessarily rise to the level of materiality used for the purposes of complying with any applicable securities laws and regulations or other reporting framework, even where we use the word “material” or “materiality”.

ENVIRONMENTAL

Environmental Data Collection

The reporting year for our resource consumption data and GHG inventory is January 1, 2025 to December 31, 2025. Whenever possible, data is collected to align with this time period, which corresponds with the calendar year and WSP’s fiscal year. However, in order to report data in time for the publication of this Report, data for some resources (such as WSP facilities) was collected for October 2024 through September 2025, and 2024 Q4 data was used as an estimate for 2025 Q4. Data for PG&S and capital goods was collected for January 2025 through October or November 2025 and extrapolated to 12 months. Acquisitions and divestitures completed in 2025 are excluded and will be incorporated in our resource consumption data and GHG inventory in 2026.

Renewable Electricity

WSP purchased electricity from solar, wind and hydroelectric power to cover 100% of our global office electricity consumption through a combination of green tariffs, onsite generation, power purchase agreements and environmental attribute certificates (EACs). Approximately 4% of our renewable electricity is sourced from green tariffs, onsite generation or power purchase agreements, and 96% is sourced from EACs. In a few cases, EACs were procured by WSP’s landlord on behalf of WSP. Approximately 67% of the EACs are Green-e certified, which were the EACs WSP procured for the US and Canada. The EACs for all other countries were EKOenergy certified. In certain markets where renewable electricity procurement is challenging or not possible, we procured EACs from a neighbouring geography in order to match 100% of our electricity consumption with renewable electricity. For 2025, this includes Taiwan, Romania, Trinidad and Tobago, Singapore, South Korea, Qatar, Kuwait, Serbia, Cameroon, Ghana, Ecuador, Guinea, Oman, Benin and Mozambique. Collectively, this represents only 1.4% of our total electricity consumption.

GHG Emissions

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 GHG inventory. We employ the operational control approach for the compilation of our inventory. Reported GHG emissions include all seven greenhouse gases (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃). To convert energy consumption, fuel combustion and business travel data into GHG emissions, we used emissions factors from the 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 (GWPs) used to convert emissions into CO₂e are sourced from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report.

We restated our 2018 (base year) and 2024 GHG emissions to reflect emissions from acquisitions completed in 2024; data quality improvements and corrections; and methodology changes. These changes include, but are not limited to:

- Updated 2025 emissions calculations to use IPCC AR6 GWPs. This change did not pass our significance threshold, so prior years were not recalculated.
- Incorporated rental car data from an additional supplier.
- Improved office natural gas data collection in the UK to replace previously estimated values.
- Expanded use of supplier specific emissions data for PG&S and capital goods emission calculations.

Base Year GHG Emissions

Our recalculated base year (2018) GHG emissions in tCO₂e are: scope 1 – 47,575; scope 2 (market-based) – 61,755; scope 3 – 563,629.

Location-Based Emissions

WSP’s location-based emissions are calculated using the average electricity grid factor for each region or subregion.

Market-Based Emissions

WSP’s market-based emissions are calculated using the GHG Protocol Scope 2 Standard. WSP’s market-based emissions include the emissions reduction effect of renewable energy certificate purchases, as well as the use of residual mix factors for our European operations, to better account for the emissions intensity of those grids after accounting for green power purchased by others. WSP accounts for renewable electricity purchases within the markets where we operate. If renewable electricity is purchased from a nearby market, this is counted towards our renewable electricity total, but is not counted in our market-based GHG emissions.

Scope 1 and 2

WSP collected energy consumption data from our owned/leased facilities and vehicles. We did not sell any energy in 2025. Energy consumption information was converted to MWh 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 Natural Resources Canada Comprehensive Energy Use Database province averages for Canada and in all other locations from the US Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.

Scope 3 Categories 1 and 2 — Purchased Goods & Services and Capital Goods

Regional spend data is collected and converted from local currencies to United States dollars (USD) using the average annual exchange rates for the reporting period. Spend associated with emissions reported under another category is omitted to avoid double-counting of those emissions. Emissions are calculated based on either spend-based emissions factors or supplier-specific emission factors.

The spend-based emissions factors are based on the US EPA Supply Chain GHG Emission Factors for US Industries and Commodities. Spend is categorized according to the summary industry categories, then multiplied by the associated emissions factors in kgCO₂e per reporting year. We account for inflation using the inflation factors provided by the Bureau of Economic Analysis by summary industry category.

Supplier-specific emissions factors are derived from supplier-reported CDP emissions data. We collect primary supplier emissions data from CDP’s Supply Chain program, which provides supplier emissions factors for the prior year. We use supplier-provided emissions if they meet our quality criteria. Where data is not provided or does not meet our quality criteria, we apply a spend-based industry emissions factor. For small subregions/countries that cannot provide spend data, the average emissions intensity for subregions reporting spend data (tCO₂e/FTE) is multiplied by the number of full-time equivalent (FTE) staff from non-reporting regions to estimate PG&S and capital goods emissions.

Scope 3 Category 3 — Fuel-and-Energy-Related Activities (FERA)

Upstream emissions are calculated for fuel use and transmission and distribution losses. This includes the calculation of upstream impacts of fuels from stationary and mobile combustion like natural gas and diesel, which includes extraction, refining and distribution. This also includes calculating upstream impacts and transmission and distribution losses from electricity, which reflect the upstream impacts of the extraction, refining and distribution of the fuels used to generate electricity (like coal and natural gas), and the electricity lost due to inefficiencies in grid transmission equipment. These emissions are calculated using the data collected for scope 1 and 2 emissions, using the market-based approach. Additionally, scope 3 business travel road, air, rail and employee commuting data is used to calculate well-to-tank (WTT) emissions. In the US, upstream electricity emissions factors are available from the Argonne Labs GREET1 model most specific to the reporting year. Outside the US, DEFRA WTT overseas electricity upstream and T&D emission factors are used.

The purchase of renewable energy via wind, solar or hydro sources has been incorporated into upstream emission calculations, similar to the manner in which market-based emissions are calculated for electricity consumption. We also calculate the T&D losses that occur when electricity is delivered to WSP’s facilities. For chilled water/district cooling, we calculate upstream emissions from the fuels used to generate electricity, which is an input to district cooling. Upstream emissions include exploration, extraction, refining and distribution of these fuels. We also calculate the T&D losses that occur when electricity for district cooling is delivered to WSP’s facilities.

