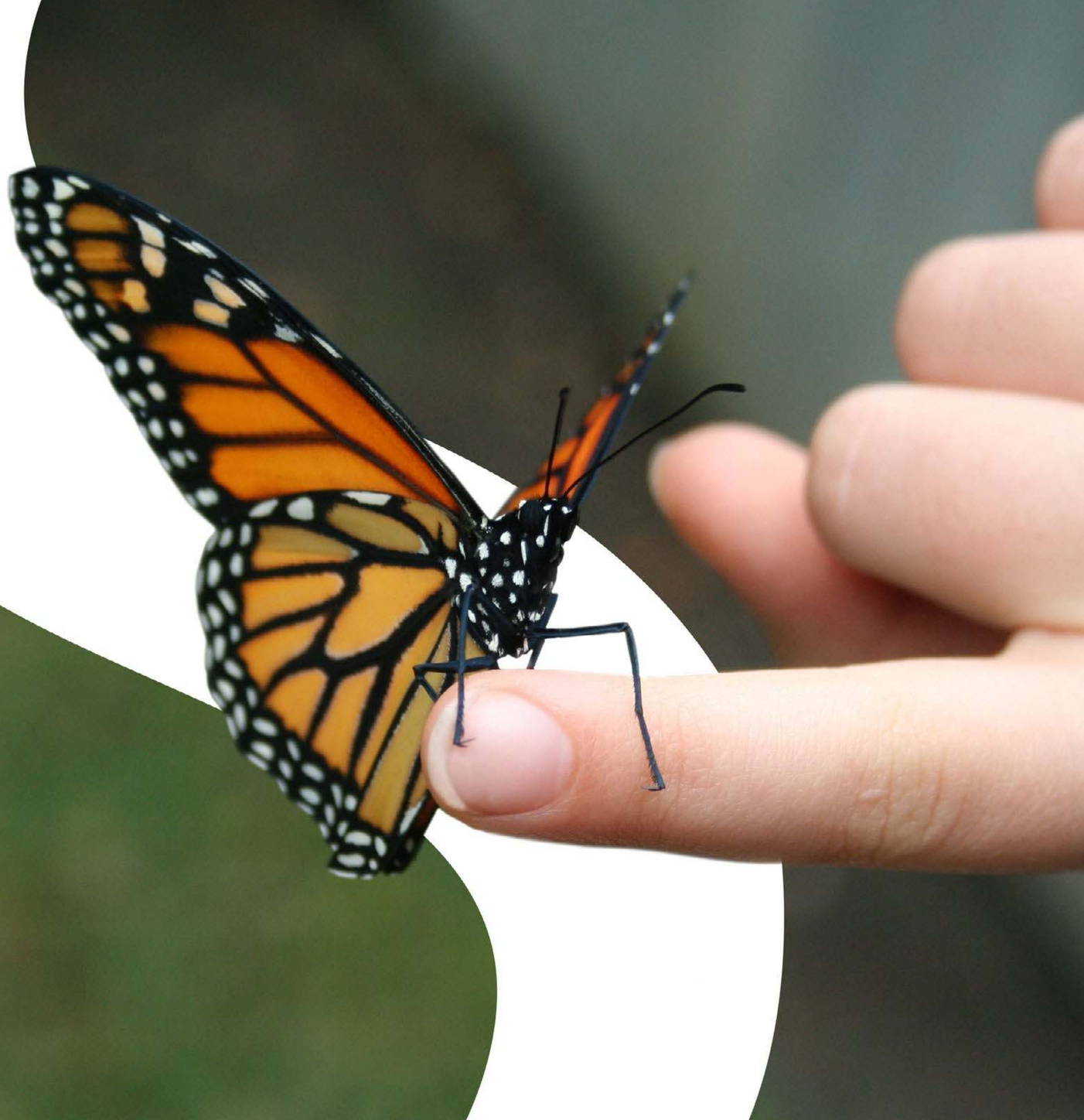
wsp

POSITIVE & BOLD

Change Agents



2021 GLOBAL ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

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HOW TO USE THIS REPORT

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

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

Introduction

IN THIS SECTION

Reporting Scope

Introduction from our CEO

Our Purpose

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Reporting Scope

This report ("Report") covers the environmental, social and governance (ESG) performance of WSP Global Inc. and its subsidiaries (collectively, "WSP" or the "Corporation") from January 1, 2021 to December 31, 2021, unless otherwise indicated herein. This Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option and contains disclosures recommended in the Engineering & Construction Services and the Professional & Commercial Services standards developed by the Sustainability Accounting Standards Board (SASB), as well as disclosures recommended by the Task Force on Climate-related Financial Disclosures (TCFD).

This year, we have assembled our management approach disclosures into a separate document – **Managing our ESG Impacts**.

This Report also serves as our United Nations Global Compact (UNGC) Communication on Progress. Our intended audience for this Report includes our employees, clients and investors. Unless otherwise specified, the information in this Report covers all of WSP's operating companies across the world, including any acquired before January 1, 2022.

A list of acquisitions completed in 2021 can be found on page 8 of our Annual Information Form for the year ended December 31, 2021. To develop this Report, WSP consulted with a broad range of internal and external stakeholders at the local, regional and global levels, including Workplace Strategy; Human Resources; Legal; Procurement; Ethics and Integrity; Information Security and Privacy; Risk Management; Finance; Health and Safety; Investor Relations; Communications; regional operations; clients and investors.

The disclosures contained in this Report are accurate to the best of our knowledge at the time of publication. The Report underwent internal review by the leaders of our corporate functions, where applicable; the Global Corporate Director, ESG; and the Public Disclosure Committee. The report was also reviewed by the Governance, Ethics and Compensation Committee of the Board of Directors (GECC).

WSP received limited verification of the greenhouse gas (GHG) emissions disclosed in this Report. Verification was performed by an independent third party, Apex Companies, LLC; a copy of the Assurance Statement is available here. In future years we intend to expand the scope of our internal controls and third-party verification related to ESG disclosures, as well as increase levels of internal and external auditing. The information in this Report is unaudited, except for certain financial data previously published in our 2021 Annual Report.

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

Bringing Positive Change

Since our inaugural ESG report was published some 10 years ago, WSP has worked hard to reinvent itself while aiming for top performance. We have conquered new markets, extended our strategic consulting services, worked on increasingly sophisticated projects and carried out over 75 acquisitions. As we strive to become the uncontested leader of our industry, 2021 will nonetheless stand out as a banner year.

Thanks to the 1.5-billion acquisition of Golder, we are now a leading global environmental consulting firm. In addition, we are expanding our leadership with our recently announced definitive agreement to acquire John Wood Group's environment and infrastructure business. Once the closing has been completed, expected in the fourth quarter of 2022, our Earth & Environment sector is anticipated to account for around one third of our global annual revenues.

However, these significant acquisitions should not overshadow our other accomplishments. In 2021, we set new greenhouse gas (GHG) reduction targets certified by the Science Based Targets initiative (SBTi), and through this Report we are releasing our new Climate Transition Plan, which sets out how we intend to meet those targets.

For the first time, we recently published a standalone report informing investors about our climate risks, along with the many opportunities we have, based on the model developed by the Task Force on Climate-related Financial Disclosures (TCFD). I personally take great pride in these achievements, which have transformed us into an ESG leader.

Diversity is a core value

Today, WSP is home to approximately 55,800 professionals, including 14,000 climatologists, biologists, geologists and water specialists, as well as environmental experts and consultants.

Our employees come from a broad array of backgrounds—deliberately so. We are determined to ramp up our diversity efforts in 2022 through our recruitment and talent development strategies at all levels, including within our Board. To that end, Jane Grant was appointed as our new Global Director, Inclusion and Diversity.

Regardless of gender, background or age, our employees are driven by the same ambition: to create a positive and sustainable impact on society.

Alexandre L'Heureux

President and Chief Executive Officer
WSP Global Inc.

A fresh sense of urgency

More than ever, the collective strength of our workforce is essential to our future. Indeed, we have little time to limit global warming to 1.5 °C and to prevent its most severe consequences—only three years, according to the scientists on the UN's Intergovernmental Panel on Climate Change. Strengthened by this newfound awareness, our efforts to build a more resilient, sustainable and equitable society have acquired a fresh sense of urgency, especially as disadvantaged communities tend to be on the front lines of climate change.

But the need for urgent action will not lessen our resolve. Instead, it is galvanizing us to marshal our resources, as seen in our pledge to reach net zero emissions in our value chain by 2040, aided by our science-based targets. It is also reflected in our new 2022-2024 Global Strategic Action Plan. Our ESG goals are central to our business strategy: beginning in 2022, reaching certain targets will be factored into a portion of our global leadership's incentive-based compensation.

Bringing positive change

WSP thus aims to be at the forefront of the transition to a more equitable, inclusive and low-carbon world. We want to bring positive change to the communities in which we work. Moreover, we intend to carry out this role alongside three key stakeholder groups: our clients, our partners and suppliers, and our employees.

1. Our clients

We help our clients to reduce their carbon footprint, to launch environmentally sustainable projects and to be transparent in their ESG disclosures and their relations with impacted communities, regardless of their industry. It is our deeply held conviction that real change comes from supporting clients who share our desire to move swiftly towards an equitable and low-carbon economy.

Drawing on WSP's and Golder's combined strengths, our professionals bring cutting-edge expertise to bear at all project stages, from assessing social acceptability and environmental impacts to site remediation after assets have been decommissioned.

Our decision to target the environmental sector was far-sighted as demand for these services has exceeded our forecasts. Our Clean Revenues, stemming from activities that help the environment and contribute to the UN Sustainable Development Goals, accounted for approximately 51.5% of our total revenues in 2021.

As regards Clean Revenues, we will strive to ensure that WSP derives a clear majority of its revenues from projects designed to shape a better world, including public transit and energy-efficient buildings.

2. Our partners and suppliers

WSP works closely with its partners and suppliers. Indeed, we could not reach our GHG reduction targets without their invaluable assistance. Our indirect GHG emissions (scope 3) account for nearly 90% of our total emissions, while over three-quarters of our scope 3 emissions stem from purchases of goods and services. In addition, our partners and suppliers are encouraged to adopt the best methods and energy sources, as well as the cleanest technologies.

WSP seeks partners and suppliers who share our values and conduct themselves with as much integrity and transparency as we do. Our sterling reputation is a pillar of our success, not only in terms of ethics and human rights, but also workplace health and safety. In that regard, our 2022-2024 Global Strategic Action Plan includes our pledge that 90% of our suppliers must subscribe to our Business Partner Code of Conduct by 2024.

3. Our employees

Our employees are our most valuable asset. We are constantly seeking brilliant minds to work with us and resolve our clients' most complex challenges. We aim to bring together talented people from all walks of life because devising ingenious solutions requires a diverse range of viewpoints. To that end, we must be even more open to differences, and representative of the communities we serve. This means moving beyond gender diversity to promote the involvement of all underrepresented groups.

These changes will require thoughtful policies to provide an even more welcoming workplace in which employees of all backgrounds can find personal and professional fulfillment. In addition to recruiting the very best, we must ensure employee mobility between business sectors and regions while promoting internal candidates to leadership positions.

In conclusion, we believe WSP exemplifies the positive impact change agents can have, not only in the projects we work on, but also in how we interact with our business partners and embrace our enterprise culture. That is why I strongly reaffirm our commitment to the Ten Principles of the UNGC, to which we became a signatory in 2019.

At WSP, we share the mission of making our cities and our environment Future Ready®. Amid the extraordinary changes we are witnessing, no one knows what the future will bring. But we are guided by a strong conviction: if we truly put our hearts and minds into our work while drawing on our reserves of energy, determination, wisdom and expertise, we will build more resilient and more united communities—ones that will be better equipped to deal with the unexpected.

After all, WSP could ask for no better legacy.

Our Purpose

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

Our Purpose

- We exist to future-proof our cities and environments

Our Belief

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

Our Guiding Principles

- We value our people and our reputation
- We are locally dedicated with international scale
- We are future-focused and challenge the status quo
- We foster collaboration in everything we do
- We have an empowering culture and hold ourselves accountable

Highlights & ESG Ratings[2]

Environmental

- Announced SBTi-approved GHG emissions reduction targets & completed our Climate Transition Plan
- Reduced total scope 1, scope 2 (market-based) and scope 3 GHG emissions by 15% in 2021, compared to our 2018 baseline
- Reported Clean Revenues of approximately 51.5% of total revenues in 2021

Social

- Achieved an 81% response rate for our 2021 global employee engagement survey
- Created a new Global Director, Inclusion & Diversity role
- Donated $2.4 M to charitable causes globally in 2021

Governance

- Published our first standalone TCFD Report
- Announced we would link achievement of certain ESG targets to executive compensation from 2022
- Began formal assessment of first ESG risks in our Enterprise Risk Management system

2 Highlights cover 2021 and the first five months of 2022.

ESG Accolades

Named one of Corporate Knights' 2021 Best 50 Corporate Citizens in Canada

Selected as the "Most Sustainable Company in the Engineering Industry – 2021" by World Finance magazine

Placed among Top Leaders in the Verdantix Green Quadrant ESG & Sustainability Consulting 2022 Report

ESG Ratings[3]

A-
2021 CDP CLIMATE CHANGE QUESTIONNAIRE

A
REFINITIV ESG SCORE[6]

16.6 Low Risk
SUSTAINALYTICS ESG RISK RATING[4]

52 "Robust"
MOODY'S ESG SOLUTIONS[7]

A
MSCI ESG RATINGS ASSESSMENT[5]

Top Decile
S&P GLOBAL'S 2021 CSA[8]

3 As at May 15, 2022, unless indicated otherwise.

4 Latest risk rating update: August 30, 2021. Ranked 2/308 in industry (Construction & Engineering).

5 In 2021, WSP received a rating of A (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.

6 Based on 2020 performance. Source: Refinitiv, an LSEG business.

7 Last update received: May 31, 2022. Rank in Sector: 6/68.

8 In 2021, WSP performed in the top decile in the Construction & Engineering Industry in the S&P Global Corporate Sustainability Assessment.

Performance Scorecard

	2021 OBJECTIVE[9]	STATUS	2021 PROGRESS
Environmental	Increase the percentage of Green Net Revenues[10] from our operations as a percentage of total net revenues, i.e. net revenues from services having a positive impact on the environment	Achieved	Increased our Green Net Revenues as a percentage of total net revenues (included as a sustainability-linked term in our syndicated credit facility) by 14% between 2018 and 2021.
	Reduce absolute scope 1 and 2 market-based GHG emissions 60% by 2030 from a 2018 base year. Reduce absolute scope 3 GHG emissions 30% over the same timeframe	On track	Scope 1 and 2 market-based emissions decreased by 39% between 2018 and 2021. Scope 3 emissions decreased by 12% between 2018 and 2021.
	Source 100% renewable electricity by 2030	On track	In 2021, WSP's offices purchased approximately 25,493 megawatt hours (MWh) of renewable electricity, representing approximately 34% of total electricity consumption.
Social	Fill over 75% of global leadership positions (and those of their direct reports) by internal candidates	Slightly below target	In 2021, we filled 74% of global leadership positions (and those of their direct reports) by internal candidates.
	Reduce our voluntary turnover rate below 12% globally (compared to 15% in 2018)	Did not achieve	In line with global turnover trends, we observed a voluntary turnover rate of 17% at the end of 2021.
	Fill over 30% of management positions (business leaders and middle management) by women (compared to 21% in 2018)	Did not achieve	While we did not achieve this target, we noted a slight improvement in the overall percentage of management positions held by women (23%) compared to 2020. However, 35% of leadership positions in support functions and operations across WSP's major regions were held by women.
	Achieve a Lost Time Injury Rate (LTIR) of <0.1 per 100,000 hours worked, in all regions	Slightly below target	Achieved an LTIR below 0.1 in all regions except Latin America and the Caribbean, and 0.05 globally.

9 Unless a different timescale is indicated. 2021 objectives were based on our 2019-2021 Global Strategic Plan, except Green Net Revenues, which is based on a sustainability-linked term in our syndicated credit facility.

10 WSP now also tracks a broader metric, Clean Revenues, which aligns with environmental sustainability and the UN Sustainable Development Goals. See the section "Clean Revenues".

	2021 OBJECTIVE	STATUS	2021 PROGRESS
Governance	Execute our Future Ready® approach globally	Achieved in 2020	Continued to design and advise on a multitude of Future Ready® projects across the global business, supported by internal "Future Ready® Innovation Labs" and Future Ready® training, which reached approximately 45% of our people.
	Ensure 100% of our workforce completes ethics onboarding training (following hire) and annual refresher training	Achieved	Achieved completion rates for Code of Conduct training of 99% for onboarding training and 100% for annual refresher training.
	Diversify our global portfolio by increasing our net revenues in target sectors (Earth & Environment, Water, Power & Energy, Resources and Industry) to between 30 and 50% of the total net revenue, to balance exposure to Transportation & Infrastructure and Property & Buildings sectors	Achieved	In 2021, we reported net revenues from these target sectors of approximately 31%, compared to 25% reported in 2020.[11]
	Diversify our service offerings by increasing net revenues from Strategic Advisory Services to between 40 and 55%	Achieved	Strategic Advisory Services net revenues increased in 2021, due to growth in Earth & Environment as this sector is represented by a high proportion of advisory services. The Golder acquisition contributed to a substantial increase in Strategic Advisory Services net revenues in 2021.

11 2021 figure includes 12 months of Golder net revenue.

2022-2024 ESG Commitments

Our Unwavering ESG Commitments

In March 2022, WSP announced the ambitions of its 2022-2024 Global Strategic Action Plan, which is underpinned by a firm commitment to ESG matters. As a leading advisor in the world's green transition, we will set the example in how we operate our business and in the services we provide to our clients.

The commitments we have made to ESG are fundamental and non-negotiable and are driven by our dedication to leading with integrity, empowering our diverse community, and leveraging our expertise for the benefit of all our stakeholders.