For steam/district heating, we calculate upstream emissions from the natural gas used to generate the heat or steam. Upstream emissions include exploration, extraction, refining and distribution of these fuels. We calculate the T&D losses that occur when natural gas for steam or district heating is delivered to WSP’s facilities. We estimate the emissions from fuel used in business travel, company vehicles and employee commuting, including the entire process from fuel extraction to distribution. Upstream fuel emissions factors are available for each fuel type from the Argonne Labs GREET1 model most specific to the reporting year. Separate emission factors are available for fuels used within and outside the US. In Sweden, supplier specific district heating factors are used wherever available.

Scope 3 Category 5 — Waste

Data for waste generated in operations was obtained from individual facilities for 2018-2022. Where data is not available, the average waste intensity per square foot from facilities reporting data (2018 baseline) is multiplied by the floor area of facilities not reporting data, to estimate total waste generated. To avoid overstating waste diversion in estimates, it is assumed that all waste is sent to landfill. To calculate weight metrics for 2023 onward, waste intensities (kg/ft²) were applied using previous years’ actual data.

Total weight was divided by total square footage for a specific year. To calculate an intensity, intensities for each disposal method from 2018-2022 were averaged and then multiplied by WSP’s yearly occupancy rate, which is calculated using WSP’s annual utilization report. Electronic waste (e-waste) data was extrapolated for all sites based on data collected for the US. Electronic waste is the only hazardous waste type WSP produces.

In 2025, we made a data accuracy improvement by collecting actual waste quantity data from 21 countries. For the remaining countries, the waste intensity metrics described above and square footage were used to estimate waste quantities.

Scope 3 Category 6 — Business Travel

We estimate GHG emissions from air, rail, rental vehicle, personal vehicle mileage, taxi and other transportation network companies and hotel stays. Data is collected from travel providers and regional expense systems. Starting in 2023, data on flight class was collected from all sources and the DEFRA emission factor based on flight class was applied. Emissions factors exclude radiative forcing, which is the global warming effect of non-CO₂ pollutants such as water vapour and aerosols. No flight class data was available for 2018-2022, so flight class has been set to “Average”.

Scope 3 Category 7 — Employee commuting and work-from-home

Employee commuting and work-from-home data was collected via a global employee commuting survey and extrapolated to cover all FTEs. The survey is conducted every two years.

GHG Emissions Intensity

GHG intensity was calculated based on FTEs. FTEs were adjusted to align with the restatement methodology for GHG emissions. FTEs in 2025 were adjusted to exclude 2025 acquisitions because these acquisitions are excluded from the GHG inventory. FTE values for 2018 and 2024 were adjusted to include 2024 acquisitions for similar reasons.

Water Consumption

Since we receive limited water consumption data for our leased office space, where actual data was not available, 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 and scaled down relative to office occupancy rates during 2025 for all of our sites. We evaluated which offices are located in areas with high or extremely high water stress using the World Resources Institute Aqueduct tool.

SOCIAL

PEOPLE

Employees

In our people metrics, employees are defined as individuals with permanent and temporary employment agreements with WSP, excluding contingent workers. Employee counts and percentages cover employees as at December 31 of each reporting year, excluding acquisitions in the reporting year, unless otherwise stated. Where employee demographic data collected represents less than 100% of employees, the available percentage breakdown is applied to the total number of employees.

Permanent Employees

Individuals on the WSP payroll with an agreement that does not have a defined end date.

Temporary Employees

Individuals on the WSP payroll that have an agreement with a defined end date.

Full-Time Employees

Individuals who work a standard minimum number of hours, typically defined by their employer or by law in their country.

Part-Time Employees

Individuals who work less than the standard minimum number of hours, typically defined by their employer or by law in their country.

Non-Employees/Contingent Workers

Individual contractors providing labour to WSP (“self-employed”) and individuals contracted through staffing agencies. Non-employees exclude subconsultants. In most regions, WSP’s workforce does not include a significant amount of contracted labour (agency and independent contractors), i.e. workers who are not employees, and does not undergo seasonal variations in employment numbers, with the exception of staffing changes related to workflow volumes and Federal Emergency Management Agency contracts in the US.

Business Partners

All persons engaged to act on behalf of or in partnership with WSP, including representatives or sponsors; joint venture, consortium, or equity partners; and service providers such as suppliers, vendors, consultants, subconsultants, contractors and subcontractors; and their employees or persons acting on their behalf. The reported number of business partners reflects the total number that have been integrated into WSP’s procurement systems as at December 31, 2025. Due to the timing of system migrations following acquisitions, this number may exclude business partners from acquisitions completed in the reporting year and, in some cases, the preceding year.

Value Chain Workers

Individuals performing work in WSP’s value chain, regardless of the existence or nature of any contractual relationship with the undertaking. This includes all workers in the WSP’s upstream and downstream value chain who are or can be materially impacted by WSP’s activities. This includes impacts that are connected to WSP’s own operations and value chain, including through its products or services, as well as through its business relationships. The definition of Value Chain Worker aligns with WSP’s definition of Business Partner.

FTEs

Full Time Equivalents (FTEs), defined as the number of people employed on an equivalent of full-time basis, and calculated as follows: Total FTE Employee number = Full-Time Employees + [Part-time employees prorated as a % of their work schedule compared to a full-time schedule]. Reported values represent data as at December 31 of each year.

New Hire and Employee Turnover Rates

New hire and employee turnover rates reflect statistics only for permanent employees due to the transitional nature of temporary employees. Turnover data is not available broken down by employee demographics.

Total Turnover

Total number of permanent employees who leave voluntarily or due to dismissal, retirement or death in service, divided by the average number of employees during the reporting year. The rate is calculated as a percentage covering the reporting year. Reporting year acquisitions are excluded from this calculation.

Voluntary Turnover

Voluntary termination of permanent employees divided by the average number of permanent employees during the reporting year. Excludes departures due to dismissal, retirement or death. The rate is calculated as a percentage covering the reporting year. Reporting year acquisitions are excluded from this calculation.

Global Leadership Positions

Global Leadership positions include the Global Leadership Team, global corporate executives and regional leadership roles.

Employment Categories

These categories pertain to the “Employee Demographics by Employment Category” table and include permanent employees only. Executives encompass all employees in executive roles. Leadership includes employees in all other leadership roles, such as senior directors, directors, senior managers and managers. Professionals include employees in professional roles, from early career to senior professionals/experts. Technicians include employees in technical roles, from early career to senior professionals/experts. Support employees provide essential services to the business, including those in support functions and operations.

Benefits

Data in the table "2025 Employment Benefits" in the “Our Workforce” section is reported only for significant locations of operation, defined as countries with over 1,500 employees.

Training Hours

Based on total FTEs at the end of the reporting year.

Community Engagement

Our data for community engagement covers approximately 86% of our global business. WSP supports numerous community engagement initiatives that involve unpaid volunteer time; however, this is excluded from this data.

HEALTH, SAFETY, SECURITY, ENVIRONMENT AND QUALITY

Hours Worked

WSP had a global total of 128,568,426 hours worked in 2025.

Scope of Data

Data includes all direct employees as well as contract employees, but does not include reporting year acquisitions or subconsultants (i.e. those employed by third parties). Data for acquisitions is incorporated into our H&S metrics the reporting year following the year of acquisition.

AIFR

All Incident Frequency Rate, calculated per 200,000 hours by region. “All Incidents” includes all work-related injuries and illnesses regardless of severity or injury type.

LTIR

Lost Time Incident Rate, calculated per 200,000 hours by region. Lost time incidents are the number of fatalities and injuries/illnesses with more than one day lost.

TRIR

Total Recordable Incident Rate, calculated per 200,000 hours by region. The number of work-related injuries/illnesses classified as lost time, restricted work and/or medical treatment beyond first aid.

High-Consequence Injury

An injury from which the worker cannot, does not, or is not expected to recover to pre-injury health status within six months following the injury.

Coverage of Operations

Certification coverage is based on employee numbers in the region/ subregion as a percentage of total global headcount.

GOVERNANCE

Code of Conduct Training

Code of Conduct onboarding and refresher completion rate is based on the number of employees assigned training, subject to certain exclusions and limitations. Statistics are subject to a margin of error estimated at less than 1%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP. Certain temporary employees are expected to take onboarding training; however, training data excludes temporary employees.

Breaches of Code of Conduct

Data is based on information available in the WSP ethics reporting platform. The number of substantiated/partially substantiated reviews pertains to reports recorded as "Allegations" or "Records", which were closed in 2025. "Inquiries" and matters that were referred to third parties for management were not included. Remedy details reflect the primary “action taken” field only.

Customer Satisfaction

Net promoter score (NPS) is a measure of the likelihood a client would use WSP for future work using a rating scale of 1-10. The NPS is calculated by subtracting the percentage of detractors (ratings of 1-6) from the percentage of promoters (ratings of 9 or 10). In 2025, based on revenue, approximately 97% of WSP’s business collected NPS data, which was combined to calculate a global NPS of 54.3.

Backlog

Backlog represents future revenues stemming from existing signed contracts to be completed. Backlog is a supplementary financial measure without a standardized definition within IFRS. Other issuers may define a similar measure differently and, accordingly, this measure may not be comparable to similar measures used by other issuers.

Investment in R&D, Innovation and Digital

This target includes investments in technology and digital tools, middle and back office automation and transformation, innovation programs such as Future Ready® and acquisitions of firms providing technology solutions.

APPENDIX B — GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	WSP is headquartered in Canada. More information: About WSP
	2-2 Entities included in the organization’s sustainability reporting	General Information
	2-3 Reporting period, frequency and contact point	General Information ; Back Cover
	2-4 Restatements of information	General Information ; Appendix A
	2-5 External assurance	General Information
	2-6 Activities, value chain and other business relationships	About WSP ; Supply Chain ; Workers in the Value Chain
	2-7 Employees	About WSP ; Our Workforce ; Appendix A
	2-8 Workers who are not employees	Our Workforce ; Appendix A
	2-9 Governance structure and composition	General Information ; 2026 Management Information Circular
	2-10 Nomination and selection of the highest governance body	2026 Management Information Circular
	2-11 Chair of the highest governance body	2026 Management Information Circular
	2-12 Role of the highest governance body in overseeing the management of impacts	General Information ; GECC Charter
	2-13 Delegation of responsibility for managing impacts	General Information ; GECC Charter
	2-14 Role of the highest governance body in sustainability reporting	General Information
	2-15 Conflicts of interest	Corporate Governance Guidelines ; 2026 Management Information Circular
	2-16 Communication of critical concerns	Code of Conduct ; Business Partner Code of Conduct ; Business Conduct

GRI STANDARD	DISCLOSURE	LOCATION
	2-17 Collective knowledge of the highest governance body	2026 Management Information Circular ; General Information
	2-18 Evaluation of the performance of the highest governance body	2026 Management Information Circular
	2-19 Remuneration policies	2026 Management Information Circular
	2-20 Process to determine remuneration	2026 Management Information Circular
	2-21 Annual total compensation ratio	Not disclosed
	2-22 Statement on sustainable development strategy	Sustainability Statement ; 2025-2027 Global Strategic Action Plan
	2-23 Policy commitments	Business Conduct ; 2025 Modern Slavery Report
	2-24 Embedding policy commitments	Business Conduct ; 2025 Modern Slavery Report
	2-25 Processes to remediate negative impacts	Reporting, Investigations, and Anti-Retaliation Policy ; Business Conduct
	2-26 Mechanisms for seeking advice and raising concerns	Reporting, Investigations, and Anti-Retaliation Policy
	2-27 Compliance with laws and regulations	WSP recognizes that compliance with laws and regulations is a critical aspect of its business operations. WSP faces regular claims and disputes of varying significance alleging non-compliance; however, no incidents of fines or non-monetary sanctions occurred in 2025 that were considered sufficiently material to require disclosure in its 2025 Annual Report. WSP takes each of these matters very seriously and addresses them promptly. WSP relies on a strong Risk Management team and is committed to continuously improving its practices to ensure that claims and disputes are addressed, resolved and/or avoided.
	2-28 Membership associations	Key Memberships in Associations
	2-29 Approach to stakeholder engagement	General Information
GRI 3: Material Topics 2021	2-30 Collective bargaining agreements	Our Workforce
	3-1 Process to determine material topics	General Information
	3-2 List of material topics	General Information
	3-3 Management of material topics	General Information

GRI STANDARD	DISCLOSURE	LOCATION
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate and Nature Transition Plan
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business Conduct; Ethics, Integrity & Human Rights
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Change
	302-3 Energy intensity	Climate Change
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Management
	303-2 Management of water discharge-related impacts	Environmental Management
	303-3 Water withdrawal	Environmental Management
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity and Ecosystems; Biodiversity Statement
	101-2 Management of biodiversity impacts	Biodiversity and Ecosystems; Climate and Nature Transition Plan
	101-4 Identification of biodiversity impacts	Biodiversity and Ecosystems; Climate and Nature Transition Plan
	101-5 Locations with biodiversity impacts	Biodiversity and Ecosystems; Climate and Nature Transition Plan
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	Climate Change
	305-2 Energy indirect (scope 2) GHG emissions	Climate Change
	305-3 Other indirect (scope 3) GHG emissions	Climate Change
	305-4 GHG emissions intensity	Climate Change
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Workforce
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Workforce
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our Workforce
	403-2 Hazard identification, risk assessment, and incident investigation	Our Workforce
	403-3 Occupational health services	Our Workforce
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Workforce