Environmental

40%	decrease in absolute scope 1 and 2 (market-based) GHG emissions (60% by 2030)
15%	decrease in absolute scope 3 emissions (30% by 2030)
>50%	Clean Revenues, defined as having a positive impact on the environment and supporting the UN SDGs

Social

5%	year-over-year increase in women and under-represented groups (includes middle management/senior leaders)
10%	decrease in the total recordable incident rate per year
Upper Quartile	employee sense of trust and belonging at work

Governance

100%	completion rate of the Code of Conduct onboarding training
>90%	of our business partners and suppliers will sign on to our Business Partner Code of Conduct by 2024
100%	Integration of ESG criteria as part of global leader compensation

Nicholas Knight, courtesy of Empire State Development

1st

project worldwide to qualify for LEED certification for Transit Building Design and Construction

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

CASE STUDY

Moynihan Train Hall

NEW YORK, USA

Empire State Development (ESD) dramatically reconfigured the James A. Farley Post Office to create Moynihan Train Hall, a key 21st-century transit hub in the heart of New York City.

WSP worked with ESD, Amtrak, the United States Postal Service, the Metropolitan Transportation Authority, the Port Authority of New York and New Jersey and countless other stakeholders to help guide the project to a successful completion. Benefitting from WSP's project management expertise, this public-private partnership project was delivered on time and on budget despite pandemic-related challenges.

Moynihan Train Hall increases Penn Station's concourse space by more than 50% and reshapes the travel experience of the busiest passenger transportation facility in the Western Hemisphere. Moynihan Train Hall is used by more than 700,000 passengers per day—more than LaGuardia, John F. Kennedy and Newark International Airports combined.

The cutting-edge 20,900 m² (255,000 sq. ft) facility includes 11,150 m² (120,000 sq. ft) of retail space.

The US$1.6 billion transformation of the 109-year-old Farley Post Office building includes state-of-the-art security and a contemporary, digital passenger experience.

The new complex features marble floors, glass and metal-panelled walls, new vertical transportation, interior and exterior lighting, a lounge and passenger hospitality waiting areas, public information displays and site-specific artwork that reflects the facility's past, present and future.

Moynihan Train Hall is the first project worldwide to qualify for certification under the Leadership in Energy and Environmental Design (LEED) for Transit Building Design and Construction, keeping New York on track for sustainability in the 21st century. WSP also administered the LEED certification and commissioning process.

Read more >

CASE STUDY

Advancing Rapid Transit in Tainan

TAIWAN, GREATER CHINA

With population growth and escalating demand placing strain on its existing transportation system, Tainan City is tackling congestion by building a future-ready Advanced Rapid Transit line.

WSP was named project master planner by Tainan City Government. Designed to increase liveability by reducing traffic congestion, the Blue Line will enhance connectivity and shape the future development of Tainan, which boasts a thriving technology industry.

Since the Blue Line is situated in Taiwan's oldest urban area, one key challenge is to integrate historic neighbourhoods and modern skyscrapers.

The decision was made to use connected autonomous vehicle (CAV) technology within an upgraded system.

WSP's main objectives are to promote adaptability with mixed road traffic, energy efficiency, environmental benefits (including lower CO_2 emissions), interoperability, time/cost benefits, technical innovation and local sourcing.

The new line will feature virtual tracks and self-navigating vehicles equipped with sensors. Thanks to trackless technology, various service modes can be deployed, including the real-time dynamic arrangement of vehicles based on passenger numbers during peak and off-peak hours.

Read more >

CASE STUDY

Protecting the Whales

CANADA

In Canada we're making a key contribution to smartWhales, a Canadian Space Agency-led initiative aimed at exploring how satellite data can help monitor and detect endangered North Atlantic right whales.

North Atlantic right whales have been protected under the Endangered Species Act since 1970. With fewer than 400 remaining, it's essential to act now to prevent the population from decreasing further. That means addressing the two leading causes of right whale mortality: collision with vessels and entanglement with fishing gear.

WSP is leading one of the five teams working on smartWhales, a federal initiative to monitor and detect the presence of North Atlantic right whales, and predict their movement and behaviour. Led by the Canadian Space Agency, in collaboration with Fisheries and Oceans Canada and Transport Canada, the initiative will provide information to help mitigate collisions and identify when whales may be in danger from additional human threats.

WSP, alongside a team of experts from Dalhousie University, the Institut des sciences de la mer de Rimouski (ISMER), DHI Water & Environment and the Canadian Whale Institute, is developing a modelling system.

Subsequently, the modelling tools will be integrated into a system that will provide near real-time information on the predicted presence of right whales and their risk of encountering a vessel.

Read more >

Business & Strategy

IN THIS SECTION

About WSP

UN Sustainable Development Goals

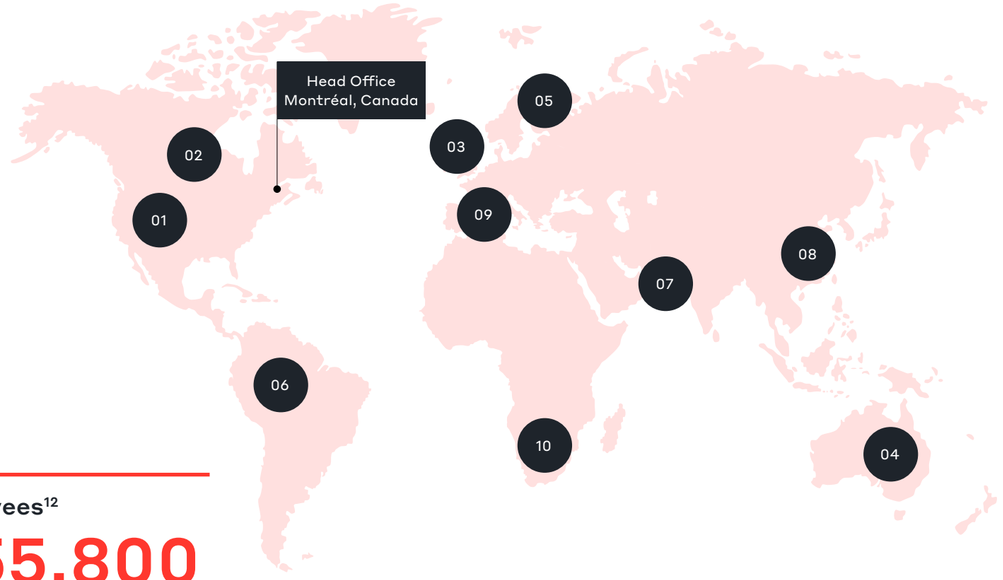
Clean Revenues

Future Ready®

About WSP

At a Glance

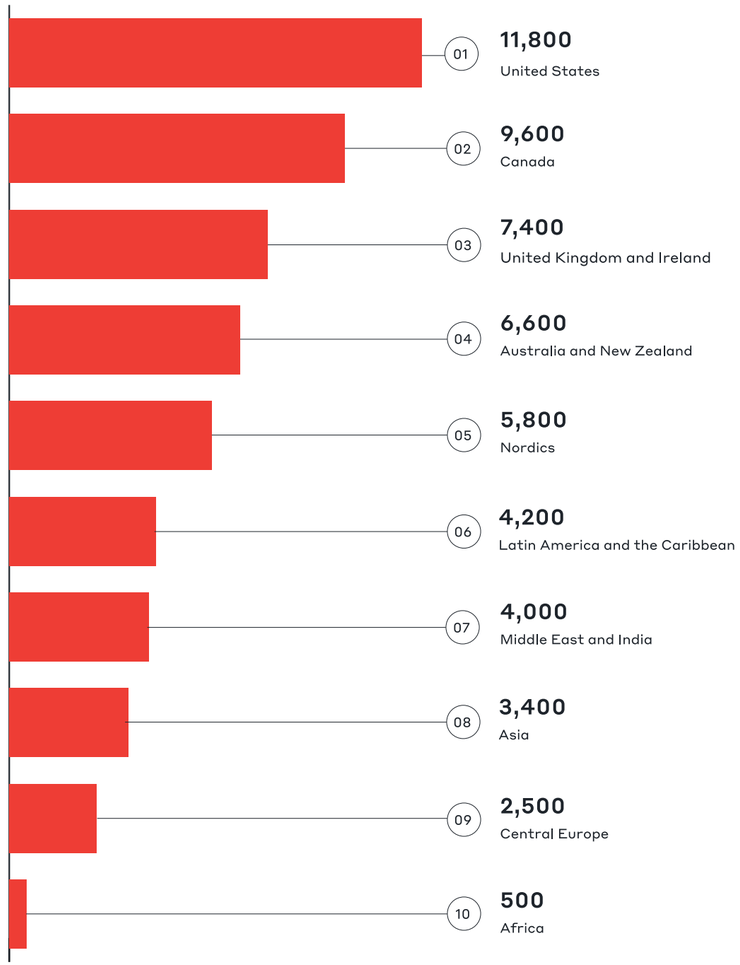
As one of the world's leading professional services firms, WSP exists to future-proof our cities and environment. We provide strategic advisory, engineering, and design services to clients in the transportation, infrastructure, environment, building, power, energy, water, mining, and resources sectors. Our approximately 55,800 trusted professionals are united by the common purpose of creating positive, long-lasting impacts on the communities we serve through a culture of innovation, integrity, and inclusion.



Employees[12]

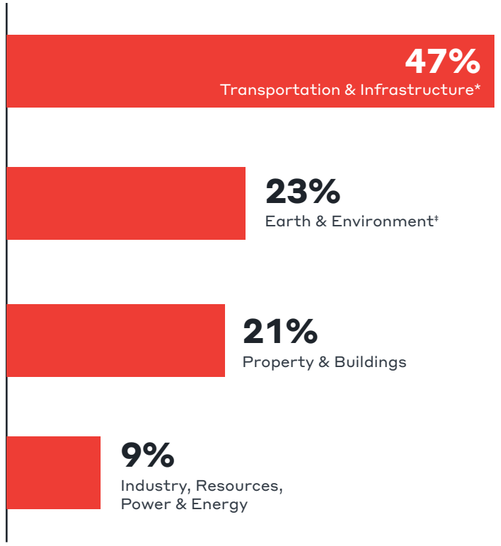
± 55,800

Our Presence



12 As at April 2, 2022

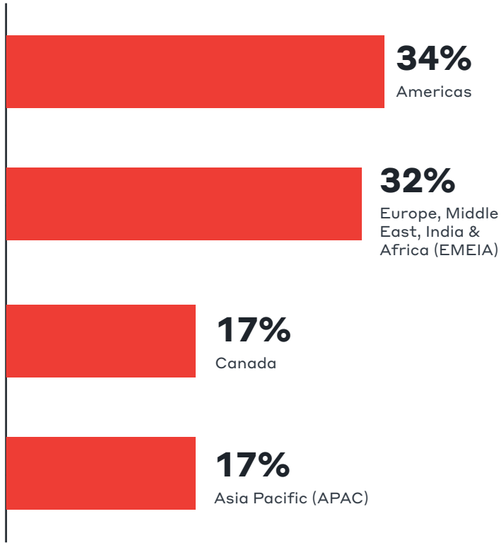
2021 Revenues by Market Sector



* 5% of our total revenues are from our Water activities in Transportation & Infrastructure

‡ 3% of our total revenues are from our Water activities in Earth & Environment

2021 Net Revenues by Segment



Financial Position

WSP Global Inc. is a corporation existing under the *Canada Business Corporations Act*. We are publicly listed on the Toronto Stock Exchange under the symbol "WSP". For full disclosure of WSP's economic position and metrics of economic value generated and distributed, please refer to our 2021 Annual Report, beginning on page M-1 (Management's Discussion and Analysis).

— For our revenues and expenses (including personnel costs), please refer to the Consolidated Statement of Earnings on page F-9 of the 2021 Annual Report, which includes the Consolidated Financial Statements for the year ended December 31, 2021.

— WSP's revenues are allocated to geographic regions based on the country of operations, and this information is presented on page F-36 of the 2021 Annual Report (Consolidated Financial Statements). Our disaggregated revenues by geographic region, market sector and client category can be found on pages F-36 and F-37 of the 2021 Annual Report (Consolidated Financial Statements).

A list of our principal subsidiaries can be found on page 5 of our 2021 Annual Information Form. All subsidiaries are covered by the descriptions in this Report, unless otherwise noted. For more information on our Named Executive Officers' compensation, please refer to our 2022 Management Information Circular.

Highlights related to WSP's business development over the past three years are summarized in our 2021 Annual Information Form, starting on page 6. During 2021, WSP completed six acquisitions, details of which may be found in the Table of Acquisitions on page 8 of the 2021 Annual Information Form.

TAX PAYMENTS

Large multinational corporations such as WSP have a moral obligation to contribute their fair share of taxes in the countries where they operate. 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.

We recognize being transparent on tax matters adds value to our business, investors and other stakeholders. We have adopted 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 these with our ESG strategy. We undertake these activities to provide greater transparency in our tax reporting to our ESG stakeholders.

WSP's Code of Conduct and Guiding Principles apply to our tax function. Our **Managing our ESG Impacts** document describes how we manage taxes in accordance with these principles, under "Financial Performance".

INCOME TAX CONTRIBUTION

The following table summarizes our income tax contribution by geographical reportable segment. Although not broken down by country, our global cash taxes paid totalled $134M for 2021, thus resulting in a cash tax rate of 20.8% for 2021.[13]

Income Tax Contribution by Reportable Segment[14]

	Canada	Americas	EMEIA	APAC	Total
Net Revenues ($M)	1,304.4	2,709.2	2,528.4	1,327.5	**7,869.6**
Earnings before income tax ($M)	77.4	227.1	223.3	117.3	**645.1**
Income tax expense ($M)	(17.9)	(74.3)	(45.8)	(33.0)	**(171.0)**
Effective tax rate	23.1%	32.7%	20.5%	28.1%	**26.5%**
Approx. # of employees (31/12/21)	9,500	16,000	20,100	9,700	**55,300**

13 Although employee and sales taxes contribute significantly to global tax contribution, these are not included in our reporting at the current time.

14 Earnings before income tax, income tax expense and effective tax rate are not disclosed per region in WSP Global Inc.'s financial statements, as these measures are not used to assess the performance of reportable segments. These measures are compiled solely to report income tax contribution by reportable segment.

Value Chain

Global Operations

± 55,800
Employees[15]

± 90,000
Active projects worldwide[16]

$10.3B
2021 Revenues

$7.9B
2021 Net Revenues[17]

2021 Value Distributed

Employees
$5.9B
in personnel costs

Subconsultants
$2.4B
including direct costs[18]

Shareholders
$80.6M
in cash dividends paid

Taxes
$171.0M
in income tax expense

Transformative Projects

Transportation & Infrastructure

Earth & Environment

Property & Buildings

Power & Energy, Resources, Industry

15 As at April 2, 2022.

16 As at March 31, 2022.

17 Quantitative reconciliations of net revenues to revenues are incorporated by reference to section 8.1, "Net revenues", of WSP's Management's Discussion and Analysis (MD&A) for the year ended December 31, 2021, which is filed on SEDAR at www.sedar.com.

18 Direct costs are defined as costs incurred to deliver consulting services and that are recoverable directly from clients.

WSP's Market Sectors

WSP operates in the following market sectors.

TRANSPORTATION AND INFRASTRUCTURE

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

EARTH AND ENVIRONMENT

WSP has specialists working with and advising governments and private sector clients on key aspects of earth sciences and environmental sustainability. WSP's experts advise on matters ranging from clean air, water and land, to biodiversity, green energy solutions, climate change and Environmental, Social and Governance (ESG) issues. They provide specialized services to mining, oil and gas, power, industrial and transportation clients, all of which operate in some of the most highly-regulated industries. The Corporation delivers a broad range of advisory and operational services, including due diligence, permit approvals, regulatory compliance, waste/hazardous materials management, geotechnical and mining engineering, environmental/social impact assessments, feasibility and land remediation studies. WSP's reputation has been built on helping clients worldwide mitigate risk, manage and reduce impacts and maximize opportunities related to sustainability, climate change, energy use, resource extraction and the environment. The Corporation is able to support its clients through the entire project life cycle, from design, permitting, planning and operations, to decommissioning and asset remediation.

PROPERTY AND BUILDINGS

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

POWER AND ENERGY

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

In addition, WSP offers a range of highly specialized and strategic advisory services:

INDUSTRY

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

PLANNING AND ADVISORY SERVICES

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

MANAGEMENT SERVICES

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

TECHNOLOGY AND SUSTAINABILITY SERVICES

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

WATER

Water is at the core of many of the global megatrends reshaping our world. Amid growing pressure on resources and infrastructure, including rising demand in fast growing and rapidly urbanizing economies, managing water sustainably is more critical than ever before. As such, water is central to every WSP project and fundamental to our strategy.

Although water is often overshadowed by carbon emission reduction efforts, managing this precious resource globally will be critical to securing economic growth, improving livelihoods, and creating more resilient environments over the coming decades. Indeed, water is integral to driving the green transition itself, by helping to generate clean energy through hydropower, green hydrogen and tidal power initiatives, for example.

Our water professionals have a deep understanding of hydrology and water sustainability across sectors and geographies, and the impacts of its disruption on wider communities. We have a track record of innovative solutions and approaches, which target socially equitable, environmentally sustainable and economically beneficial outcomes.

WSP has approximately 4,000 water professionals in 40 countries, which includes 2,500 employees as part of our Transport & Infrastructure market segment, and 1,500 as part of Earth & Environment. According to Engineering-News Record*'s Global Ranking, we are among the top water services providers in the world.*

Our expertise spans all aspects of water-related activity and impacts both the natural and built environments, including water resources and ecosystems, drinking water and wastewater, marine and ports, industrial water usage, clean energy and legacy clean-up. Our professionals advise on the full spectrum of water-related resiliency – flooding, storm water, sea level rise, coastal erosion, drought – for both private and public sector clients in the wider community.

CASE STUDY

Reducing Water Loss in Panama

PANAMA CITY, PANAMA

WSP was selected to carry out the master plan studies and final designs for a large-scale upgrade to Panama Metropolitan Area's water supply network.

Sociedad General Aguas de Barcelona (SGAB) commissioned WSP to provide engineering design and master plan services for Panama's water network.

Within the existing network, some 60% of the potable water is lost, impacting the country's economy. To rectify this problem, infrastructure will be analyzed, topographic surveys will be conducted, digital terrain models will be generated and various analyses will be conducted.

Complementary studies will be carried out, focusing on hydraulic, geotechnical, electrical, mechanical and environmental considerations.

The regional watershed is crucial not only for the distribution network, which supplies potable water to 1.8 million people, but also for the capacity of the canal itself. Millions of gallons of fresh water are needed for each ship to cross the waterway.

Due to unprecedented dry seasons, Panama's reservoirs are being depleted, forcing the Canal Authority to reduce the number of crossings. If losses are reduced, more water will be available for transiting ships.

Our work will not only make the system more efficient but will allow the canal to generate US$1 million per day in additional transit revenues.

UN Sustainable Development Goals

Achieve gender equality and empower all women and girls

Ensure availability and sustainable management of water and sanitation for all

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

Promote inclusive and sustainable economic growth, employment and decent work

Build resilient infrastructure, promote sustainable industrialization and foster innovation

Make cities inclusive, safe, resilient and sustainable

Ensure sustainable consumption and production patterns

Take urgent action to combat climate change and its impacts

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

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

Companies have an important role to play in contributing to achieving the United Nations Sustainable Development Goals (SDGs). We have identified ten SDGs that WSP contributes to the most through our client work and in our own operations. Through this Report, we highlight examples of projects and initiatives that illustrate these contributions.

Clean Revenues

WSP's greatest impact on sustainability is through our services and advice to clients. One method we use to measure our impact is to estimate our percentage of Clean Revenues, defined as revenues earned from services that have a positive impact on the environment and support the UN SDGs.

In 2021, approximately $5.3 billion (51.5%) of total gross revenue was earned from these services in WSP's global operations.

Examples of WSP Services Included in Clean Revenues

TRANSPORTATION AND INFRASTRUCTURE

- All water and wastewater services
- Waste and hazardous waste services
- Most transit and rail services
- Green/public space
- Infrastructure development in developing countries
- Urban or regional development plans
- Other services supporting sustainability, resiliency and decarbonization
- Natural or cultural heritage preservation

EARTH AND ENVIRONMENT

- 100% of our Earth and Environment services (excluding conventional resource extraction). These include water services, air quality, contaminated land and soil remediation, biodiversity & natural capital, natural resources management, ESG and climate advisory, waste management, site assessment & remediation.

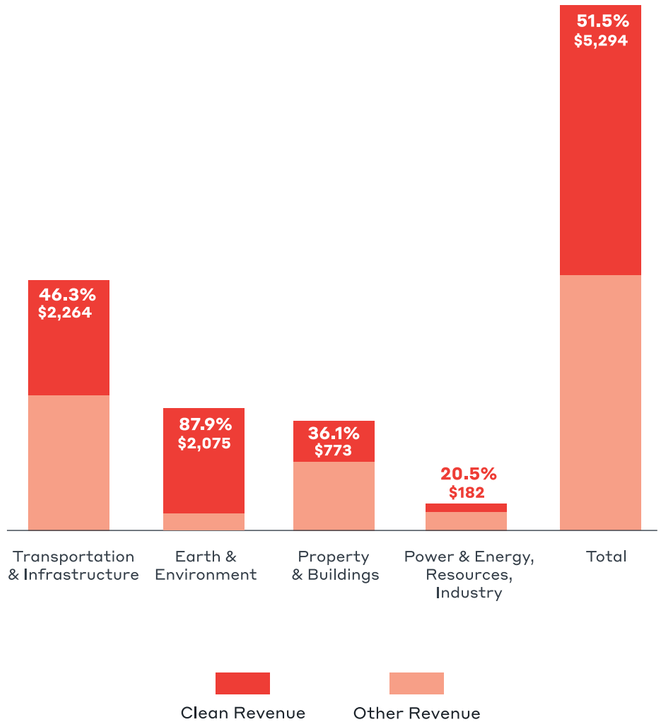
PROPERTY AND BUILDINGS

- Mechanical, electrical and plumbing services supporting energy conservation, decarbonization and sustainable design
- Structure-related services supporting green building certification
- Other services supporting sustainability, green building certifications, sustainable cities, sustainable construction materials selection, or reduced embodied energy and carbon
- Natural or cultural heritage preservation

POWER & ENERGY, RESOURCES, INDUSTRY

- All renewable power services, including construction of powerlines to interconnect renewable energy sources
- Industry services supporting air pollution reduction, waste management, renewable energy, energy efficiency and various other clean technology applications
- Dams (excluding new large-scale dam construction)
- Geothermal energy

2021 Clean Revenues by Market Sector (in millions of Canadian dollars)



Future Ready®

WSP's Future Ready® mindset uniquely positions us to be the advisor of choice for our clients as they navigate transformational market trends. We challenge our experts to see the future more clearly and to purposefully advise or design for the future as well as for today.

We See the Future More Clearly

Our experts analyze future trends through four lenses:

CLIMATE

How will your project, infrastructure, or community hold up against the effects of global warming, flooding and rising sea levels, and more disruptive storms?

TECHNOLOGY

The speed of technological advancement has no historical precedent. It is upsetting almost every industry in every country, and the breadth and depth of changes are transforming entire systems of production, management and governance.

SOCIETY

The way we move around our cities, the way we design our neighbourhoods, and the way we plan infrastructure are all impacted by changes in social and cultural norms.

RESOURCES

By changing our thinking on how we produce what we need, we can create an economy that allows us to do so much more, with less.

GREAT PLACES, FOR LIFE

The "Great Places, for Life" series explores six principles we believe are critical to planning great places:

- Access and resilience
- Belonging and inclusiveness
- Economic and cultural prosperity
- Balance with nature
- Active, connected communities
- Listening and sharing what we've learned

Through 2021, we continued to demonstrate thought leadership by researching and documenting key future trends and by applying Future Ready® on projects across the world. This research includes:

PROMOTING PHYSICAL ACTIVITY IN THE BUILT ENVIRONMENT

WSP brought together stakeholders ranging from a former provincial Minister of Sport and Tourism to academics, physicians and urban designers across Canada to identify physical designs, strategies, policies and other solutions that enable and encourage physical activity in the built environment. Based on the results of this workshop, we developed four key principles and a checklist to prompt organizations to consider ways of better promoting physical activity through design and planning.

FUTURE OF DELIVERY

In Australia, WSP was commissioned by Uber to examine the Future of Delivery. This research looks at how cities can unleash opportunities to become greener and more liveable by increasing micromobility in last-mile logistics. Demand for deliveries is surging. Relying upon cars, vans and trucks for the last mile risks clogging up city-centre streets and adding to emissions. The use of e-bikes and cargo bikes, for instance, offers an alternative that is better for people, places and businesses. The Future of Delivery uncovers five big moves that city leaders can make so that the delivery industry becomes more efficient and sustainable, while improving outcomes for people and places.

NATURE POSITIVE

In the UK, WSP partnered with Bright Blue, an independent think tank, on a comprehensive analysis, "Nature positive?", which examines public attitudes towards the value of the UK's natural environment and the responsibility of different stakeholders for its protection and enhancement. The report shows public support for new housing and infrastructure developments if they materially improve the natural environment.

DESIGNING INCLUSIVELY: FIXING THE GENDER DATA GAP

The gender data gap is where previously considered objective data is in fact flawed by not accounting for other genders, in particular, women. While often unintentional, this data gap has impacted the historic planning and construction of urban areas by using male-tailored dimensions and user behaviours. In this report, WSP explored how the gender data gap affects the designs and advice we provide in the UK.

Embedding Future Ready Thinking Across WSP

As well as thought leadership, we have focused extensively on embedding Future Ready® throughout our project delivery process. In 2021:

— We developed a series of practical toolkits to help our global teams apply Future Ready® thinking through each stage of their projects.

— We prepared a new, three-module Future Ready® Project Leaders program to enhance the knowledge of Future Ready® application.

— Around 45 percent of our global employees followed our Future Ready® e-learning course.

— Around 10,000 colleagues joined one of our Future Ready® Innovation Labs. In these collaborative webinars, an expert or a project manager shares their experience and invites contributions and expertise from across our global business.

— In the UK, we launched a network of WSP Net Zero Changemakers to support the integration of net zero strategies into our advice and designs.

— In Chile, we developed an automated tool that identifies potential climate risks based on the region and neighbourhood where a given project may take place.

— WSP was appointed by the World Green Building Council as a consultant for a new flagship report, *Beyond the Business Case: Why you can't afford not to invest in a sustainable built environment*. The report was launched at COP26 in Glasgow in November 2021.

— In the US, WSP partnered with Student Energy to form a Youth Advisory Council to work with our new Climate, Resilience and Sustainability (CRS) national business line leadership team. Comprised of six young students and professionals from across the globe, this council provided recommendations on how CRS can meaningfully improve collaboration, innovation, sustainability, resilience and equity across the organization.

Future-Ready Thinking on Our Projects

Our ambition is to consider future trends on all our projects. Case studies throughout this Report highlight how we are applying future-ready thinking in practice to projects we deliver. In 2021, we made progress on several initiatives to measure our impact:

— We measured our Clean Revenues, a KPI of our 2022-2024 Global Strategic Action Plan.

— We quantified the number of projects across our global portfolio that were actively pursuing a sustainability certification (see Appendix C, our SASB index).

— We completed a baseline estimate of our GHG emissions in the UK to support the goal of halving the carbon footprint of our designs and advice in the UK by 2030. Four additional regions – New Zealand, Australia[19], Sweden and Denmark – committed to halving the carbon footprint of designs and advice by 2030.

— In the US, WSP signed the Structural Engineering Institute (SEI) 2050 Commitment to Net Zero to reduce embodied carbon from structural systems.

— We continued to quantify the proportion of revenue derived from our services that apply a Future Ready® approach.

19 In Australia, WSP made the commitment in 2022.

Leading Through Innovation

WSP is an innovative organization driven by a culture of ingenuity, learning and excellence. Innovation touches everything we do – from our daily project work to operating practices, from managerial methods to business strategies. Examples of our innovative approaches are included in this section.

> Refer to our **Managing our ESG Impacts** document for more information about how we manage innovation.

EMERGE STRATEGIC PARTNERSHIP PROGRAM

In 2021, WSP in the US launched Emerge, a new partnership program and accelerator for early and growth-stage companies with innovative technologies and products. The first cohort focuses on Climate, Resilience and Sustainability, and four firms were selected to join: Bayotech, Bundle, DisasterTech and UK Sphera. These firms were paired with WSP experts to help them refine, optimize and scale their offerings, while integrating value-added innovation into the consulting services WSP provides to clients and communities.

UK NATURE TOOL

In collaboration with industry partners, WSP developed the Nature Tool for Urban and Rural Environments (NATURE Tool). The free Excel-based NATURE Tool was released as a beta version in July 2021. The tool helps users assess the impact of land-use and management changes on natural capital performance with the aim of achieving net gains for the environment.

NATURE TOOL

DELIVERING AN INNOVATIVE DIGITAL TOOL FOR THE NEW SOUTH WALES GOVERNMENT

In Australia, WSP is completing development of Land iQ, a digital tool that will support the Department of Planning and Environment in its alignment with the New South Wales Government's Strategic Land and Property Framework. The tool, which is aimed at streamlining processes for government agencies, will enable better informed, more consistent and evidence-based decision making through a multi criteria search. The tool will also let users create, share and evaluate land use scenarios using a standardized typology approach for rapid assessment of how different land uses perform against each other and impact the surroundings. WSP is delivering the project in partnership with Giraffe, a tech start-up focused on the rapid development and analysis of planning solutions, and Aerometrex, a geospatial tech company.

WSP SINGAPORE ACHIEVES ISO 19650 GLOBAL BUILDING INFORMATION MODELLING (BIM) STANDARD

In Singapore, WSP is the third organization in the building and construction industry to achieve this worldwide BIM standard, which was established in 2019. Certification under the world's first ISO standards for BIM showcases our capability and best practice of effective collaboration on global projects. WSP in the UK has also attained this certification, and additional WSP regions plan to seek certification over the next two years. Learn more about WSP's digital delivery solutions here.

Partnerships

WSP's regional businesses are active members of numerous industry organizations across the globe. A selection of key memberships can be found here. We continue to serve as a CDP Provider, GRESB Partner, WELL Performance Testing Organization and Envision Rating System Verifier.

Governance & Accountability

IN THIS SECTION

Our Global ESG Sponsor: An Interview

Governance & Risk Management

Climate Risks & Opportunities

Materiality & Stakeholders

Ethics & Integrity

Information Security & Privacy

Supply Chain Management

Our Global ESG Sponsor: *An Interview*

Q *2021 saw the acquisition of Golder. What was the significance for WSP as an ESG services provider?*

Looking back on 2021, the single biggest leap in terms of developing WSP's ESG standing has been the acquisition of Golder. Joining forces with this highly respected ESG industry veteran doubled the size of our Earth & Environment division to 14,000 professionals worldwide. Golder's experts have brought new skills and levels of expertise to bear across all of our markets and enhanced our ability to offer pioneering science-based solutions to our combined client base. Indeed, the additional ESG focus brought by Golder, combined with our existing Future Ready® program, have pushed our Clean Revenues to approximately half (51.5%) of WSP's total revenue.

Core to the successful integration process has been ensuring that we leveraged the expertise and experience of Golder's own leaders into the combined cohort. I am proud to say that 75 people from Golder's senior management have been appointed to leadership positions that were equal or superior to those they held previously. The global E&E leadership team is truly representative of both our legacy businesses. Together we are indisputably an industry leader in terms of delivering progressive advisory and innovative solutions that are solidly grounded on ESG principles.

WSP has already been independently recognized by a broad range of third-party bodies, including industry analysts, ESG ratings agencies and our clients, for its market leading ESG services, together with broader planning, advisory, design and engineering services. While we take pride in those recognitions and ratings, we do not set out to win accolades but rather to make a tangible and positive contribution through our work for our clients and stakeholders.

André-Martin Bouchard

Global Director, Earth & Environment and Global Corporate Director, ESG

Q *Last year, WSP set ambitious SBTi-approved greenhouse gas reduction targets. What progress has been made?*

As part of the green transition, we are advising our clients every day on how they can reduce their carbon emissions with our design and advisory services. It goes without saying that WSP has its own responsibilities and targets to meet, and we too are on the journey to net zero. We first set a reduction target back in 2018. Last year, we increased our ambition, in line with fast-moving climate science. Our updated targets have been approved by the Science Based Targets initiative (SBTi), aligning WSP with the most ambitious aim of the Paris Agreement, to limit global temperature rise to 1.5°C.

Having formalised those objectives we are now moving from the '*what*' to the '*how*'. We have established a net zero task force and published a climate transition plan, and are continuing to assess and implement strategies to reduce GHG emissions. Earlier this year we issued our first standalone Task Force on Climate-related Financial Disclosures (TCFD) report, which addresses the potential impacts of climate change on our business. The report highlights how we are embedding climate-related considerations into our operations.

I am pleased to share that our initial reduction efforts are already paying dividends. In 2021, despite a partial economic rebound post-COVID, we cut our scope 1 and 2 emissions versus our 2018 baseline by 39%, and our scope 3 emissions by 12% during the same time period.

Q *WSP has been widely recognized as a leading ESG services provider. What is next?*

From an ESG perspective, our commitment and ambitions for the future remain no less bold, as demonstrated in our recently launched 2022-2024 Global Strategic Action Plan. Our plan is underpinned by the three biggest drivers impacting society today, namely ESG, Innovation and Technology. We are focused on reinforcing and extending our leadership position, in line with those drivers, so that we continue to play a pivotal role in the decades ahead in achieving a sustainable, equitable and prosperous future for our employees, clients and communities.

Recognizing the importance of ESG to business success, in 2022 we introduced a strategic multiplier in our short-term incentive plan focused on the achievement of six specific key strategic objectives, primarily related to our ESG initiatives.

Our 2022 – 2024 Targets

100%
integration of ESG criteria as part of global leader compensation

100%
completion rate of the Code of Conduct onboarding training

>90%
of business partners and suppliers will sign on to our Business Partner Code of Conduct by 2024

5%
increase in client satisfaction ratings per year

Governance & Risk Management

Corporate Governance

WSP Global Inc.'s Board of Directors ("Board") is responsible for the stewardship of WSP and oversees the management of the business and affairs of WSP. The Board of Directors' duties and responsibilities are set out in a formal charter, which was last updated in 2021.

The Board discharges its responsibilities directly and through its Committees, currently the Audit Committee and the Governance, Ethics and Compensation Committee. WSP's Corporate Governance Guidelines and 2022 Management Information Circular reflect WSP's compliance with securities laws and corporate governance best practices applicable in Canada.

Working with senior management, the Board develops key objectives for WSP's three-year strategic cycles and oversees the development of corporate strategy. The 2022-2024 Global Strategic Action Plan covers WSP's current activities. Within the plan, ESG is a force that drives everything we do.

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

Environmental, Social and Governance

WSP manages ESG matters from the highest levels of our organization. WSP's Board, through the GECC, is responsible for reviewing WSP's ESG policies and practices, monitoring our commitment to sustainability and overseeing our strategy and reporting of environmental and social matters.

The responsibility for ESG at the Board level is assigned to the Chair of the GECC, Linda Smith-Galipeau, who is considered an expert in the field of environmental and social matters. In this capacity, Ms. Smith-Galipeau has responsibility for company ESG goals, commitments, risks and opportunities, and acts as the Board liaison to senior management on ESG issues, which include climate-related risks and opportunities. ESG matters are also considered by the Board as part of the strategic planning process, and are fully integrated into our 2022-2024 Global Strategic Action Plan. The GECC's oversight responsibilities notably include the review of our greenhouse gas (GHG) emissions reduction targets and WSP's ongoing Future Ready® program.

At an executive management level, WSP has a Global Leadership Team (GLT) which focuses on assessing the risks that each business is facing and ensuring there are effective management processes in place to proactively identify and manage risk. Within the GLT, the responsibility for sustainability and climate change is assigned to the Global Corporate Director, ESG, André-Martin Bouchard, who engages regularly with Ms. Smith-Galipeau and provides quarterly updates to the GECC on the ESG program.