GRI STANDARD	DISCLOSURE	LOCATION
	403-5 Worker training on occupational health and safety	Our Workforce
	403-6 Promotion of worker health	Our Workforce
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Workforce
	403-8 Workers covered by an occupational health and safety management system	Our Workforce
	403-9 Work-related injuries	Our Workforce
GRI 405: Equal Opportunity 2016	405-1 Governance bodies and employees	Our Workforce ; Appendix C
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Business Conduct
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of Indigenous Peoples	Affected Communities
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement ; Affected Communities
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Appendix C

APPENDIX C — SASB INDEX

Table C-1: Engineering & Construction Services

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	In 2025, there were no significant environmental incidents reported. An environmental incident is defined by WSP as any unforeseen event that resulted in environmental damage and/or harm. WSP defines a significant environmental incident as an incident that resulted in a fine of US\$10,000 or greater, or a severity rating of high or critical. A high rating is defined as an environmental incident resulting in immediate and significant impact. A critical rating is defined as a catastrophic environmental incident/pollution incident resulting in irreversible, persistent, or long term/widespread harm. In 2025, we continued to encourage reporting of environmental events, including environmental incidents, near misses, positive and negative observations across WSP. The Corporation's focus is to continue to improve the accuracy and consistency in reporting to enable sharing of lessons learned and therefore reduce the likelihood of serious incidents.
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	See the “ Environmental Management ” section in the Disclosures.
Structural Integrity & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	In the ordinary course of conducting its business, the Corporation is, from time to time, threatened with, or becomes subject to, various legal proceedings. Such proceedings (which may include civil suits, demands for arbitration or class actions) often allege professional errors and omissions or other incidents that may occur during the Corporation’s performance of its services or the delivery of projects, or commercial or regulatory disputes involving clients, service providers, partners, project owners, contractors, or the Corporation’s employees. While properly defending such proceedings, the Corporation also adopts appropriate mitigation measures to proactively resolve and prevent such disputes. Furthermore, the Corporation secures a comprehensive insurance program (which includes general and professional liability insurance) in order to manage the risks related to such proceedings. Management uses judgment to assess the potential outcome of these proceedings and estimates the provisions, based on advice and information provided by its legal advisors and on its own experience in the resolution of similar proceedings. Note that provisions include defence and litigation costs, as well as an indemnity for potential exposure. Such legal proceedings, and their outcome, may have a material effect on the Corporation’s financial condition or results of operations.
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	(1) In 2025, our global TRIR was 0.25 per 200,000 hours worked. (2) In 2025, we had 0 fatalities.
Lifecycle Impacts of Buildings & Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	WSP has expertise in various sustainability rating and certification systems that help improve and recognize project sustainability performance. We do not have consistent systems in place globally to track project sustainability certifications. Therefore, the following data is approximate and may under-represent the number of projects we support that have achieved or will pursue a sustainability certification.
			(1) The number of projects completed in 2025 that achieved or are expected to achieve a sustainability certification include: 81 LEED 53 BREEAM 30 Miljöbyggnad 28 BOMA 17 WELL 14 Fitwel 10 EnergyStar 8 Green Star 5 TGS 20 Projects achieved/seeking other sustainability certifications
			(2) The number of projects that were still active at the end of 2025 and seeking a sustainability certification include: 326 LEED 176 BREEAM 59 Green Star 45 Miljöbyggnad 41 WELL 38 BOMA 27 TGS 20 ISCA 19 Envision 18 Fitwel 17 Svanemærkning 12 DGNB 11 MINERGIE 9 DREAM 8 Green Globes 5 NABERS 50 Projects using other sustainability certifications
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	WSP offers <u>mechanical, electrical and plumbing</u> engineering for all types of buildings, transportation facilities and industry projects according to our clients’ specific requirements. We work in close collaboration with the entire project team, ensuring optimal integration of all systems. Our experts prioritize resource-efficient technologies to minimize energy and water consumption, such as renewable energy, passive cooling, grey water recycling, combined heat and power solutions and intelligent control systems. Our designs regularly exceed the requirements of local building standards. Our <u>sustainable building specialists</u> focus on designing high performance, energy- and resource-efficient buildings. Our teams are involved in both new buildings and the renovation of existing buildings. For new buildings, they hold design charrettes, create energy models, guide energy efficiency decisions and manage green building certifications. For existing buildings, energy audits and retro-commissioning are carried out in order to recommend improvements and show cost benefits, so business owners can make the right decisions. Our holistic approach to green building design takes into account the whole lifecycle of the building, from the earliest stages of design through construction and operation to demolition. In addition, we support clients worldwide in achieving the highest levels of green buildings ratings such as LEED in the US and Canada, BREEAM in the UK, and Green Star in Africa, Australia and New Zealand.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1 IF-EN-410b.2	The majority of WSP’s work in the oil and gas sector is to provide environmental services. We estimate that <2% of our total backlog is related to hydrocarbon exploration, extraction, development, production, transportation or power generation. In 2025, WSP divested the WSP USA underground storage business, which focused on underground storage of hydrocarbons. We evaluate environmental risk associated with certain types of oil & gas and coal projects as part of our project opportunity decisions. A significant portion of our current and projected hydrocarbon power generation backlog incorporates the most advanced gas turbine technology available, much of which is hydrogen capable and includes provision for carbon capture. In addition, we also support conversion of natural gas pipeline networks to deliver hydrogen. In the UK, WSP is supporting Project Union, which will create a 1,500-mile core hydrogen network across the country. As at December 31, 2025, the renewable energy project-related backlog was \$869.8M. This figure includes all renewable power (wind, solar, geothermal, hydro and biomass) engineering and studies, environmental permitting and transmission lines, and sub-station work associated with renewable electricity. Note: The backlog numbers provided are unaudited. We track backlog through our financial systems, but not all project details are fully integrated at a global level.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	The backlog for non-energy projects associated with climate change mitigation was estimated to be approximately 17% of our total backlog as at December 31, 2025, or \$2,918.1M. In order to estimate this figure, for each market sector, we calculated the percentage of 2025 revenues from non-energy climate change mitigation services and applied this percentage to the total backlog of the respective market sector. The estimate captures the following services: low-carbon infrastructure, public transit, sustainable infrastructure certifications, building retrofit and rehabilitation, sustainable building design services and certifications, sustainable industrial projects, decarbonization planning, carbon capture and storage, coal mine closure, climate change mitigation, energy efficiency, ecology and biodiversity and sustainability and ESG strategy. This estimate excludes services associated with climate change adaptation and resilience. Note: The percentage of revenues from non-energy climate change mitigation services is unaudited and based on a subset of the SDG-Linked Revenues we report. The estimation uses the assumption that the project mix in backlog is similar to the revenue mix.
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International’s Corruption Perception Index	IF-EN-510a.1	WSP had negligible presence in and revenue/backlog from countries listed in the 20 lowest rankings in Transparency International’s Corruption Perception Index at December 31, 2025.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption practices, and (2) anticompetitive practices	IF-EN-510a.2	(1) \$0 (2) \$0 Monetary losses disclosed relate to monetary losses resulting from fines, penalties and/or damages required to be paid because of formal legal proceedings instituted before a court or administrative body against WSP in relation to allegations of corruption, bribery and anti-competitive conduct.
	Description of policies and practices for prevention of bribery and corruption	IF-EN-510a.3	See “ Business Conduct ” in the Disclosures of this Report.
	Description of policies and practices for prevention of anti-competitive behaviour in the project bidding processes	IF-EN-510a.3	See “ Business Conduct ” in the Disclosures of this Report.