To advance our sustainability goals and internal initiatives, WSP has an internal Global ESG Committee, led by the Global Corporate Director, ESG. The ESG Committee provides a forum to enhance our ESG performance from both a regional and global perspective, on behalf of all our stakeholders. Membership of the ESG Committee includes representation from regional leaders, as well as WSP's global corporate functions. The Global Corporate Director, ESG's functions include the coordination of regional strategies aimed at identifying material ESG-related risks and opportunities, as well as the achievement of global targets.

More information about WSP's ESG approach is available in our 2022 Management Information Circular.

Global ESG Statement

Our Global ESG Statement defines our objectives and approach to embedding ESG matters in our services and advice to clients, in our operations, and in our communities. It covers all operating entities, and employees at all levels are responsible for respecting the commitments set out in the Global ESG Statement, which was last updated in May 2021.

Corporate and Business Risks

Our Risk Management (RM) function acts as a second line of defence, which ensures WSP's present and future key risks are identified adequately and in a timely manner, mitigated, and monitored to support the successful achievement of our operational objectives, our business strategy and continuous growth. Our RM function provides a standardized risk management framework with the global enterprise risk management (ERM) program, which is deployed regionally. In addition, RM takes an active role in the operationalization of risk management and governance across our core activities and acts as a risk advisor to key stakeholders, strengthening resilience throughout our RM ecosystem.

The ERM program comprises a risk universe that covers 13 areas. We assess our reputation from an impact perspective throughout these risk areas, which are represented in a reputation index. In addition, we have established a methodology to identify and monitor our emerging risks with a defined process involving key stakeholders, resulting in a consolidated emerging risk radar.

The risk universe areas are further divided into categories, from which key risks are identified by management and reviewed by the Audit Committee. These key risks are aligned with regional risks, alongside their respective mitigating mechanisms, including action plans, which are reviewed and updated periodically to ensure their adequacy and effectiveness. The top risk categories are not static, as they evolve during quarterly discussions with the Audit Committee, as well as part of a structured annual review process with the Board. At any time, the list may also include ad hoc risks, such as risks related to major strategic corporate projects or initiatives in progress. Risk owners are assigned at the global and regional level, and the Vice-President, Enterprise Risk Management reports on a quarterly basis to the Audit Committee.

Our RM governance includes a global Delegation of Authority policy (GDOA), and the regional delegations of authority are derived from this global framework. The GDOA, along with certain other related risk management policies, is managed and monitored by the Global Approval Panel (GAP). As such, certain business decisions which may involve higher risks for WSP must be reviewed and approved by the GAP before proceeding, and some are further escalated to the Board for approval.

A list of our top global risks and their definitions (including a summary of management and mitigation strategies, 2021 actions and 2022 planning), can be found here. In addition, discussion of the risks may be found in section 20 (Risk Factors) of the 2021 Annual Report (Management's Discussion & Analysis on pages M-33-50).

Precautionary Principle

Since we are a professional services firm, the work that we undertake for clients has a focus on both understanding and mitigating environmental risk and mitigating that risk. We implement the precautionary principle in the following ways:

— Our experts assess project risks and present clients with recommendations that protect the environment and prioritize health and safety.

— We provide clients with a range of solutions that seek to prevent environmental degradation and restore the natural environment (see the Earth and Environment services we offer).

— Within our own business, we are also proactive in managing climate change and other environmental impacts, striving to reduce our own GHG emissions in alignment with the latest climate science. In addition, we support clients in reducing their GHG emissions and adapting to climate change through resilient design.

LEED Building of the Year *Sweden*

SKF, a world-leading manufacturer of high-performance bearings, seals and lubrication systems, won LEED building of the year for its new headquarters in Götaholm (Gothenburg, Sweden). WSP was the LEED consultant on this project, where SKF's former central warehouse was transformed into the new energy-efficient head office, becoming the first building in Sweden to receive the Platinum rating under LEED v4. In 2021, the building was also certified WELL Platinum.

Climate Risks & Opportunities

WSP's Alignment with the TCFD Recommendations

As a publicly traded company and a leading provider of ESG services, including for TCFD, we understand the value of producing disclosures in alignment with the TCFD framework. Our interactions with investors and clients show that TCFD alignment not only produces effective climate disclosure, but more importantly promotes deeper attention to and integration of climate-related risks and opportunities.

WSP has publicly supported the recommendations of the TCFD since 2018 and has invested in aligning with the recommendations. In our 2020 Global ESG Report, we reported progress for the first time, and in March 2022 we released our first standalone TCFD Report. We plan to continuously enhance our alignment with the TCFD recommendations, and to integrate climate considerations into our governance, strategy and risk management processes, while tracking progress towards relevant climate-related metrics and targets.

At WSP, our climate actions go beyond simply aligning with the TCFD. As discussed in the Climate Transition Plan in this Report, we have set science-based GHG emissions reduction goals, as well as a target for Clean Revenues. Our commitment to TCFD reporting is just one component of our overarching strategy to align with the transition to a climate resilient and low-carbon economy.

In 2021, we undertook a qualitative climate scenario analysis to identify our top climate-related risks and opportunities, which is described in our standalone TCFD Report. These identified risks were further classified as acute and chronic physical climate risks, as well as risks and opportunities associated with a transition to a low-carbon economy. The results of the qualitative climate scenario analysis supported the integration of our ESG risks into our enterprise risk management program. Overall, our qualitative analysis indicated that we have a significant opportunity from the transition to a low-carbon and climate-resilient economy.

Financially Quantitative Climate Scenario Analysis

In 2022, we took our qualitative analysis further and began conducting a quantitative climate scenario analysis to understand the order of magnitude of the financial impact from climate-related physical and transition risks and opportunities under different scenarios. Conducting a quantitative analysis further enhances our TCFD alignment by helping us better understand the financial implications of different climate risks and opportunities, relative to one another, and better prioritize our resources for mitigation and adaptation activities.

The transition risk and opportunity analysis considers the demand for and applicability of services in our market segments under different low-carbon transition scenarios. This scenario analysis will be based on our 2022-2024 Global Strategic Action Plan, which was released in March 2022. Our transition risk and opportunity analysis is in progress and will be discussed in future disclosures.

Our physical risk scenario analysis reviews the risks to our operations and assesses the exposure of our offices and our people to the changing climate. The focus on offices and operations is guided by our qualitative analysis, which found these areas were most impacted by physical climate events. This methodology and the results of this analysis are presented in this Report.

Our Physical Climate Scenario Analysis Methodology

Our physical climate scenario analysis looked at two warming scenarios. A first scenario captured a high emission or warming pathway which was based on an RCP8.5 scenario[20]. The scenario results in 3.2 – 5.4°C of average global temperature rise by 2100, relative to pre-industrial times. A second scenario was used with reduced warming known as the RCP4.5 scenario[21]. The scenario results in 1.7 – 3.2°C of warming by 2100, relative to pre-industrial times.

Within each scenario, the potential impacts of a set of discrete climate hazards were evaluated. The hazards assessed included: extreme temperatures, drought and water stress, wildfire, coastal flooding and tropical cyclones.

These hazards were assessed at all our global leased office locations that were active in December 2021. Hazard exposure was measured as average decadal impacts between 2020 and 2100. We compiled the results for the decadal periods of 2020, 2030, and 2040 to be relevant for short-, medium-, and long-term analysis.

To understand how hazard exposure translates to financial impact for WSP, climate financial impact functions were applied. Impact functions are financial relationships which describe how changes in the climate may lead to financial impacts under different scenarios. The impact functions assess changes to WSP's operating efficiency, employee health and safety, access to services, and potential capital damage from the selected climate hazards. Impacts were assessed based on our inherent vulnerability to risks, and do not consider existing or planned adaptation or resilience measures.

The impact functions did not assess the risk to availability, continuity, or profitability of our client projects. Our project portfolio is diversified across geographies and services, and climate events are unlikely to cause significant impact to our portfolio at a given time. Further, we do not expect a changing climate to meaningfully impact access to markets or demand for services, and may instead generate opportunities for WSP to help our clients and communities to build adaptive capacity. The choice to focus the quantitative effort on people and operations was informed by our qualitative assessment.

Top Physical Climate Risks

The quantitative scenario analysis revealed that, while WSP has exposure to climate hazards, the risk to our operations and people is not significant. We observe that our top risks are sea level rise, extreme heat, flooding and wildfire. These results align with the qualitative analysis presented in our 2021 TCFD Report.

As the table below indicates, extreme heat is a risk to our people and operations in the short-, medium-, and long-term. Sea level rise and fluvial flooding pose a greater risk to our operating regions over the medium- and long-term. The financial figures contained within the table and in the subsequent discussion should not be interpreted as performance forecasts for our business in future periods. Rather, they represent a range of potential impacts under climate change scenarios to our business. Please refer to our forward-looking statements on the final page of this Report.

The table below captures the impacts for a high warming scenario. We do not observe significant differences between a high and low warming scenario over the time periods considered.

Resource Award for Water and Climate Solutions *Denmark*

Denmark's new Climatorium received the BIOFOS Resource Award in November 2021 for being an excellent example of how to create interactivity between water and climate solutions. WSP provided consultancy on programming, planning, preparing tender material for professional tenders, follow-up, expert supervision and construction inspections during the project. Serving as a knowledge, research and learning centre, the Climatorium forms a key element of the Coast-to-Coast Climate Challenge, in which 31 partners aim to safeguard Denmark against climate change through multiple projects over the next six years. Located in the municipality of Lemvig and drawing inspiration from the surrounding landscape, the Climatorium is designed to help solve climate challenges and turn them into something positive.

20 RCP8.5 refers to a representative concentration pathway with 8.5 W/m² of additional forcing due to anthropomorphic CO_2 emissions, as established by the Intergovernmental Panel on Climate Change (IPCC).

21 RCP4.5 also refers to a representative concentration pathway with 4.5 W/m² of additional forcing due to anthropomorphic CO_2 emissions.

HAZARD-SPECIFIC RESULTS FOR A HIGH WARMING SCENARIO

Hazard	Description of impact	2022-2030	2030-2040	2040-2050
Extreme temperatures	Projected increases in the frequency and intensity of heat waves and hot days are common across all sites and may be exacerbated by urban heat island effects in major cities. Extreme temperatures impact employee health and productivity, strain heating and cooling systems and particularly expose those in the field. Alternatively, cold stress may strain office building systems and impact employee residences, particularly in certain Canadian regions.	Low Risk	Low Risk	Low Risk
Drought and water stress	Drought and water stress are not expected to significantly impact the core regions in which we operate. Further, our business and assets are not significantly influenced by drought.	Low Risk	Low Risk	Low Risk
Wildfire	Climate change creates warmer and drier conditions that may increase the potential for wildfires, poor air quality and associated public health impacts to employees working in the office, remotely or in the field.	Low Risk	Low Risk	Low Risk
Coastal flooding	Rising sea levels could impact access to office and client sites, while impacting the liveability of some of our major client centres.	Low Risk	Low Risk	Medium Risk
Fluvial flooding	Changes in precipitation patterns may exacerbate nuisance and flash flooding in cities where our offices are located, hindering employee access to offices and field sites.	Low Risk	Low Risk	Medium Risk
Tropical cyclones	Tropical cyclones and extreme storms can damage our office facilities and impact our employees' availability and capacity for work during post-event recovery. While the impact of individual cyclones can be severe, and some regions such as the coastal regions of south-east North America are exposed, the added risk due to climate change is not generally expected to be a high overall risk for WSP.	Low Risk	Low Risk	Low Risk

LEGEND

Risk Level
Average annual losses ($2021/year)

- **Low Risk** *<$1,000,000*
- **Medium Risk** *$1,000,000 - $1,000,000,000*
- **High Risk** *>$1,000,000,000*

Implications for Our Business

Overall, the climate scenario analysis indicated that the financial impacts of physical climate risks are small, ranging from a cumulative all hazard impact of $1M to $7M average annual impact within the time periods assessed. The amount is less than 0.1% of our annual revenue of $10.3B reported in 2021, and a maximum of 1% increase in our non-personnel operating costs, reported as other operational costs of $745.8M, reported in our annual audited consolidated financial statements for the financial year ended December 31, 2021.

While the financial impact is generally small on an average annual basis, the impacts of individual catastrophic climate events may be significant for our people, our operations, our clients and our communities. We are therefore continuing to explore options to enhance our enterprise resilience, protect our people, reduce our overall GHG footprint, and maintain a high quality of service under changing and challenging climatic conditions.

Further, WSP provides climate adaptation services which will be in high demand under these scenarios. We consider these physical climate risks a potential opportunity to help our clients and communities to build resilience and to thrive in a world influenced by climate change. Additional details related to our climate risks and opportunities are present in our standalone TCFD Report. We consider sustainability and resilience a core part of what we do, for our clients, our people and society at large. We also consider it critical that we work towards sustainability and resilience in a manner that is equitable and inclusive. That is why, as we assess our resilience and adaptive capacity to climate change and our readiness to transition to a low-carbon economy, we will consider how we as a company are building towards an equitable future. We therefore plan to conduct a climate equity assessment as part of the next phase of our TCFD journey.

In addition, we will continue to assess the risks, opportunities and resilience of our strategic planning under a low-carbon economy using our transition risk and opportunity analysis, assessed against our 2022-2024 Global Strategic Action Plan. We plan to complete this analysis in 2022.

Materiality & Stakeholders

Materiality Assessment

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

> A full description of our materiality assessment can be found in our **Managing our ESG Impacts** document.

MATERIAL TOPICS

ESG Impact Area	Topic Name
Operational Environmental Impact	Energy
	Water
	Waste
Environmental Compliance	Environmental Compliance
Climate Change	Climate Change Resilience
	GHG Emissions
Safety and Security	Occupational Health and Safety
Employment and Workforce	Employee Training and Education
	Employment Practices
Inclusion and Diversity	Diversity and Equal Opportunity
	Non-Discrimination

ESG Impact Area	Topic Name
Community and Society	Local Community Impacts
	Indigenous Relations
Financial Performance	Financial Performance
Projects and Clients	Innovation
	Project Impacts
	Clean (Green) Revenue
Ethics	Ethics and Integrity
Information Security	Information Security and Privacy
Supply Chain	Supply Chain

Engaging our Stakeholders

This table summarizes our general engagement with the main stakeholder groups that are interested in, interact with and benefit from our business activities. In addition to the engagements below, we describe our interaction with business partners in various sections of this Report including "Ethics & Integrity" and "Supply Chain Management", and our relationships with communities in "Community Engagement".

Stakeholders	Types of Engagement	Examples of Feedback
Employees	Employee surveys Townhall meetings and other information from leaders Interactive webcasts with the CEO Global and local internal communications Annual and ESG reports Social media campaigns	— Employees believe GHG emissions should be managed, and that WSP should implement the same decarbonization solutions that it recommends to clients. In April 2021, we set science-based GHG emission reduction targets, putting us on the path to "net zero" across our value chain by 2040. A webinar was also organized to present new targets to employees. — A global engagement/feedback survey was launched in 2021; 81% of our employees participated. — We engaged with leaders as part of the global strategy development process (some 1,800 leaders were surveyed). — I&D remains crucial; in 2021 a new role was created: Global Director, I&D.
Investors and analysts	Investor days, meetings, roadshows, conferences Financial reports Press releases/media relations Annual Information Form Annual meeting of shareholders Management Information Circular Annual and ESG reports Project site visits	— Attended two ESG conferences organized by Royal Bank of Canada (RBC) and one sales desk conference organized by Stifel. A total of 13 ESG investor/analyst meetings were held. — Proactively reached out to large institutional investors in Canada/US/Europe, to discuss shareholder-related matters and to provide clarity on our governance practices. — Senior management took part in discussions with investors and analysts focused on our ESG initiatives, including diversity/inclusion programs, Board diversity, corporate governance and executive compensation. — Other topics covered with investors and analysts: climate ambitions; integration and culture following M&A; I&D; diversity beyond gender; new strategic plan targets.
Clients	Project communications Project feedback Client interviews Thought leadership Workshops/panels during events	— WSP regularly receives questionnaires from clients regarding our ESG program or performance. Topics include health and safety, GHG emissions, energy, water, waste, supplier diversity, environmental management systems and I&D. — Client feedback was requested during the global strategy development process. — Client satisfaction was evaluated as part of NPS surveys sent out in most of our larger operating countries.

Ethics & Integrity

The integrity of our firm and its business partners is, and will always remain, paramount. WSP's reputation depends on our ability to be outstanding professionals, which means acting with honesty, integrity and respect in our daily dealings with colleagues, clients and other business partners.

› To learn more about how we manage Ethics and Integrity, please see our **Managing our ESG Impacts** document and our **2022 Management Information Circular**.

2021 ACHIEVEMENTS AND 2022 OBJECTIVES

Program Objective	2021 Progress	2022 Focus
Run an Ethics and Compliance program supported by proper governance and up-to-date policies	— Following an audit conducted by Ethisphere, WSP was awarded with Compliance Leader Verification certification for 2021-2022. — Released our new Code of Conduct in the fourth quarter. — Launched our Fair Competition Policy and Reporting and Investigations Policy.	— Carry out the annual review of the Code of Conduct. — Review of our Third Party Code of Conduct, and renaming of this policy to the "Business Partner Code of Conduct". — Review key policies, including the Anti-Corruption Policy, Fair Competition Policy, Human Rights Statement, and High Risk Countries and Sanctions Compliance Policy.
Empower leaders to better understand and communicate ethics-related issues	— Continued ethics moments at the beginning of senior meetings.	— Launch a "Manager's Toolkit" for ethics-related topics.
Provide ongoing training to WSP's employees	— All regions completed Code of Conduct annual refresher training. — Virtual live training on specific topics was provided to targeted groups.	— Ongoing completion of our onboarding training for new hires and launch of our 2022 annual refresher training. — A live training on business integrity will be rolled out to targeted groups of employees.
Maintain a high level of awareness with respect to our Business Conduct Hotline	— An awareness campaign for the Business Conduct Hotline was carried out.	— A Business Conduct Hotline campaign is planned for 2022 (an annual campaign). — Completion of the Manager's Toolkit on "speak-up culture".
Increase awareness of Ethics and Compliance	— A reminder regarding business courtesy exchanges was communicated to employees at the beginning of the festive season. — A social media campaign involving 10 members of senior management was launched on Anti-Corruption Day.	— Planning to highlight Anti-Corruption Day in 2022. — Planning the annual reminder to employees regarding business courtesy exchanges. — A new series of internal leadership articles on ethics and integrity topics will be published.

2021 in Numbers

AS AT DECEMBER 31, 2021:

99%
of employees had completed the Code of Conduct onboarding training

100%
of employees had completed the annual Code of Conduct refresher training

For a regional breakdown of training completion, please see Appendix A (Social and Governance Performance).

24
members of the Ethics and Compliance team (or approximately 1 member per 2,300 employees)

100%
of the Board of Directors signed a certification of compliance with the Code of Conduct (an annual procedure)

BREACHES OF THE CODE

In 2021, we received 302 reports from our reporting channels. Of these reports, 76 were either substantiated or partially substantiated policy breaches, of which 3.95% (i.e. 3 reports) contained discrimination allegations, and 2.64% (i.e. 2 reports) contained harassment allegations. Remedies implemented, or in the process of implementation for these 5 reports are as follows: 3 resulted in termination; 1 resulted in discipline and 1 resulted in training.

Information Security & Privacy

WSP depends on its information systems for its continued and successful operation. Our reputation with our clients and our employees depends on the diligence we exercise in keeping the information we handle safe and secure.

› To learn more about our approach to information security and privacy, please see our **Managing our ESG Impacts** document.

Highlights

In 2021, we:

— Ran our annual refresher training during Cybersecurity Awareness Month

— Rolled out our principal Global Information Security Campaign through August

— Completed our annual review and obtained Board or Audit Committee approval of our Information Security policies and Global Privacy Policy

— Continued our ISO 27001 certification program, certifying select operations in Asia, Australia and New Zealand

— Included a privacy awareness module in our mandatory annual Information Security training assignment

Supply Chain Management

WSP's Global Procurement team develops procurement strategy, governance principles and guidelines to support corporate purchases and subcontractor selection. Our supply chain did not undergo any significant changes in 2021.

› To learn more about how we manage our supply chain, please see our **Managing our ESG Impacts** document.

2021 Highlights

SUPPLIERS AND SPENDING

In 2021, we:

- Worked with approximately 40,000 suppliers around the globe.
- Spent approximately $303 million on lease payments (mainly for our office space worldwide) and approximately $745 million on other operational costs (including information technology, professional fees, travel, etc.).
- Spent approximately $500 million on goods, specialized equipment and specialized services, in addition to $1.9 billion on subcontractors for project work.
- Counted Autodesk, Dell, Microsoft, Atos and Bentley Systems among our largest suppliers.

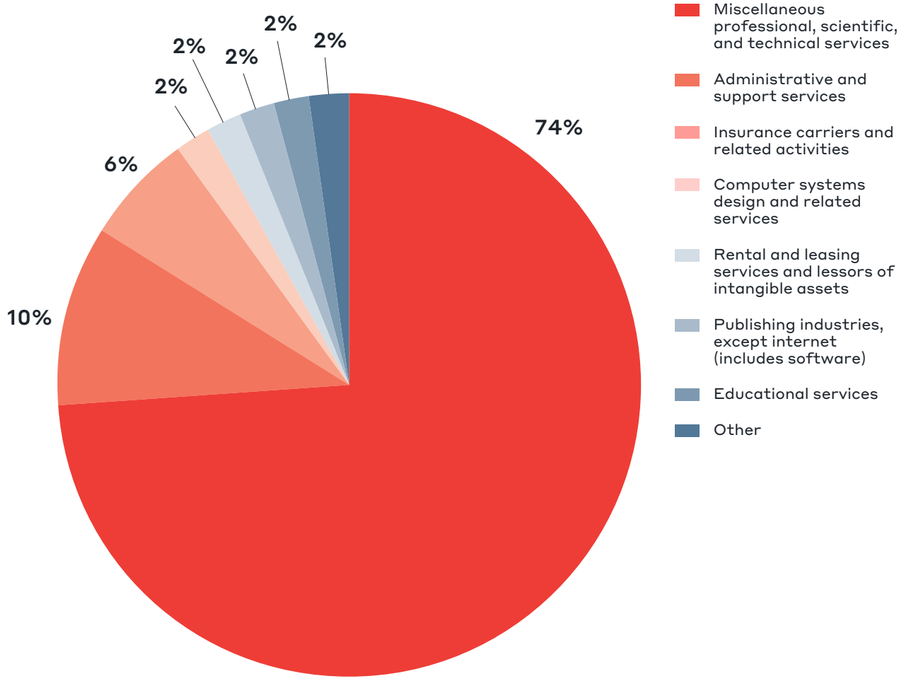
Sustainable Procurement Program

UK

The UK team led the way in developing and implementing a sustainable procurement program in 2021. The aim of the program is to ensure a consistent approach to how we identify and manage the environmental and sustainability impacts of the goods and services we procure. To help us meet our sustainability targets and promote sustainability and innovation through the supply chain, this program reflects the ISO 20400 Sustainable Procurement guidance, which sets out best practices for sustainable procurement. Key milestones included incorporating ESG into our Procurement Policy and embedding it within the procurement process. For example, ESG questions were defined for inclusion in tenders and supplier onboarding. The UK procurement team, in collaboration with the UK ESG team, was mobilized to identify and realize opportunities for ESG delivery. Accomplishments to date include an increase in third-party green spending. Further collaboration will identify additional ESG delivery categories for review, including site surveys, packaging and travel.

SPENDING BY CATEGORY

The following diagram shows our spending by category for 2021.



THIRD-PARTY VETTING[22]

By the end of 2021:

- Our global business partner vetting system (launched in 2020) had been rolled out to cover nearly all our operations, with the exception of Central Europe, Asia and certain countries in Latin America and the Caribbean (approximately 85% of WSP was covered by our business partner vetting systems).[23]
- Over 19,700 active approved business partners had been vetted.

Supplier Diversity Program

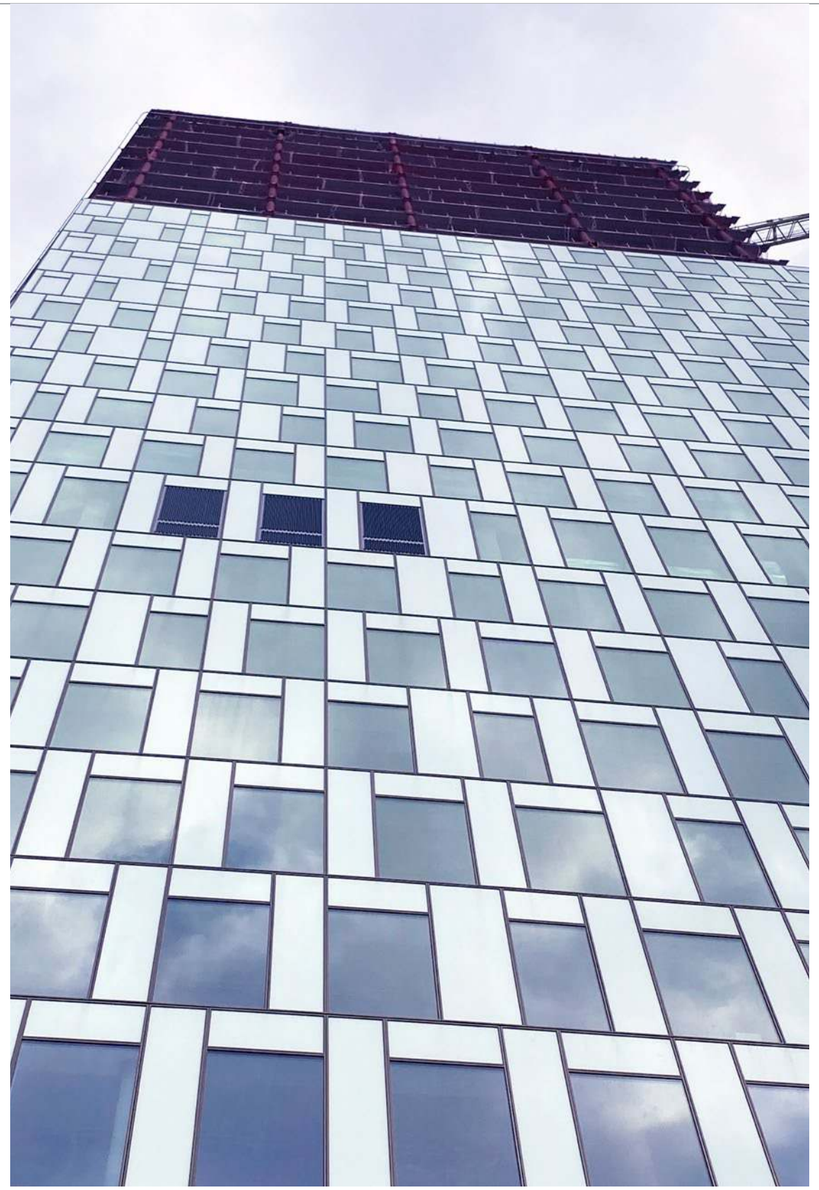
NEW ZEALAND

We are currently implementing a supplier diversity program in New Zealand to increase the number of suppliers who are women, Māori or Pasifika. Participating businesses are classified as SMEs (small and medium-sized enterprises), social enterprises or other minority-owned entities. The program is designed to:

- Improve the transparency of our supply chain, reportable through our finance systems, both internally in support of client bids and when reporting to our clients on supplier diversity in the projects we delivered.
- Provide opportunities for engagement with more diverse groups of suppliers, e.g. by accessing registers of Indigenous providers, building cultural capability and growing relationships.
- Make it easier for suppliers to engage with WSP, e.g. by adopting simple and agile sourcing approaches.

22 Until our vetting system is rolled out globally, we are unable to report on the percentage of business partners that received our Business Partner Code of Conduct.

23 Our UK business uses a different vetting system, which was fully operational in 2021.



CASE STUDY

Planning a Future of Sustainable Construction

SWEDEN

70

The impact of climate change was calculated for around 70 buildings

WSP worked closely with Boverket on two building-related projects to help it prepare for the future.

Sweden's National Board of Housing, Building and Planning (Boverket) hired WSP to work on two different projects that will lay the groundwork for future initiatives.

One project concerned the circular economy and reusing materials, while the other dealt with reference values for climate impacts.

On the first project, WSP helped to produce a report that will form the basis for potential future guidance on reusing different structural parts. Interest in recycling building components is growing, tying in with efforts to create a more sustainable society.

Emphasis was placed on the potential reuse of load-bearing steel beams and pillars, hollow-core slabs, bricks and glulam beams and how to ensure their performance when reused. Costs, logistics and technical aspects were also investigated and explained.

The second project was carried out in cooperation with the Royal Institute of Technology (KTH). The main goal was to develop climate impact reference values for five different building types. After calculation and quality assurance methodologies were developed, the climate impact was calculated for some 70 buildings.

The resulting reference values can be used in connection with procurement decisions or for developing legislative requirements, as well as establishing targets for real estate developers.

CASE STUDY

Transforming a City

HELSINKI, FINLAND

The Kalasatama-Pasila project's hallmark is excellence in community planning. Our team is involved in designing a new tramline serving various Helsinki neighbourhoods.

Kalasatama is one of Helsinki's top regional development projects. Over the next 20 years, the district will be transformed into a green residential area offering thousands of new jobs.

Working in an alliance with Destia and Sweco, WSP will be managing infrastructure design, alongside the City of Helsinki. In addition to providing traffic, environmental and infrastructure services for the tramway line, WSP will be contributing its project management expertise.

Our infrastructure design considers not only the quality of the end result, but also procurement and servicing during construction. The overriding goal is to minimize traffic disruption and to create a pleasant urban environment that serves the needs of a growing population by providing sustainable solutions.

The aim is to create a welcoming and diverse environment that encourages people to walk, cycle or use public transport instead of driving.

Read more >

CASE STUDY

Helping Mining Companies Plan for Climate Change

CANADA

The Mining Association of Canada (MAC) asked WSP to consider risks associated with potential future climate changes.

Mines often have a life that spans decades, with infrastructure and closure design that may be needed in perpetuity. Due to climate change, mines may face a vastly different reality in the future than they do today. So how can the industry plan for higher temperatures, extreme rainfall or drought, rising sea levels and wildfires?

Golder, now part of WSP, developed a best practices document for the MAC, focusing on climate change risks. A better understanding of climate risk is needed so mines can adapt and operate more sustainably.

The guidance takes a scalable approach while encompassing the entire project life cycle, from pre-feasibility to design, operation and closure. It provides the industry with clear direction on how to incorporate climate change considerations, as well as information sources and documentation requirements.

The new "Guide on Climate Change Adaptation for the Mining Sector" also supports the Towards Sustainable Mining Climate Change Protocol, to which all MAC members are required to adhere.

Read more >

Social Impact

IN THIS SECTION

Fostering Our People's Ingenuity: An Interview

About Our People

Inclusion & Diversity

Indigenous Relations

Community Engagement

Health & Safety

Our Projects & Society

Fostering Our People's Ingenuity: *An Interview*

Q *What are the key takeaways with regards to people in our 2022-2024 Global Strategic Action Plan?*

WSP is at its core a people business, and its success is dependent on the ingenuity and expertise of its employees. Our people power everything we do at WSP. Investing in our approximately 55,800 colleagues is more critical today than ever before. COVID-19 has radically shifted expectations around where and how we work. It's the reason why, of the four strategic foundational pillars set out in our new global strategy, the People & Culture pillar comes first.

Our people are driven by two things: possibility and purpose. They want to be empowered by a flexible and supportive workplace, and they want to make a difference through meaningful work in the community. WSP's responsibility is two-fold. For our employees, we must provide a fulfilling, inclusive and enabling environment to ensure an exemplary experience with clear paths for career advancement. For our clients, we must strive for the most diverse workforce possible to leverage our collective talent and ensure innovative client delivery.

Megan Van Pelt

Global Chief Human Resources Officer

Q *Can you define the "WSP Way"?*

One of WSP's greatest attributes is the multiplicity of our professionals worldwide, all with different specialties, backgrounds, experiences and perspectives. Unveiled in the Plan, the WSP Way is a new initiative which aims to harness our purpose, brand and culture to both retain our incredibly diverse cohort of professionals and attract new talent. The initiative will unify and embed the core practices, skills and mindset that are central to WSP's ethos, via a global curriculum. With the focus on supporting our people as they pursue technical and functional excellence, we believe it will form the foundation for driving a rewarding employee experience and provide a magnet for our employees of the future.

Q *WSP is aiming to create a best-in-class work environment. What does that mean for employees?*

With the pandemic, the past two years have been unquestionably challenging, but this unprecedented period also showed us how remote working is both achievable and effective. Going forward, we want to facilitate working routines which reflect this new reality. It is important that we offer our workforce a hybrid working environment, where going to the office is not an obligation but a welcome opportunity to collaborate – and socialize – with colleagues through purposeful meetings. We are reimagining our office spaces away from traditional office desking to multi-use areas that are better suited to fostering the collaboration that is critical to what we do. This is particularly important to allow our emerging professionals to make new connections and tap into the experience of senior team members, while bringing their own ideas and perspectives to the mix.

Our 2022 – 2024 Targets

75%
of leadership roles filled internally

>1%
increase in retention per year

5%
increase in the number of promotions per year

10%
decrease in the total recordable incident rate per year

5%
year-over-year increase in women and under-represented groups (includes middle management/senior leaders)

Upper quartile
sense of trust and belonging at work

Q *How is WSP ensuring that its employees have opportunities to thrive professionally and develop their careers?*

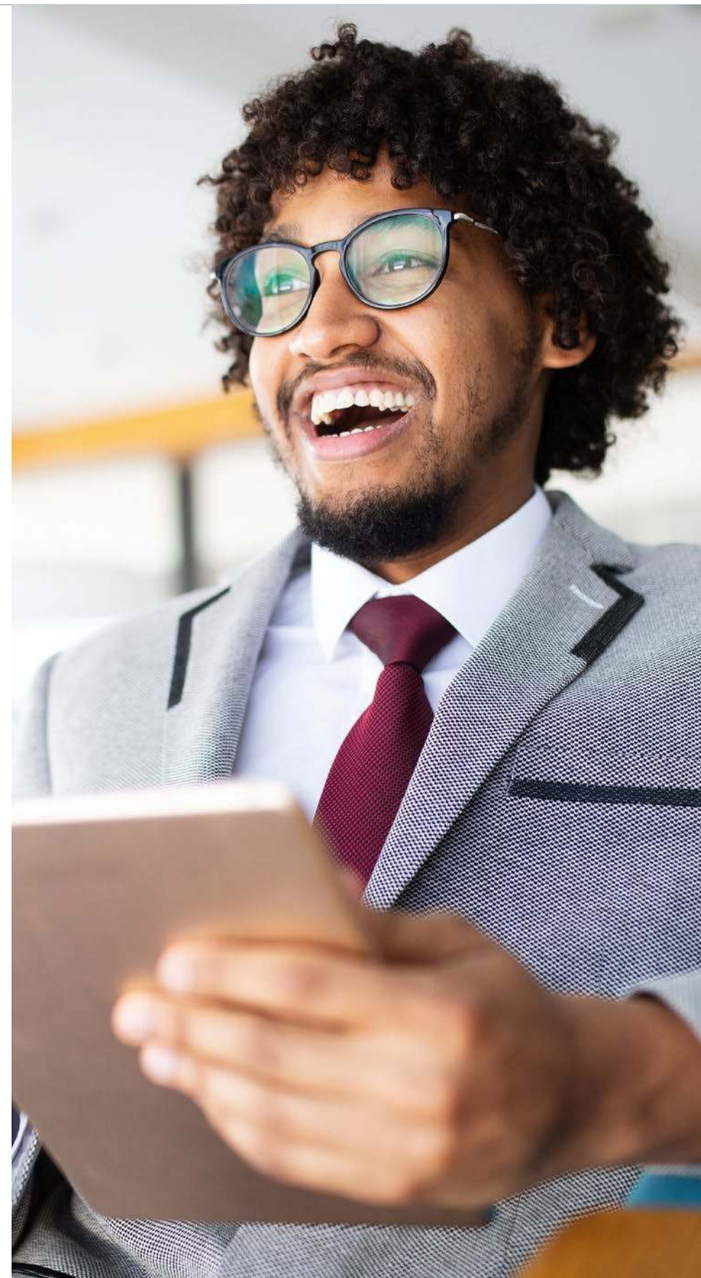
We know that our employees want to work on impactful projects where they can make a difference and leave a positive mark in their communities. We have worked hard over the past year to develop a common language across all regions, and a job architecture that facilitates internal mobility – both upward and lateral. This common platform, together with the practical measures to create a seamless working environment, means that our people can carve out career paths and aspire to work on pioneering projects, regardless of which business line or geography they are in. Not only does this give them exciting prospects, it also ensures our clients will be guaranteed the best collective expertise from across WSP for their projects.