ACTIVITY METRIC	CODE	RESPONSE
Number of Active Projects	IF-EN-000.A	We had approximately 200,000 active projects as at December 31, 2025.
Number of Commissioned Projects	IF-EN-000.B	WSP is a professional services firm offering planning, design, engineering, advisory and project management services to public and private clients across various industries. While WSP is involved in numerous construction projects, we do not provide construction services per se, and therefore cannot report on any “commissioned projects” as defined by SASB.
Total Backlog	IF-EN-000.C	Our backlog was \$17.1B as at December 31, 2025.

Table C-2: Professional & Commercial Services

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	See “ Information Security and Privacy ” in the Disclosures of this Report.
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	
	(1) Number of data breaches, (2) percentage that (a) involve customers’ confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	SV-PS-230a.3	In 2025, we had 0 material data breaches.
Workforce & Engagement	Percentage of male and female (a) in executive management, (b) in non-executive management, and (c) for all other employees	SV-PS-330a.1	See “ Our Workforce ” in the Disclosures of this Report for a breakdown per region and employee category as at December 31, 2025.
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	(1) Our global voluntary turnover rate for 2025 was 11%. (2) Our total global turnover rate (voluntary and involuntary) for 2025 was 17%.
	Employee engagement as a percentage	SV-PS-330a.3	In 2025, approximately 88% of employees were invited to participate in an engagement survey. In this group the overall participation rate was 76.5%. The result was a score of 7.9/10 on our global engagement index.
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	See “ Business Conduct ” in the Disclosures of this Report.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	\$0 Monetary losses disclosed relate to monetary losses resulting from fines, penalties and/or damages required to be paid because of formal legal proceedings instituted before a court or administrative body against WSP in relation to allegations of corruption, bribery and anti-competitive conduct.
ACTIVITY METRIC		CODE	RESPONSE
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract		SV-PS-000.A	See the section “ Our Workforce ” in the Disclosures of this Report.
Employee hours worked; percentage billable		SV-PS-000.B	In 2025, our employees worked a total of 100.8M billable hours.

APPENDIX D — SDI TAXONOMY

WSP developed a metric called SDG-Linked Revenues, defined as revenues earned from services that support the SDGs, as a way to estimate WSP’s indirect impact on the SDGs across our global project portfolio. We have reviewed our SDG-Linked Revenues approach against the Sustainable Development Investments (SDI) Taxonomy, which focuses on companies’ product and service-related contributions to the SDGs and is based on revenues or other financial metrics. In the table below, we mapped our SDG-Linked Revenues subcategories against the SDI investable targets and subcategories and noted our assessment of the level of alignment. Please refer to “Appendix A — Definitions & Methodology” for more information about our methodology.

Table D-1: SDG-Linked Revenues Subcategories and SDI Investable Targets Alignment

SDG-LINKED REVENUES SUBCATEGORY	SDI INVESTABLE TARGET(S)	SDI SUBCATEGORIES	SDI ALIGNMENT
Earth & Environment	6.3: Improve water quality	6.3: Wastewater treatment	Aligned
	12.2: Sustainable management and efficient use of natural resources	12.2: Prevention	
	12.5: Reduce waste and waste generation	12.5: Reduction	
	13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	13.1: Infrastructure	
	14.1: Prevent and significantly reduce marine pollution of all kinds	14.1: Marine products, services and equipment providers	
	15.5: Reduce degradation of natural habitats, halt the loss of biodiversity and protect and prevent extinction of threatened species	15.5: Reduce degradation of natural habitats, halt the loss of biodiversity and protect and prevent extinction of threatened species	
Public Transit	9.1: Sustainable & resilient infrastructure	9.1: Transport infrastructure	Aligned
Electric Transmission and Distribution ¹	7.2: Increase share of renewable energy	7.2: Supporting products and services	Aligned
	9.1: Sustainable & resilient infrastructure	9.1: Energy infrastructure	
Mining	7.2: Increase share of renewable energy (e.g., critical minerals)	7.2: Supporting products and services	Partial
Master Planning and Urban and/or Regional Development	11.1: Access to safe and affordable housing and basic services	11.1: Affordable housing; Safe housing; Basic services	Aligned
Specialist Engineering Services	9.4: Upgrade infrastructure and retrofit industries to make them sustainable	9.4: Resource efficiency	Aligned
Systems Engineering (Mechanical, Electrical, Plumbing - MEP)	7.3: Double the global rate of improvement in energy efficiency	7.3: Efficient lighting	Aligned
	9.4: Upgrade infrastructure and retrofit industries to make them sustainable	9.4: Resource efficiency	
Water	6.1: Access to safe and affordable drinking water	6.1: Water supply & distribution	Aligned

1 Excludes electric transmission and distribution lines that directly connect to fossil fuel infrastructure.

SDG-LINKED REVENUES SUBCATEGORY	SDI INVESTABLE TARGET(S)	SDI SUBCATEGORIES	SDI ALIGNMENT
Resiliency Infrastructure - Buildings and Communities	9.1: Sustainable & resilient infrastructure 13.1: Strengthen resilience and adaptative capacity to climate-related hazards and natural disasters in all countries	9.1: Transportation infrastructure; Social infrastructure; Water infrastructure; Waste infrastructure; Communications infrastructure; Energy infrastructure 13.1: Infrastructure	Aligned
Healthcare Sector	9.1: Sustainable and resilient infrastructure	9.1: Social infrastructure	Aligned
Infrastructure in Developing Countries	9.1: Sustainable and resilient infrastructure	9.1: Transport infrastructure	Aligned
Renewable Energy	7.2: Increase share of renewable energy	7.2: Renewable energy	Aligned
Education-related Buildings and Facilities	9.1: Sustainable and resilient infrastructure	9.1: Social infrastructure	Aligned
Sustainable Industrial Projects	7.2: Increase share of renewable energy 9.4: Upgrade infrastructure and retrofit industries to make them sustainable	7.2: Renewable energy 9.4: Resource efficiency	Aligned
Stormwater	6.3: Improve water quality	6.3: Wastewater treatment	Partial
Wastewater	6.3: Improve water quality	6.3: Wastewater treatment	Aligned
Active Transportation	9.1: Sustainable and resilient infrastructure	9.1: Transport infrastructure	Aligned
Transportation Buildings	9.1: Sustainable and resilient infrastructure	9.1: Transport infrastructure	Aligned
Natural and/or Culture Heritage	9.1: Sustainable and resilient infrastructure 9.4: Upgrade infrastructure and retrofit industries to make them sustainable	9.1: Social infrastructure 9.4: Resource efficiency	Partial
Freight and Logistics	9.1: Sustainable and resilient infrastructure	9.1: Transport infrastructure	Aligned
Disaster and Emergency Management	11.5: Reduce impact of disasters	11.5: Reduce human impact; Upgrade adaptation measures	Aligned
Low-Carbon Infrastructure	9.1: Sustainable and resilient infrastructure	9.1: Transport infrastructure	Partial
Retrofit and Rehabilitation	9.4: Upgrade infrastructure and retrofit industries to make them sustainable	9.4: Resource efficiency	Aligned
Public Housing	11.1: Access to safe and affordable housing and basic services	11.1: Affordable housing	Aligned
Air Pollution Reduction	11.6: Reduce adverse per capita environmental impact of cities	11.6: Air quality	Aligned
Hydroelectric Dams (excludes new large-scale hydroelectric dams)	7.2: Increase share of renewable energy	7.2: Renewable energy	Aligned

SDG-LINKED REVENUES SUBCATEGORY	SDI INVESTABLE TARGET(S)	SDI SUBCATEGORIES	SDI ALIGNMENT
Hydrogen Production, Storage and Distribution	9.4: Upgrade infrastructure and retrofit industries to make them sustainable	9.4: Resource efficiency	Aligned
Green and Public Space	9.1: Sustainable and resilient infrastructure	9.1: Social infrastructure	Partial
Decarbonization Planning	7.2: Increase share of renewable energy	7.2: Renewable energy	Aligned
Sustainable Building and Infrastructure Certifications	9.1: Sustainable and resilient infrastructure 9.4: Upgrade infrastructure and retrofit industries to make them sustainable	9.1: While there is no explicit subcategory mentioned, our services are associated with the sustainable and resilient infrastructure category under SDG 9 9.4: Upgrade infrastructure and retrofit industries to make them sustainable	Aligned
Waste and Hazardous Waste	12.2: Sustainable management and efficient use of natural resources 12.5: Reduce waste and waste generation	12.2: Reduction; Recycling and reuse	Aligned
Geothermal	7.2: Increase share of renewable energy	7.2: Renewable energy	Aligned
Carbon Capture and Storage	9.4: Upgrade infrastructure and retrofit industries to make them sustainable	9.4: Resource efficiency	Aligned

FORWARD-LOOKING STATEMENTS

Certain information contained in this document is not based on historical or current facts and may constitute forward-looking statements or forward-looking information (collectively, “forward-looking statements”) under Canadian securities laws.

These forward-looking statements relate to future events or future performance and may include, but are not limited to, estimates, plans, strategic ambitions, objectives, expectations, opinions, forecasts, projections, guidance, outlook or other statements that are not statements of fact, including references to assumptions, and reflect the expectations of management of the Corporation regarding, without limitation, its long-term sustainability ambitions and targets, which include, without limitation, its objectives for measuring and disclosing its sustainability performance (including the objectives and targets described in its 2025-2027 Global Strategic Action Plan, latest Climate and Nature Transition Plan, Sustainability Statement and Biodiversity Statement); becoming a leading brand in the professional services universe; earning 67% of total annualized revenues from SDG-Linked Revenues by 2027; reducing its energy consumption, waste, water usage and GHG emissions in accordance with established scope 1, 2 and 3 reduction targets; sourcing 100% renewable electricity; decreasing voluntary turnover by 150 bps by 2027; filling at least 75% of global leadership positions (and those of their direct reports) with internal candidates by 2027; having more than 30,000 employee shareholders by 2027; implementing a global framework for the Corporation’s philanthropic activities; enhancing maturity of regional HSEQ management systems under its Global HSEQ Excellence Program; having over 95% of its IT operations achieve ISO 27001 certification for Information Security Management; maintaining Compliance Leader Verification™ certification from independent third-party

assessment; achieving over 98% completion rate of the annual Code of Conduct training (onboarding/refresher); implementing and continuously evolving its AI governance framework; reaching \$200M investments in research and development, innovation and digital by 2027; enhancing its resilience to climate-related risks and maintaining its position as a leading professional services firm for the world’s energy transition; managing nature-related risks and opportunities; delivering actions under its TNFD Roadmap over the next three years; empowering its people for limitless opportunities and growth; elevating HSEQ standards and driving proactive cultural transformation; delivering positive impacts for people and local communities; maintaining ethics at the centre of how it operates; continuing to enhance the security of its systems and the information in its care; enabling responsible AI innovation that aims to achieve positive outcomes for people and the planet; aiming to grow key markets and services and helping clients achieve their sustainability ambitions; embedding sustainability considerations in its services and advice to clients and its operations and supply chain; maintaining an industry-leading, data-driven program; increasing its revenues across the full water lifecycle; making a positive impact on the natural world through its operations and client work; maintaining the highest ethical standards in its business practices; increasing employee retention; providing equal employment opportunities; driving innovation and helping clients plan for the future; striving to better understand climate-related physical and transition risks and opportunities; continuing to build a sense of inclusion and belonging in the workplace; continuing to comply with local and international tax legislation and tax governance standards and maintaining relationships with the tax authorities; enhancing its ability to report SDG-Linked Revenues and its potential sustainability benefits arising from its project work for clients; its capacity to adapt to changing regulatory environments; creating sustainable value for its people, clients and shareholders; continuing to implement its Low-Carbon Supplier Engagement Plan; fostering a stimulating and safe work environment; enhancing its human rights due diligence and commitments; fostering awareness of the Business Conduct Hotline and speak-up culture; obtaining GHG emissions data from its suppliers; engaging suppliers to align with its sustainability objectives; aiming to offer employees competitive benefits and rewards; promoting career development and internal mobility; establishing well-being objectives, initiatives, processes and outcomes; prioritizing an agile working environment; engaging with Indigenous communities in a respectful and mutually beneficial manner; enhancing its capacity to recruit, retain and advance Indigenous employees; achieving net zero across its value chain by