Underpinning this internal mobility is continuous access for every WSP member to professional development opportunities. We are investing in digitally upskilling our workforce to unlock new capabilities. Furthermore, our discipline specific Practice Area Networks (PANs) are fundamental to driving innovation globally. They offer WSP employees the chance to collaborate and share best practices with colleagues who share the same specialisms around the world.

Q *How is WSP driving Inclusion and Diversity across the organization?*

WSP considers I&D as fundamental to its business as the health and safety of its employees. This is because diversity of thought in the design process drives inclusivity in the outcomes, which in turn addresses the needs of as broad an audience as possible in the communities in which they are sited.

We have made great strides in embedding and formalizing a culture where differences of all kinds are celebrated and valued. Our efforts are already being recognized internally by our employees, and externally, for example by the UK's Association for Consultancy & Engineering which named us Inclusive Employer of the Year, 2021. Nevertheless, in any organization I&D must never be taken for granted, and we are determined to drive this further into our own. I&D is foundational and part of the fabric of our global strategy, ensuring it is reflected right at the start of hiring practices in every single office and team. In addition, we have created a new global director role for I&D, bringing fresh impetus to related efforts worldwide.



About Our People

At its core, 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 extraordinary efforts to provide our approximately 55,800 people with a best-in-class inclusive and diverse work environment to deliver on their full potential.

Human capital management and talent development are crucial to our success and establish the key drivers that enable us to be an employer of choice while delivering value to our clients and stakeholders. We are committed to providing a workplace where employees thrive and have career opportunities that align with their ambitions.

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

Total Workforce as at December 31, 2021[24] [25]

BY REGION AND GENDER

	2019		2020		2021	
CANADA						
Male	5,350	68%	4,743	68%	6,054	64%
Female	2,571	32%	2,247	32%	3,424	36%
Total	7,921	100%	6,990	100%	9,478	100%
EMEIA						
Male	14,098	71%	13,058	71%	14,132	70%
Female	5,765	29%	5,437	29%	6,057	30%
Total	19,863	100%	18,495	100%	20,189	100%
AMERICAS						
Male	8,876	67%	8,571	67%	10,669	67%
Female	4,322	33%	4,283	33%	5,357	33%
Total	13,198	100%	12,854	100%	16,026	100%
APAC						
Male	6,049	69%	5,787	68%	6,485	67%
Female	2,709	31%	2,768	32%	3,155	33%
Total	8,758	100%	8,555	100%	9,640	100%

24 Data reported cover global employees as at December 31, 2021. Employee data broken down by region and gender is not yet available for two 2021 acquisitions – Englekirk Structural Engineers and Knight Partners LLC. As a result, the available percentage breakdown is applied to the total number of employees to estimate the number of employees in each category for those acquisitions. Data represent 99.6% of total employees.

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

Talent Attraction, Engagement & Retention

Across our global business, WSP continues to develop a culture focused on empowerment and adaptability, allowing it to deliver on commitments and adapt to constantly changing environments. Over the past year, we have focused on both employee physical and mental wellness; on benchmarking and maintaining competitive compensation packages; and on placing an emphasis on teamwork. Providing both career advancement opportunities and professional development support across our global businesses is a top priority.

› Learn more about how we manage talent attraction, engagement and retention in our **Managing our ESG Impacts** document.

2021 PERFORMANCE

Although our average global voluntary turnover rate for the past three years was 13.7%, which is an improvement compared to our baseline rate of 15% in 2018, we fell short of our goal of reducing voluntary turnover to 12% by the end of 2021. In 2021, our global voluntary turnover rate stood at 17%. This is not a satisfactory outcome for us, and reducing turnover remains a top priority for all our teams at WSP.

We always focus on internal employee opportunities, before seeking to hire new talent, and have greatly enhanced our efforts to retain employees through engagement, career development, and enhancing opportunities for internal mobility. To support talent acquisition, our global Talent Acquisition Community of Practice continues to share ideas and best practices. However, to support our growth, we were extremely successful at attracting new talent in 2021, with a new hire rate of 22%, increased from 13% in 2020.

NEW HIRES AND EMPLOYEE TURNOVER[26]

	CANADA			AMERICAS			EMEIA			APAC			TOTAL		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Number of New Hires	1,285	637	1,633	2,042	1,502	3,072	3,180	2,250	4,352	1,849	1,264	2,035	8,356	5,653	11,092
New Hire Rate	17%	9%	19%	19%	13%	23%	18%	13%	23%	22%	15%	24%	19%	13%	22%
Number of Employees Who Left the Company	1,314	487	1,646	2,131	1,079	2,814	3,181	3,289	3,797	1,477	1,354	2,048	8,103	7,620	10,305
Turnover Rate	17%	14%	19%	20%	15%	21%	18%	18%	20%	18%	17%	23%	18%	17%	21%
Voluntary Turnover Rate	13%	7%	17%	15%	10%	15%	14%	10%	16%	15%	13%	21%	14%	10%	17%

26 Employees joining and leaving acquisitions after the acquisition date are included in the overall total of new hires, but excluded from the calculation of new hire and turnover percentages. Turnover data are not available by gender and age.

2021 HIGHLIGHTS

— **Employee engagement survey:** 81% of our workforce participated in our 2021 global engagement survey, resulting in a score of 7.6/10 on our global engagement index, which benchmarks us against peer organizations utilizing the same survey vendor. The results of the survey were used to shape our people strategy for our 2022-2024 Global Strategic Action Plan, and our regions have developed action plans to positively respond to feedback.

— **Developed consistent global job architecture:** By establishing a common job architecture, we can more easily leverage talent across the globe and provide additional career opportunities to employees.

— **Launched a global project and program delivery portal:** Piloted in the US and implemented globally in 2021, the platform streamlines program management and knowledge-sharing, enabling employees to spend more time on project delivery and less on administrative tasks.

— **Hired redeployment specialists:** As a key part of our retention strategy, redeployment specialists were hired in key regions to focus on internal mobility.

— **Progressed implementation of global Enterprise Resource Planning (ERP):** ERP will support global and standardized talent management and development programs, keeping the focus on our people's priorities, increasing team effectiveness and reducing administrative tasks.

Career Zone

ALL REGIONS

In 2021, we implemented "career mapping" in all regions, providing employees with a clear understanding and visibility on how they can drive their career progression. In Canada, we launched an interactive career zone to facilitate the career mapping, where employees can access development resources and learn more about roles at WSP. The platform includes information on different job families and functions, job profiles and stories from employees. The majority of WSP regions have a similar tool or are implementing a career zone.

2021 EMPLOYMENT BENEFITS[27]

We continue to leverage our regionally empowered model to ensure our employees receive the best benefits available. The table below summarizes benefits available to full- and part-time employees in our principal operating regions.

	CANADA*	USA	UK	SWEDEN	CHINA REGION	AUSTRALIA	NEW ZEALAND	INDIA
Life Insurance	F,P	F,P**	F,P	F,P,T	F	-	-	F
Health Care	F,P	F,P**	F,P***	F,P	F,P***	-	-	F
Disability and Invalidity Coverage	F,P	F,P**	F,P***	F,P,T	F,P***	F,P	-	F
Parental Leave	F,P	F,P**	F,P	F,P,T	F	F,P	F,P,T	F
Retirement Provision	F,P	F,P	F,P	F,P,T	F,P	F,P	-	F
Stock Ownership	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

27 Benefits are reported for significant locations of operation, defined as those countries with over 1,500 employees (Canada, US, UK, Sweden, China region, Australia, New Zealand and India).

Wellbeing

Wellbeing is immensely important for WSP, and therefore all of our regions provide wellbeing support programs. These programs offer a range of resources to support physical, mental, social and financial wellbeing. Access is open to all via our regional intranets and typically includes a mixture of reading resources, webinars, e-learning courses, competitions, online health assessments and links to specific support provided by external providers.

> Learn more about how we manage wellbeing in our **Managing our ESG Impacts** document.

Nordic Taskforce 2021-2022

NORDICS

The two-year Nordic Taskforce program provides WSP employees with personal/professional development opportunities while addressing strategic operational challenges. Destined to become tomorrow's leaders, the participants primarily come from Sweden, Norway, Finland, Denmark and Romania.

The focus in 2021-2022 is innovation. With the pace of societal development increasing every day, we must be more innovative when meeting clients' needs. A two-day conference on this topic was recently held in Denmark with Central Europe's equivalent program, the Central European Taskforce. Addressing issues such as innovation from the client's perspective, this conference featured exercises designed to promote creativity and new concepts.

Reflecting our firm belief that a strong innovation culture is crucial, the Nordic Taskforce created a roadmap to bring innovation into our day-to-day work.

2021 HIGHLIGHTS

As part of the measures taken in response to the COVID-19 pandemic, WSP's regions complemented their existing health and wellbeing offerings to better support our people. Those initiatives included training programs enabling participants to provide mental health triage and support to colleagues; workshops for managers designed to enhance understanding of common mental health matters and practical strategies; wellbeing program webinars; and client and employee webinars to share expertise on the effects of the COVID-19 pandemic on society and markets. Specific examples of 2021 wellbeing initiatives include:

- A Mental Health Week was sponsored in Canada, focused on mental health and developing personal resilience.
- A personal pledge campaign was run in the US, to recognize, re-educate and reduce the stigma around mental illness and substance use disorders.
- We supported International Stress Awareness Month and Mental Health Awareness week in the UK, with a focus on steps to help support mental wellbeing.
- Art or photography competitions were organized about "Life in the Pandemic", to encourage employees to express emotions through creative activities in mainland China.

In 2022, WSP also developed a global wellbeing team to leverage expertise more effectively across our global offices.

Mental Health Toolkit

CANADA

Leaders play an important role in creating and maintaining a healthy and productive workplace by adopting an open and caring approach towards employees. This includes helping to fight any stigma related to mental health within our teams and broader workplace. In Canada, we developed a Mental Health Toolkit for leaders to help them address mental health issues effectively and sensitively. The toolkit includes information on resources available and educational videos on topics ranging from how to facilitate discussions; how to support coworkers and employees who are struggling; and recognizing signs of distress and acting upon them.

Talent Development

Investing in our people is essential. We are committed to promoting career development and upward mobility to support employees in designing a fulfilling career path. A wealth of information and training is available to employees across the organization to develop their knowledge and skills.

› Learn more about how we manage talent development in our **Managing our ESG Impacts** document.

2021 PERFORMANCE

- 74% of global leadership roles were filled internally, slightly below our 2021 target of filling over 75% of global leadership positions (and those of their direct reports) by internal candidates.
- Employees spent an average of 20 hours on learning and development activities.[28]
- Approximately 140 participants worldwide participated in the Global Project Management Academy (GPMA), a program designed to enhance project management skills.

Global Rail and Transit Academy

GLOBAL

In 2021, WSP launched a Global Rail and Transit Academy, which offers interactive educational modules led by WSP experts. Its objective is to enhance employees' understanding of the complexity of railway and public transport projects to build capacity within the sector. The academy led five courses in 2021. Topics covered in 2021 included track alignment, air contact systems, railway operations, reliability, zero emission buses and bus rapid transit.

2021 HIGHLIGHTS

Talent development was a key focus in 2021.

- As technical capabilities are a key driver in our organization, a global example is our Practice Area Networks. In 2021, we had more than 100 global networks across the organization, with employees collaborating, sharing best practices and mentoring colleagues across the globe to deliver solutions for our clients.
- We had formal development programs for employees in the early career stage in all regions, that both develop and provide career paths. Supported by leadership mentoring, and training and development offerings, these programs aim to ensure our future success.
- Example programs include:
  - Our Mobility program in Australia and New Zealand facilitates movement of employees within Australasia, allowing them to benefit from diverse experiences to gain experience and knowledge.
  - The Capacity Building Initiative in the US is a 9-month program where mid-career professionals focus on internal projects that move our company forward. Participants get hands-on leadership experience, networking and mentorship opportunities, and contribute to the development of initiatives that really make a difference.

Reverse Mentorship Program

SWEDEN

Placing greater emphasis on sustainability, our team in Sweden has been running a "reverse mentorship" program since 2014, in which employees with sustainability expertise are paired with more senior colleagues who want to broaden their perspectives and increase their competence in this area. At the same time, junior employees have a chance to hone their client relations and business skills.

The purpose is to enhance WSP's business prospects (via more sustainability projects and greater sustainability within each project), skills development and visibility. The collaborative nature of the mentorships facilitates knowledge exchange and interactions between different units, benefitting the company as a whole. In 2021, 16 employees took part in the program, under the theme: Get to know our clients and their needs through Future Ready®.

28 We are unable to report training hours by gender or employee category.

Inclusion & Diversity

WSP continues to enthusiastically support an inclusive workplace culture and drive a more diverse and balanced workforce. By creating an agile working environment globally, we can support personal vitality, work-life balance and diversity by making WSP even more accommodating for different people. Furthermore, we are committed to promoting an empowering culture through a work environment where I&D are both expected and valued. This is evidenced through our Global I&D Strategy, as well as our Global I&D Policy.

> Learn more about how we manage I&D in our **Managing our ESG Impacts** document.

Since 2020, Marie-Claude Dumas, our President & Chief Executive Officer, Canada, has been the Global Sponsor for I&D. In 2022, Jane Grant was named Global Director, I&D, reporting to our Global Chief Human Resources Officer. Both leaders monitor and help define WSP's I&D global vision and priorities, and lead global I&D initiatives, including our global I&D network. Open to all employees, the network meets quarterly to share best practices from each region. The Global I&D Strategy was refreshed for 2022-2024 and articulates our vision of having WSP recognized by our people, peers and clients as a safe, inclusive workplace. The strategy sets the foundation for each region in the development of their local targets and initiatives.

Employer of Choice for Gender Equality
Australia

WSP was recognized as an Employer of Choice for Gender Equality for 2021-23 by the Workplace Gender Equality Agency. This honour is designed to encourage, recognize and promote active commitment to achieving gender equality in Australian workplaces. As an integral part of WSP's efforts to foster an inclusive and diverse culture, gender equality plays a key role in our strategic planning, both globally and locally.

GOLD Program

USA

In the US, we sponsored the first Growing Our Leadership Diversity (GOLD) program cohort. GOLD is a new 12-month program designed to prepare and promote women and under-represented groups for their next role at WSP. GOLD is intended to diversify our leadership ranks and bring more inclusive decision-making to the highest levels of our company. GOLD participants are paired with WSP executives as sponsors, who provided mentoring and supporting to foster their development. Benefitting from the knowledge and insight gained from the executive team, GOLD members have greatly expanded their networks and personal brand, internally and externally.

2021 Performance

— In 2021, WSP amended its Corporate Governance Guidelines to set a formal target of 30% women on its Board. This target has been surpassed as 37.5% of WSP's current Board members are women. There were no persons who self-identify as a person with disabilities, Indigenous or as a member of a visible minority among our Directors. Diversity beyond gender is a priority for WSP as a whole, including at the Board level. WSP's Board is fully aware of the importance of building a diverse and competent team and is committed to improvement of its own diversity, beyond gender.

— 23% of our members of senior management are women (five women out of a total of twenty-two Global Leadership Team (GLT) members). In the GLT there is one executive who self-identifies as a visible minority (5%) and no executives who self-identify as Indigenous or as a person with disabilities.

— 35% of leadership positions in support functions and operations across WSP's major regions were held by women; these represent 213 leadership positions out of a total of 603. In our current strategy, we are particularly focused on increasing the proportion of women in operations.

— 23% of our wider management positions (business leaders and middle management) were held by women, a slight increase compared to 2020 (21%).

Inclusive Employer of the Year *UK*

WSP was among the winners of the 2021 Consultancy and Engineering Awards presented by the Association for Consultancy and Engineering. These awards celebrate outstanding people, teams and projects from the world of consultancy, engineering and the built environment. As the Inclusive Employer of the Year, WSP impressed the judges with its new strategic plan and its efforts to support inclusivity. According to the judges, WSP boasts a "lived and breathed" culture in which staff are in the driving seat as change makers.

DIVERSITY BY EMPLOYMENT CATEGORY[29] [30]

	BUSINESS LEADERS			MIDDLE MANAGEMENT			ENGINEERS & CONSULTANTS			BUSINESS SUPPORT			TOTAL		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Gender															
Male	84%	83%	81%	78%	78%	76%	71%	70%	70%	26%	29%	31%	69%	69%	68%
Female	16%	17%	19%	22%	22%	24%	29%	30%	30%	74%	71%	69%	31%	31%	32%
Age[31]															
30 and Under	<1%	<1%	<1%	2%	2%	1%	36%	35%	33%	19%	19%	19%	24%	23%	22%
31 – 50	44%	45%	43%	63%	62%	62%	49%	51%	52%	54%	54%	56%	53%	54%	54%
51 and Over	56%	55%	57%	35%	36%	37%	15%	14%	15%	27%	27%	26%	23%	23%	24%

29 Employee category data by gender and age are not yet available for three 2021 acquisitions – Golder, Englekirk Structural Engineers and Knight Partners LLC. As a result, the percentages provided relate to the available data, which represent 87.9% of permanent employees.

30 Quantitative metrics related to equal remuneration cannot be disclosed for the global company and significant locations of operation due to confidentiality. There are some exceptions, where WSP meets disclosure requirements according to local legislation.

31 87.5% of our Board members are over 50 years old. Information published in our 2022 Management Information Circular, dated March 30, 2022.