2040; collecting environmental performance data and establishing related targets; embedding and applying the mitigation hierarchy in its advice and designs; improving the completeness of its purchased goods and services and capital goods data; implementing its Climate and Nature Transition Plan; expanding its digital services for clients; strategically expanding its presence in select high-growth markets; capitalizing on emerging opportunities and driving sustainable growth; enhancing the leadership development and succession planning processes; and ensuring its stability and growth, including attracting talent.

Forward-looking statements can typically be identified by terminology such as “may”, “will”, “should”, “expect”, “plan”, “anticipate”, “believe”, “estimate”, “predict”, “forecast”, “project”, “intend”, “target”, “aim”, “commit”, “potential”, “continue” or the negative of these terms or terminology of a similar nature. Forward-looking statements, by their very nature, are subject to inherent risks and uncertainties and are based on several assumptions, both general and specific, which give rise to the possibility that actual results or events could differ materially from the expectations expressed in or implied by such forward-looking statements and that the business outlook, objectives, plans and strategic priorities may not be achieved. Forward-looking statements contained in this document include long-term assumptions and estimates and are consequently subject to elevated levels of uncertainty, including, without limitation, assumptions made throughout this document and the key assumptions listed in the table below.

If any of these assumptions prove to be inaccurate, the Corporation’s actual results or events could differ materially from those expressed or implied in forward-looking statements.

FORWARD-LOOKING STATEMENTS	KEY ASSUMPTIONS
Measurement and Disclosure of Sustainability Performance	Sufficiency of internal and external resources Our ability to implement and maintain effective sustainability management systems and processes The continuation of supportive stakeholder engagement and collaboration Our ability to effectively collect ESG data from acquired companies in a timely manner, including for historical years Our ability to secure reliable and precise ESG data with robust data collection processes and effective internal controls Our ability to assess and quantify the current and anticipated financial effects of sustainability-related risks and opportunities Our ability to conduct effective scenario analyses based on reasonable assumptions, publicly available climate model projections and external flood modelling data
Environmental Management and Performance, including GHG Targets and Climate- and Nature-Related Solutions	Our ability to collect data on environmental incidents that occur at project sites Our ability to develop and implement various corporate and business initiatives, including new procedures, policies and targets to decarbonize our operations and supply chain, reduce our energy consumption and foster a new culture of low-carbon behavioural change and choices, which may result in absolute GHG emissions reductions across our global value chain Our ability to reduce business travel Our ability to purchase sufficient credible carbon credits and renewable energy certificates to offset or further reduce our GHG emissions, if and when required Sufficient supplier and business partner engagement, willingness/ability and collaboration in setting their own science-based targets (SBTs) and reducing their own GHG emissions Our ability to replace our vehicle fleet with low/zero emission vehicles Our ability to access and implement all technology necessary to achieve our SBTs, as well as the development and performance of such technology No new business acquisitions or technologies, investments or joint ventures that would materially increase our anticipated levels of GHG emissions No negative impact on the calculation of our GHG emissions from refinements in or modifications to international standards No required changes to the GHG Protocol's corporate accounting standards or the Science Based Targets initiative (SBTi) methodology that would make the achievement of our updated SBTs more onerous Our ability to continue effective management of environmental risk, including climate and nature-related risks Our ability to evaluate our biodiversity impacts and set targets Our ability to integrate climate, nature and sustainability considerations into capital allocation, project design and long-term planning Our ability to effectively increase our revenues across the full water lifecycle Our ability to effectively monitor impacts of climate hazards on employee well-being and productivity, as well as project delivery Our ability to achieve employee uptake and implementation of climate- and nature-based solutions into client projects Clients’ ability and willingness to incorporate climate and nature-related solutions into their projects Our ability to measure operational waste across our global portfolio Our ability to build on and apply our reduction actions set forth in our latest Climate and Nature Transition Plan Availability, stable cost and market development of sustainable aviation fuel Landlords’ ability and willingness to transition to fully electric buildings

FORWARD-LOOKING STATEMENTS	KEY ASSUMPTIONS
Talent Management and Culture Objectives	Our ability to attract and retain skilled people Our ability to identify qualified talent in our industry with the requisite skill set or expertise for vacant positions, including for leadership positions and our Board Our ability to successfully expand our Employee Share Purchase Plan across WSP Our ability to maintain momentum with initiatives that proactively engage and retain employees Our ability to measure employees’ sense of inclusion and belonging Our ability to effectively provide equal employment opportunities The effectiveness of our policies, procedures and initiatives in positively impacting employees’ sense of inclusion and belonging Our ability to effectively gather and address feedback received through our global employee engagement platform, WSP Listens Our ability to effectively integrate acquired businesses in a timely manner, including, among other things, the integration of personnel, culture, values and standards
Health & Safety Objectives	Our ability to effectively identify and eliminate actual and potential health and safety hazards or control them and minimize the risks associated with our activities No significant shift in our health and safety profile Our ability to effectively standardize our approach to HSSEQ management Subconsultants’ and other project partners’ compliance with applicable health and safety laws and WSP’s HSSEQ requirements
Ethics and Integrity and Information Security and Privacy Objectives	Our ability to continue effective management of ethics and integrity Our ability to maintain effective training and controls across our global organization Our ability to continue effective management of information security and privacy Our ability to maintain our ISO 27001 certification The sufficiency of our information security measures to protect systems and data against increasingly sophisticated cyber threats
Artificial Intelligence and Digital Deployment and Governance	Our ability to advance our digital transformation and deploy AI-enabled solutions for client delivery to maintain our competitive advantage and to meet client expectations and new demands Our ability to comply with complex, rapidly evolving and fragmented AI regulatory frameworks across jurisdictions Our ability to train employees to successfully leverage a broad range of technological advances in the performance of their roles and to ensure adequate delivery of services to our clients Our ability to expand and evolve our Future Ready® programs, tools, training and client engagement Our ability to implement and continuously evolve our AI governance framework, including related controls and oversight

FORWARD-LOOKING STATEMENTS	KEY ASSUMPTIONS
Community Engagement and Indigenous Relations Objectives	Our ability to effectively engage with Indigenous communities Our ability to support the communities in which we live and work
Sustainability Governance and Compliance with Laws, including Auditing	The state of the global economy and the economies of the regions in which we operate Our ability to effectively implement new ESG regulatory requirements in a timely manner in the markets in which we operate Our materiality assessment will successfully support and enhance our sustainability program and will be integrated into our ERM Legal and regulatory requirements will not substantially and rapidly change such that our processes to respond to them and adapt are less or no longer effective Our ability to continuously assess carbon removal technologies, market pricing, and regulatory frameworks to guide our net zero strategy decisions
Business Development and Growth, including SDG-Linked Revenues	Our belief that we have significant opportunity to increase revenue from services that support the low-carbon transition and climate adaptation, as well as from advisory and other services driven by clients' need to comply with increasing climate-related regulations Our belief that aging infrastructure, energy transition, water security, transport, urbanization and digital transformation are enduring realities that require deep expertise, Future Ready® thinking, and an ability to manage complexity at scale Our ability to achieve our strategic goals, including acquisition growth, and to meet the financial targets set out in our 2025-2027 Global Strategic Action Plan Our ability to adapt our service offerings and pricing models to meet evolving practices driven by the adoption of advanced digital technologies, including AI Our belief that our commitment to sustainability will drive long-term value for stakeholders Our belief that we can reasonably estimate SDG-Linked Revenues Our ability to expand our digital services for clients Our ability to collect feedback from clients on WSP's performance and satisfaction with WSP as a supplier Achieving our acquisition strategy in sectors or geographies with higher SDG-Linked Revenues shares No negative impact on the calculation of our SDG-Linked Revenues from refinements in or modifications to international standards Our ability to map projects to our SDG-Linked Revenues taxonomy Our ability to implement our global enterprise resource planning (ERP) system that can track SDG-Linked Revenues Our belief that we can provide certain sustainability benefits to our clients in our project work Our anticipation of increase in demand for WSP's nature-related services No significant adverse changes to the competition, political and regulatory environment affecting the Corporation's business and economic conditions of each region where it operates, the state of general market conditions and access to global and local capital and credit markets remaining substantially stable
Supply Chain Risk Management	Suppliers' compliance with our requirements, including the Business Partner Code of Conduct Our ability to effectively enhance our human rights due diligence Our ability to effectively maintain a high level of awareness of our Business Conduct Hotline

In evaluating these forward-looking statements, readers should specifically consider various risk factors, which, if realized, could cause the Corporation's actual results or events to differ materially from those expressed or implied in forward-looking statements. Such risk factors include, but are not limited to, the rising complexity of the geopolitical landscape and macro-economic developments; the failure to effectively adopt, integrate and leverage existing and emerging technologies in our operations; the failure to implement sufficient corporate and business initiatives; challenges associated with the continued implementation of our global ERP system; difficulty in accurately measuring, evaluating and disclosing our sustainability performance, including reliance on third-party data, methodologies, assumptions and external verification; our inability to collect ESG data from acquired companies, including for historical years; our inability to collect energy, water, waste and GHG emissions data from external data providers, including landlords, fleet managers and business travel vendors; the unavailability of high-quality carbon removal credits and increased associated costs; renewable energy market volatility and availability constraints; physical climate impacts on project delivery and timelines; inability or unwillingness of landlords to transition to fully electric buildings; the inability or unwillingness of suppliers to set and achieve their own science-based targets or to disclose GHG emissions data and reduce emissions, including for historical years; the unavailability of electric vehicles or the failure to install electric vehicle chargers at leased office space; the unavailability of energy efficient buildings; increases in real estate costs; the unavailability of or increases in insurance premiums; revenue loss due to project delays or cancellations; increases in costs of goods and services; the failure to attract and retain qualified staff to support capturing opportunities associated with the low-carbon transition; failure to accurately estimate the sustainability benefits of our project work; negative stakeholder perceptions of or reactions to our sustainability performance or initiatives; the failure to identify climate and nature-related opportunities, as well as to assess and manage climate and nature-related risks; changes made to regulations and the development of ESG requirements that may affect our business; the failure of our internal data systems to track disclosures required by new ESG regulations; the failure to retain the services of a qualified external GHG emissions verifier; the failure to audit suppliers, as well as the other risks detailed in section 20, “Risk Factors” of WSP’s Management Discussion and Analysis (MD&A) for the fourth quarter and year ended December 31, 2025 and as supplemented by section 17, “Risk Factors” of our MD&A for the first quarter ended March 27, 2026, and as may

be supplemented from time to time in reports filed by the Corporation with securities regulators or securities commissions or other documents that the Corporation makes public, which are available on SEDAR+ at www.sedarplus.ca and which sections are incorporated herein by reference into this cautionary statement.

Actual results and events may be significantly different from what we currently expect because of the risks associated with our business, industry and global economy and of the assumptions made about these risks. As such, there can be no assurance that actual results will be consistent with forward-looking statements.

Unless otherwise indicated herein and where required by the context, the forward-looking statements contained in this document describe the Corporation’s expectations as at May 13, 2026 and, accordingly, are subject to change after such date. Except as required under Canadian securities laws, the Corporation does not assume any obligation to publicly update or to revise any forward-looking statements made in this document or otherwise, whether as a result of new information, future events or otherwise. The forward-looking statements contained in this document are expressly qualified in their entirety by this cautionary statement. Readers should not place undue reliance on forward-looking statements.



WSP is one of the world's leading professional services firms, uniting its engineering, advisory and science-based expertise to shape communities to advance humanity. From local beginnings to a globe-spanning presence today, WSP operates in over 50 countries and employs approximately 83,000 professionals, known as Visioneers.

Together they pioneer solutions and deliver innovative projects in the transportation, infrastructure, environment, building, energy, water, and mining and metals sectors. WSP is publicly listed on the Toronto Stock Exchange (TSX:WSP).

wsp.com/sustainability

We welcome and encourage your feedback on our 2025 Global Sustainability Report:

corporatecommunications@wsp.com

WSP's prior sustainability report was published in April 2025.

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