2021 HIGHLIGHTS

- **Diverse Global Leadership appointments:** Marie-Claude Dumas as President and Chief Executive Officer, Canada; Anna-Lena Öberg-Högsta as CEO, Nordics region; Megan Van Pelt as Global Chief Human Resources Officer; Wendy Stoveland as Global Director, Communications; Renae Walter as Global Director of Health and Safety (her role was expanded to Global Director of Health, Safety, Environment & Quality in 2022).
- **Global Inclusion & Diversity Policy update,** setting the standards for WSP to move towards an inclusive mindset.
- **"Five Generations in the Workplace"**, a week-long virtual series focused on how we can better leverage strengths from each generation and understand differences in communication and work styles, was held in the US.
- **The Visibility and Inclusion in the Built Environment (VIBE) employee resource group** published the VIBE Respectful Language Guide in Australia to provide information on how to use more inclusive language.
- **"Guidelines on Gender Transitions in the Workplace"** were published in Canada. This resource aims to provide guidance to employees and leaders to create inclusive and affirming environments for people who identify as transgender and/or gender non-conforming.
- **An International Women in Engineering Day themed podcast** was published by our Middle East colleagues, titled "Engineering role models for a more diverse future".
- **International Women's Day's "Choose to Challenge"** was celebrated through sharing sessions and discussions on gender equality in Asia.
- **"Inspirational speakers"** were scheduled through the year in the UK, so colleagues could hear personal stories on a range of I&D topics.

For more information on WSP's approach to diversity and gender balance, please consult pages 42-44 of our 2022 Management Information Circular.

Leadership Award for Advocating for Women in Transportation
USA

Deborah Brown, Senior Vice President and National Director of Alternative Delivery for Advisory, received the Ethel S. Birchland Lifetime Achievement Award from the American Road and Transportation Builders Association (ARTBA) in recognition of the leadership role she has played in advocating for women in transportation. In addition to providing innovative leadership in public finance, Brown implements public-private partnerships (P3) and develops and delivers innovative financing solutions for critical transportation projects. As Vice President, and incoming President, of ARTBA's P3 Division, she aims to spotlight unconscious bias while encouraging diversity, equity and inclusion.

Indigenous Relations

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

Aotearoa New Zealand

Hāpaitia te ara tika,
pūmau ai te rangatiratanga
mo ngā uri whakatipu

Foster the pathway of knowledge
to strength, independence and growth
for future generations

WSP's New Zealand team is dedicated to providing for a future that is inclusive and centred on Aotearoa New Zealand. Our relationships and knowledge of Te Ao Māori drivers allow us to build mana-enhancing partnerships; these are 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 wellbeing.

Australia

In Australia, WSP acknowledges Aboriginal and Torres Strait Islander peoples as the traditional owners and custodians of the land, including the places where we live and work. We also recognize their contribution as the first engineers and scientists. Efforts to create sustainable, vibrant and connected places where Aboriginal and Torres Strait Islander peoples are empowered to thrive in the natural and built environment are aligned with the United Nations Sustainable Development Goals.

Capping off a decade of continuous work, WSP's STRETCH Reconciliation Action Plan was endorsed by Reconciliation Australia in late 2021. WSP is the only engineering firm in Australia to have achieved this status.

Canada

WSP's Indigenous Relations Policy remains the foundation of our relationship-building with Indigenous 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. WSP believes that Indigenous engagement practices need to be tailored to the specific needs and opportunities surrounding our project sites. We encourage contractors and proponents to train and hire qualified labour and purchase resources from local Indigenous businesses. As a proud member of the Canadian Council for Aboriginal Business (CCAB), we also opted into the CCAB's Progressive Aboriginal Relations certification process.

WSP recognizes that success depends on building long-term relationships and reinforcing a culture of sharing alongside Indigenous Peoples. Throughout Canada, WSP has developed relationship agreements with many Indigenous communities. As part of our ongoing Indigenous Employment Initiative, we continue to enhance our capacity to recruit, train and retain Indigenous employees. A key piece of this initiative involves promoting technical training in key sectors, information sharing and community networking.

WSP is also proud to collaborate with Indspire's Building Brighter Futures program, which is designed to create a new series of educational awards to further pathways and possibilities for Indigenous youth. In this regard, we track and monitor workforce diversity and hire from workforce development and skills training programs that include pre-employment support for people who are under-represented and/or face barriers to traditional employment, including Indigenous Peoples.

We recently launched Our Promise—an executive-level strategic commitment to I&D across five pillars, including building the next generation, harnessing the passion of our employee base, delivering I&D related learning across the organization, facilitating communication and embracing transparency.

Our Canadian team is led by the National Director, Indigenous Relations and Social Sciences, in collaboration with sector representatives and regional working groups.

South Africa

In South Africa, Broad-Based Black Economic Empowerment legislation (B-BBEE) was implemented to address inequalities associated with apartheid. The related government program encourages businesses to integrate black people into the workplace, to support black businesses and to give back to poor black communities affected by land repossession. 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).

We did not identify any material events of noncompliance with the rights of Indigenous Peoples in our operating regions in 2021.

CASE STUDY

Manawatū Tararua Highway Stormwater Design

NORTH ISLAND, AOTEAROA NEW ZEALAND

WSP was hired by Waka Kotahi NZ Transport Agency to provide water infrastructure, stormwater and flood risk management services on this complex, large-scale infrastructure project.

Te Ahu a Turanga Manawatu-Tararua Highway Alliance

Facing numerous geographical challenges, including steep topography, high rainfall, existing flooding/erosion issues and the presence of numerous steep streams, WSP delivered stormwater solutions and water-sensitive urban design practices that tread lightly on the surrounding landscape.

The new system includes 40 culverts, 10 bridges, 12 wetlands, 5 km of constructed streams and 20 km of open channels.

This project also exemplifies Te Ao Māori values and Treaty of Waitangi principles. This marks a major step forward for Waka Kotahi, as representatives from each iwi group were on the Project Alliance Board. The Māori word iwi roughly translates as "tribe" or as an extended kinship group.

12.4 km

Also known as Te Ahu a Turanga, the highway provides a vital connection between two regions

Māori values influencing the stormwater design include ki uta ki tai (mountains-to-sea approach), recognition of the whakapapa (genealogy) of the Manawatū River's tributaries (adopting a whole-of-catchment approach) and kaitiakitanga (guardianship), realized through the protection and enhancement of sensitive environments.

In the middle of the Manawatū Gorge lies a large red rock called Te Ahu a Turanga, which is considered tapu (sacred). Historically, Māori travelling along the river by canoe said a prayer when they passed it. Even in the worst floods, Te Ahu a Turanga remains uncovered by water.

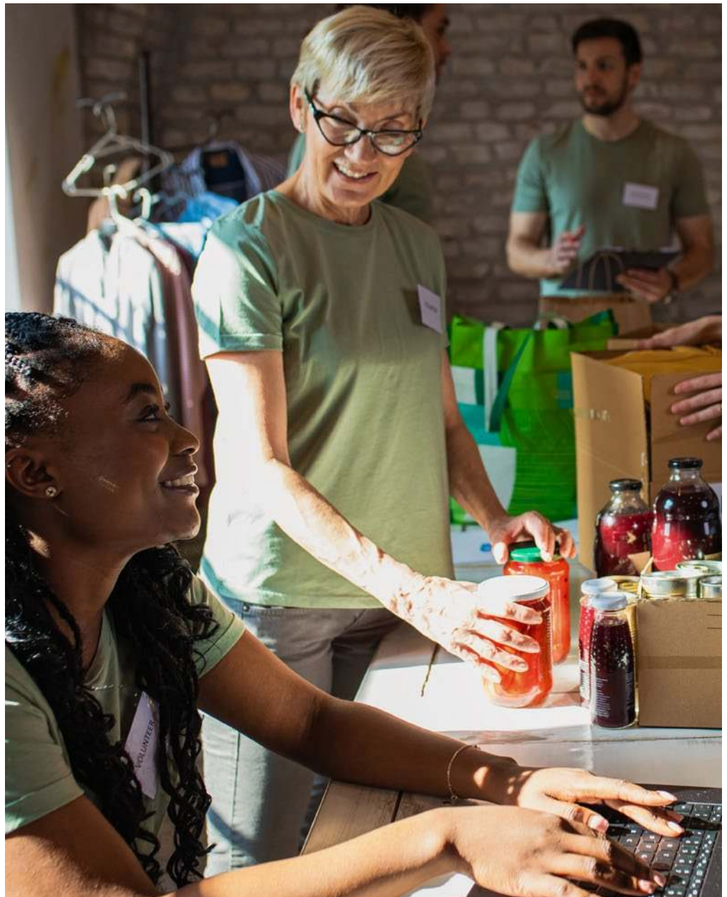
The stormwater design incorporates these cultural considerations by protecting highly valued streams and wetlands, ensuring integration with the surrounding landscape, separating clean (waimāori) and dirty (waikino) water, promoting fish passage, minimizing construction disturbance, emphasizing native and locally sourced planting and naturally treating road runoff. Cultural indicators of environmental health have been developed and will be monitored throughout construction.

Read more >

Community Engagement

$2.4M[32]

WSP's estimated charitable donations to communities globally in 2021



As a global company, WSP is actively participating in the development of local communities and recognizing the collective rights of these communities. Through our projects, our employees' commitments and our corporate activities, we strive to contribute positively to the places where we operate.

WSP's belief is that for societies to thrive, we must all hold ourselves accountable for tomorrow. Our Global ESG Statement states that we will give back to the communities where we live and work with time and resources. Our commitment is exemplified in part by the framework we have developed for our philanthropic programs, named "Thrive", which is linked to our impact on the United Nations Sustainable Development Goals.

While the program was launched in Canada during the last strategic cycle, WSP plans to roll it out globally during the new 2022-2024 strategic cycle to better measure its collective impact across its businesses.

Our efforts are directed in the form of investments, partnerships and pro-bono expertise, all guided by the passion of our people.

› To learn more about how we manage our community engagement, please see our **Managing our ESG Impacts** document.

The following pages present a small selection of initiatives demonstrating how we supported our communities across the globe in 2021.

32 This figure covers approximately 94% of our global business (in terms of employee numbers). This does not include pro-bono services, or volunteer service days. The percentage of operations with local community engagement programs has not been quantified.

Making an Impact

Colleagues from Australia took part in an online mapathon, as well as hosting an on-site event in Brisbane

MAPPING THE WORLD'S MOST VULNERABLE COMMUNITIES

WSP has been a keen participant in the Missing Maps initiative since 2016. Established in 2014, this humanitarian project involves organizations helping to map out parts of the world that are particularly vulnerable to natural disasters, conflicts and epidemics. Members include Doctors Without Borders (Médecins sans frontières), the Red Cross and the Humanitarian OpenStreetMap Team (HOT).

A Missing Maps mapathon is a great opportunity for volunteers to digitally connect and create urgently needed data so decision-makers can better respond to crises. In 2021, WSP held mapathon events in Australia, New Zealand, Sweden and the UK. We leverage open-source platforms, such as OpenStreetMap (OSM), to create rich data that humanitarian response teams can use to help them do their work more effectively.

BUILDING THRIVING COMMUNITIES
CANADA

WSP held its Month of Giving campaign in November to support our most vulnerable and disadvantaged neighbours who were adversely impacted by the COVID-19 pandemic. Employees were encouraged to contribute by donating to WSP's annual United Way campaign or by getting involved as community volunteers. In total, we raised $434,195, while our employees contributed 1,757 hours in support of local communities. In addition, WSP contributed $25,000 to disaster relief after the floods in British Columbia and $25,000 to United Way Canada.

EMPOWERING PEOPLE
UK

WSP supported Urban Roots, a community-led environmental and health improvement charity based on Glasgow's Southside. The organization aims to empower local people to make choices and lifestyle changes that are beneficial for them, their communities and the environment. WSP's £2,500 grant will be used to buy building materials for five raised garden beds. In addition to spending more time outdoors, the participants will develop their knowledge of food growing, including the importance of local and seasonal food. In the UK, the WSP Foundation helps various organizations based on nominations submitted by employees. This assistance will enable recipients to undertake projects designed to leave a lasting legacy.

REACHING OUT TO UKRAINIANS

The beginning of 2022 sadly reminded everyone how evolving geopolitical realities impact us every day. The situation in Ukraine is no exception. In March 2022, WSP announced it will no longer be pursuing assignments in Russia and Belarus, and we have pledged an initial donation of $50,000 to United Nations Children's Fund (UNICEF) and $50,000 to the United Nations High Commissioner for Refugees (UNHCR) in support of their work in assisting refugees in Ukraine and neighbouring regions.

In a more direct way, a number of our employees in Poland are hosting Ukrainian families in their homes. WSP also helped a subcontractor company that had to move its office out of Ukraine. WSP assisted by lending office equipment and supported them financially in setting up their new office in Poland.

Looking Out for Others

SUPPORTING STROKE PATIENTS
HONG KONG

In the run-up to the Mid-Autumn Festival—the second-largest traditional holiday after Chinese New Year—our Hong Kong volunteer team spent a meaningful Saturday morning with stroke rehab patients and their families. With nearly 3,000 deaths each year, stroke has become one of Hong Kong's major killers. In September 2021, WSP volunteers met with stroke rehab patients and their families to find out more about the disease and the journey to recovery. We also distributed mooncakes, traditionally eaten during the Mid-Autumn Festival, together with gift packs.

HOLDING A SAFE HAND
DENMARK

WSP supports Danske Hospitalsklovne (Danish Hospital Clowns), an organization that uses humour to help sick people, especially children. The goal is to strengthen patients' spirits and rekindle their love of life so that they can overcome their illness. For many children, clowns offer a safe hand to hold when hospital life is painful. Danish Hospital Clowns are not volunteers: they are paid professionals with their own custom-tailored 18-month training program, which is internationally recognized.

FOSTERING FRIENDLY COMMUNITIES
HONG KONG

WSP is committed to fostering a more age-friendly community while enhancing the quality of life of elderly people in Hong Kong. As a sign of our commitment, we joined various initiatives launched by Neighbourhood Advice-Action Council, a local NGO focusing on community support. In July 2021, our Hong Kong volunteers joined forces with social workers from the Tung Chung Integrated Services Centre. Everyone rolled up their sleeves to deliver a nutritious menu of fresh food to 65 elderly community residents in need, ensuring that a vulnerable population receives active network support.

LIVING A BETTER LIFE
UK

InFocus, an Exeter-based charity, supports children and young adults with vision impairment and complex physical needs in the hopes of empowering these inspirational individuals to live their best lives. WSP Foundation's £2,500 grant will allow ambulant students and wheelchair users to move more easily around the site. Trees will be cleared to let in light and more sensory plants will be added to the existing garden to improve physical fitness, health, mood and cognition.

The Future in Mind

PROVIDING CLEAN WATER IN UGANDA
SWEDEN

Tragically, over 22 million Ugandans lack direct access to clean water, and WSP has been working on a life-saving project since 2011. A collaboration between WSP and Solvatten has so far benefited over 1,000 people in the African country. Solvatten ("sun" + "water" in Swedish) is a water purification/heating device designed for off-grid use in the developing world. Driven by solar energy, the device is light and portable, with one 10L unit providing a family with clean hot water for up to 10 years. Since Solvatten neutralizes bacteria, viruses and parasites, health outcomes have improved, so children can spend more time at school.

In sub-Saharan Africa, nearly 70% of household energy is used for cooking, washing and heating water. Women are often responsible for collecting firewood and fetching water. Thanks to Solvatten, they no longer need to travel to community watering holes, where they may even be exposed to violence. In addition, ending overdependence on wood and coal will help to save forests and reduce CO_2 emissions.

INSPIRING THE NEXT GENERATION OF ENGINEERS

The pandemic brought many things to a halt, but our determined people found ways to share their passion for engineering and science with others. We received numerous stories of individuals who took to the stage, went to schools, or provided mentoring to promote engineering and sciences. We selected a few to show how our desire to help others runs deep in our DNA.

In the UK, colleagues from WSP organized virtual work experience sessions for students studying engineering, giving a real insight into the different roles possible. "It was a great opportunity to advertise our apprenticeship scheme to students and it generated a lot of interest in WSP," said Taylor Stevenson, a Senior Bridge Engineer from our Guildford office.

In Canada, many local initiatives geared towards high school and college students provided insight into engineering. "The intent is to inspire more students to pursue engineering, especially students who don't have exposure or role models in this field," explained Erin Hemm, a project manager based in Ottawa.

In Sweden, WSP has supported Engineers Without Borders for many years through employee engagement and activities. Leo Holmgren from our Göteborg office organized lectures and mentoring to help newcomers. "Some people fled their countries because of war, and they just need a little help to move forward," he said.

In the US, colleagues represented the company as judges in the New Mexico State University College of Engineering Governor's STEM challenge. The annual event hosts teams from high schools across the state that come prepared to present a prototype developed for a specific challenge. "Having participated in various science fairs and academic competitions while growing up, I know how much of an impact these competitions and events had on me," said Caitlin DeCastro of the Albuquerque office.

Engaging with Indigenous Communities

INTEGRATING MĀORI VALUES
AOTEAROA NEW ZEALAND

Established in 2017 to bring together diversity and inclusion practices across New Zealand's Public Service, Papa Pounamu is the Māori Special Interest Group within Te Kokiringa Taumata | New Zealand Planning Institute. It continues to work towards the integration of Māori cultural values in the planning process throughout Aotearoa New Zealand. It also aims to boost the ranks of Māori professional planners.

WSP NZ sponsors the Papa Pounamu Whakatutukitanga Scholarship, which fosters the participation of rangatahi (youngsters) within the planning profession. As part of the awards process, emphasis is placed on students' academic work and their contribution to their iwi (tribe), hapu (sub-tribe) and whānau (extended family), and how this could impact or change our understanding of planning in Aotearoa.

STRENGTHENING ABORIGINAL RELATIONSHIPS
AUSTRALIA

In March 2021, WSP took the opportunity to "step up and clean up" on Heirisson Island (Western Australia) with a view to strengthening our relationships with people and place. Aboriginal Elders from Sister Kate's Home Kids Aboriginal Corporation hosted an insightful "Welcome to Country and Smoking Ceremony", providing us with a newfound appreciation of the cultural, historical and environmental significance of the land we walked. Volunteering together and being active outside in nature are the perfect ways to realize our vision of creating thriving communities that are both future-ready and sustainable.

Award of Excellence for Indigenous Design
Australia

WSP's Indigenous design efforts were recognized at the AILA Landscape Architecture Awards when the Level Crossing Removal Project in Melbourne and its Indigenous Design Guidelines garnered the prestigious 2021 AILA Victorian Chapter Award of Excellence for Research, Policy and Communications. The guidelines were created as a tool to further empower traditional owners, Aboriginal designers and delivery partners on future projects to generate meaningful opportunities to share their cultural values and stories with the wider community.

Health & Safety

Our Global Health and Safety (H&S) program brings together every region and segment of our business under a robust global management system. At its core, our program creates a collaborative and steadfast H&S culture that instills accountability at every level of our company, including the Board. We evaluate our H&S performance by tracking key performance indicators, identifying and focusing on hotspots, and setting and refining goals. In this section, we highlight our annual H&S performance, progress towards our goals, and the evolution of our H&S strategy.

› To learn more about how we manage H&S, please see our **Managing our ESG Impacts** document and our 2021-2023 Zero Harm Roadmap.

Gold Health and Safety Award
Middle East

In 2021, for the third year in a row, WSP was presented with the Gold Health and Safety Award by the Royal Society for the Prevention of Accidents. In addition, WSP was awarded the Health at Work Award and the Initiative of the Year – Middle East Award for our "Treat the Heat" campaign. These internationally recognized honours are a testament to our relentless drive to improve occupational health and safety standards. This success also demonstrates the continued efforts and commitment put in by our people across all our projects and offices, and illustrates the importance we continue to place on health, safety and wellbeing.

2021 Highlights

UPDATED OUR 2021-2023 ZERO HARM ROADMAP

We updated our roadmap to further focus on wellbeing.

PROMOTED POSITIVE OBSERVATIONS

In addition to sharing lessons learned from H&S incidents, we doubled down on our program for reporting positive observations, as we believe that enhanced tracking plays a significant role in changing H&S culture and driving improvements. By tracking positive observations, we can aggregate best practices from across regions and share them globally.

Reimagining Our Heath & Safety Strategy

In 2021, with the integration of Golder, we sought to build upon our strengths and reimagine our H&S program at the global level. In 2021, we established a guiding H&S vision to underpin our strategy, governance and actions: *We value our people by embedding safety every time, with everyone, in everything we do.* Through this vision, we seek to create an H&S culture where each employee is empowered to promote a safe and healthy workplace for ourselves and others who may be affected by our activities.

In line with our new vision, we reinforced our commitment to zero harm for all employees. This commitment grounds our work with a foundation that harm is preventable and that all our people can go home safely every day. To drive our commitment, we begin by further ingraining behaviour-based safety principles in all our work and embedding H&S risks and controls throughout our project life cycles.

We recognize that our H&S strategy must apply the same vision and principles across all our businesses, while remaining nimble and tailored to the specific needs of our regions and various service lines. To ensure that we fully integrate our vision throughout WSP, our enhanced strategy focuses on bolstering our defined processes for global and regional H&S program implementation, which includes enhancing opportunities to share H&S learnings across our regions and business lines.

In 2021, we also restructured our H&S team to further improve continuity and accountability. Starting at the top, our new H&S team structure provides more visibility and oversight of H&S from our GECC and executives. Our GECC continues to receive quarterly updates that include information not only on our H&S management system and performance, but also on the tactical ways we are implementing change and driving action.

A key emphasis of our enhanced H&S strategy includes preventing major incidents. We recognize that major incidents with the potential to cause serious harm can alter the lives of our employees and undermine trust with our employees and other stakeholders. To prevent major incidents, we started building a significant risk program that includes enhanced training and communication, increased leadership oversight and a consistent implementation of our investigation methodology for evaluating major incidents, should they occur.

In 2021, as many of our employees started to return to offices and work sites, we focused on basics to ensure that the foundation of our H&S program was ready to meet emerging challenges. Throughout the year, we continuously evaluated our performance to identify challenges, recognize achievements and strengthen the network of best-practice sharing across WSP. More broadly, we understand that tracking and reflecting on our performance is key to driving step-level change in our management of H&S.

"We are a people business and we must ensure that our employees feel empowered to put their health and safety first at all times."

Renae Walter
Global Director of Health, Safety, Environment and Quality

We also recognize that H&S is closely interlinked with and affected by employee wellbeing. Our H&S team works closely with our HR team to ensure we take a unified approach to employee wellbeing. As such, our H&S management system embeds mental health and wellbeing expectations into project-level H&S planning and actions. Read more about WSP's approach to employee wellbeing in the About our People section.

2021 Performance

Our H&S performance metrics cover all directly employed staff under management of WSP in 2021, and do not include sub-contractors or consultants. Injury rates are calculated as per Standard 103 - Reporting Requirements, an internal WSP standard. In 2021:

— We reached our 2021 goal to achieve a Lost Time Injury Rate (LTIR) of <0.1 per 100,000 hours worked, in all regions except for Latin America and the Caribbean (LAC). In this region, we did not meet our target due to an increased regional footprint and a higher risk profile with the acquisition of Golder, which included more high-risk project types.

— We reported zero fatalities. However, two high-consequence work-related injuries occurred related to a single incident. We conducted an in-depth investigation to understand the root causes and lessons learned. We shared these lessons globally to help drive process improvements in project-related H&S management.

Although we are proud of our progress, we will continue to work hard to improve. We rely on our metrics to identify challenges and implement programs and actions that remediate potential negative impacts. As such, we examined specific regions where Total Recordable Incident Rate (TRIR) lagged behind our global average to identify actions that could improve performance. In addition to our company-wide safety goals, we implemented regional targets to guide specific efforts throughout our business.

NUMBER OF INCIDENTS[33]

REGION	LOST TIME INJURIES			ALL INJURIES[34]			TOTAL RECORDABLE INJURIES
	2019	2020	2021	2019	2020	2021	2021
CANADA	11	7	8	205	149	229	29
UNITED STATES	10	8	15	77	73	125	50
LAC	5	10	8	5	12	20	13
EMEIA [35]	18	7	10	71	25	37	16
ASIA	3	4	6	8	5	8	7
AUSTRALIA-NEW ZEALAND	4	5	6	73	54	137	18
GLOBAL	51	41	53	439	419	556	133

RATE OF INCIDENTS[36]

REGION	LOST TIME INJURY RATE (LTIR)[37]				ALL INJURIES FREQUENCY RATE (AIFR)[38]			TOTAL RECORDABLE INJURIES (TRIR)[39]
	per 100,000 hours	per 200,000 hours			per 200,000 hours			per 200,000 hours
	2021	2019	2020	2021	2019	2020	2021	2021
CANADA	0.05	0.16	0.12	0.10	3.07	2.47	2.87	0.36
UNITED STATES	0.07	0.12	0.09	0.14	0.92	0.83	1.17	0.47
LAC	0.11	0.15	0.32	0.21	0.15	0.38	0.53	0.34
EMEIA	0.03	0.10	0.04	0.10	0.41	0.15	0.21	0.09
ASIA	0.09	0.09	0.12	0.18	0.25	0.16	0.25	0.21
AUSTRALIA-NEW ZEALAND	0.07	0.09	0.11	0.12	1.67	1.15	2.64	0.35
GLOBAL	0.05	0.12	0.10	0.11	1.02	0.98	1.14	0.27

We have amended our H&S reporting to report incidents per 200,000 hours, in line with industry best practice. Except where noted, rates are calculated per 200,000 hours worked by region, with a global total of 97,898,703 hours worked in 2021. Our 2021 LTIR per 100,000 hours worked is also included below to demonstrate progress against our 2021 LTIR target. Beginning in 2021, we are reporting TRIR per region.

33 In 2021, we had two high-consequence work-related injuries in the US and in 2020, we had one in Canada. A high-consequence injury is defined as an injury from which the worker cannot, does not, or is not expected to recover to pre-injury health status within six months. The rate is too low to appear in the table. In 2019, we did not have any high-consequence work-related injuries.

34 "All injuries" includes all work-related injuries regardless of severity or injury type and does not include treatment injuries. Common types of injuries include bruises, strains, cuts, fatigue and bone fractures arising from driving, manual handling, contact with equipment, slips/trips/falls and ergonomics.

35 Europe, Middle East, India & Africa.

36 We have undergone growth through acquisitions. Year-on-year comparisons should therefore be viewed with caution.

37 LTIR is the number of fatalities and injuries with more than one day lost, per 200,000 (or 100,000) hours worked.

38 AIFR is the number of fatalities and total injuries, including first aid cases, per 200,000 hours worked.

39 TRIR is the number of work-related injuries classified as Lost Time, Restricted Work and/or Medical Treatment beyond first aid per 200,000 hours worked.

Our Projects & Society

At WSP, we know that successful projects are underpinned by effective engagement with our clients and the communities they serve. Through collaboration with the full spectrum of stakeholders, we contribute to creating a better future for our cities, regions, communities and environment.

By involving stakeholders and including communities to shape proposals in a planned and effective way, we can reduce social and reputational risk, minimize project delays, and maximize stakeholder support. With well-designed engagement and communication upfront and continued throughout our work, we deliver successful, innovative projects. In this section we illustrate how two WSP regions are focusing on delivering Future Ready® project outcomes.

"In the pursuit of equity and racial justice, our Equity Center of Excellence will foster a world where everyone can achieve their potential, participate fully and access all opportunities our work generates."

Denise Turner Roth,
Advisory National Business Line Executive and ECE Director (WSP USA)

Equity Center of Excellence (ECE): Building a More Equitable Future

USA

In February 2022, WSP in the US launched the Equity Center of Excellence to provide equity services to create places, infrastructure, and experiences that improve quality of life for historically underserved, marginalized and disinvested communities. Equity is inextricably linked to our clients' priorities, including public trust, effective investments, distribution of benefits and sustainable outcomes. Our work explores the history of decision-making and community impact, the diversity of experiences among members of the same group, and the implications of common static indicators like race, income and pollution.

The four key objectives of the ECE are to:

- Operationalize equity in WSP's business development and project delivery
- Advance WSP's mission to create lasting societal value
- Deploy best practices and processes across WSP that empower all colleagues to guide clients in placing equity at the centre of their planning, and
- Attract and retain diverse talent so that our project teams reflect the communities we serve.

Social Value: Enhancing Lives Through Purposeful Impact

UK

Social value is the wider financial and non-financial value we create for society through and alongside our day-to-day work by addressing inequities and improving quality of life. Whenever we enhance the wellbeing of communities, help people build shared values and mutual respect, or regenerate the environment, we create social value.

In the UK, an increasing number of our clients expect us to demonstrate a positive, measurable contribution to social value. WSP has been working to further integrate and measure social value on our projects in line with the National Themes, Outcomes and Measures (TOMs) framework, which is built around 5 themes and 48 measures.

While WSP inherently generates social value through the infrastructure projects we deliver, we have also been asking ourselves how we can, as consultants, generate additional social value beyond the core services provided by the project. How can we create healthier, safer and more resilient communities? How can we support decarbonization and environmental protection as well as social innovation? This is at the heart of our Future Ready® approach.

In the UK, we have made a bold commitment to **generate £120m of additional social value by 2024**. This additional activity will come from a blend of corporate activities, many of which – such as charitable giving and volunteering – are in place through existing programs, and from tailored local activities to create social value in places where we hold projects or contracts.

Read more >

"We need to devise solutions with a true understanding of the community at hand. Social value applies differently to each project and each community and developing an understanding of the key areas of improvement is the main way we can unlock it."

Rachel McEvan,
Associate Director
(WSP UK)

CASE STUDY

Building a World-Class Landmark

BRISBANE, AUSTRALIA

WSP is supporting the BESIX Watpac-led Connect Brisbane team in its work on the iconic Kangaroo Point Green Bridge for the Brisbane City Council.

Artist impression of commercial activation opportunity. Image is indicative only and subject to approval. Copyright 2022 Brisbane City Council.

Serving as the project team's lead consultant and structural engineer, WSP is providing structural, civil, geotechnical, hydrology, sustainability, mechanical/electrical, ITS, project control and digital engineering services.

The bridge will link Kangaroo Point to the Brisbane Central Business District and facilitate walking and cycling between the two shores.

460m

length of river crossing

Brisbane's next iconic landmark will be among the world's longest span cable-stayed pedestrian bridges. Designed to be future ready, the structure will complement the city skyline and minimize visual impacts while featuring design elements consistent with the area's sub-tropical climate.

Key features include the 460m-long river crossing, an elegant single-mast cable-stayed structure, dedicated cycle and pedestrian paths, a variety of places to pause and take in expansive river and city views and a shaded pedestrian path.

There will also be potential commercial opportunities, such as food and beverage outlets and event spaces.

The Kangaroo Point Green Bridge will form one of several bridges aimed at reducing traffic congestion and improving sustainable travel options in the city. Construction began in late 2021, with expected completion by late 2023.

Read more >

CASE STUDY

Improving Transportation Forecasts through Future Ready®

NORWAY

In 2020, WSP was commissioned by Jernbanedirektoratet (the Norwegian Railway Directorate) to develop better methods of predicting development and user trends.

Transportation infrastructure planning is challenging because the assets involved (trains, stations, etc.) are designed to last for many years. However, traditional forecasting cannot address certain issues reflected in rapidly changing travel patterns.

Human values (e.g. idealism, materialism or willingness to change) have not typically been reflected in transportation forecasts, even though they affect how and why people travel.

Nowadays, social media and other sources can be used to collect valuable behavioural information, which can be analyzed using artificial intelligence.

By providing a swifter and more nuanced understanding of travel behaviour, big data can also be used to address forecasting uncertainties.

The digital transformation is a crucial part of WSP's Future Ready® approach, and this project is a prime example. Big data and machine learning are being used to generate transportation planning scenarios based on underlying socio-economic factors and human values.

The key insights provided by WSP's approach will facilitate decision-making and resource allocation in response to changing travel patterns.

Environmental Impact

IN THIS SECTION

Harnessing Nature's Ingenuity: A Discussion

Environmental Performance

Climate Transition Plan

Our Projects & Environment

Harnessing Nature's Ingenuity: *A Discussion*

> *"Without ecosystem restoration, we won't be able to deliver our climate commitments. It's really that simple."*
>
> Tom Butterworth

Q *Why and how is WSP driving the "Nature Positive" agenda?*

The need to tackle the climate crisis by addressing GHG emissions is both unequivocal and urgent. Equally important is the need to reverse nature loss and the degradation of ecological systems upon which humanity – and more than half of global GDP – is dependent. Indeed, without ecosystem restoration, we won't be able to deliver our climate commitments. It's really that simple.

WSP has been at the forefront of the preservation of nature and biodiversity for years. The link between the climate crisis and the biodiversity crisis was elevated in 2021, when the G7 leaders called for the world to be "not only net zero, but also nature positive". To be "nature positive" is not just about avoiding or minimizing impacts, it is about enhancing ecosystems and leaving a legacy that is better than the way that we found it. It represents a major shift in how businesses, investors and consumers view nature.

WSP has been driving the agenda by initiating conversations with our global clients, engaging with decision-making bodies, and by throwing our weight behind broader pan-sector campaigns aimed at accelerating positive action. We are demonstrating how this can be achieved without a trade-off in climate change efforts. To the contrary, innovative approaches to ecological restoration and nature-based solutions can simultaneously address the two biggest threats currently facing human existence.

Q *How is WSP is involved in establishing the frameworks steering organizations towards nature positive and sustainable development?*

Globally, we joined Business for Nature's "Call to Action", encouraging governments to adopt ambitious policies that reverse biodiversity loss before 2030. WSP is also a participant in the United Nations' Decade on Ecosystem Restoration, a major initiative aimed at protecting and reviving damaged ecosystems which in turn could provide one third of the answer to the climate crisis.

More recently we joined the Taskforce on Nature-related Financial Disclosures (TNFD) Forum. As a member of this global multi-disciplinary consultative group of institutions, WSP is supporting the development of a risk management and disclosure framework for organizations. This will enable organizations to report and act on evolving nature-related risks. We are also leading an effort to draft an ISO standard for assessing biodiversity net gain.

In the UK, WSP has been championing the Biodiversity Net Gain (BNG) principle for many years, which seeks to account for and compensate the impacts from development to biodiversity with equivalent and additional gains. WSP has advised the British government in making BNG mandatory in all developments in England as part of its 25-year environment plan. We have also co-authored a British Standard for the implementation of BNG in development projects, published by the British Standards Institution (BSI).

In addition, WSP co-founded the UK Business & Biodiversity Forum (UKBBF) in 2021, a new business-to-business hub which aims to mainstream biodiversity throughout the private sector, by supporting companies in understanding the value of biodiversity and integrating nature into their decision-making.

"Achieving a fundamental shift to work with nature rather than in opposition to it will require more than boldness and creativity. It will require a conscious break from our standard practices."

Jennifer Brunton

Environmental Award for Best Large Project
Canada

WSP's environmental remediation work at the Turcot Site in Montréal was honoured with a Brownie Award for Best Large Project. More than 3.2 million m3 of contaminated soils was remediated, most of which was kept safely on-site thanks to a risk assessment approach designed to address the longstanding problem of contamination. Four interchanges and 145 km of roadways were rebuilt. Additional space was created for public transit, pedestrian transportation, bike paths and green spaces.

Q *How is WSP using nature-based solutions to tackle climate change?*

The impacts of climate change and biodiversity loss are already keenly felt by communities around the world. WSP is leading projects that are challenging traditional approaches and demonstrating how nature-based solutions can bring vital benefits both in terms of climate resilience and biodiversity. Many of these innovative projects are helping to bridge the innovation chasm by scaling up pilot projects into the mainstream. To achieve a fundamental shift to work with nature rather than in opposition to nature will require more than boldness and creativity. It will require a conscious break from standard practices to evolve innovative solutions into the new standard.

For example, WSP is designing a living shoreline for a 20-km segment of Highway Franklin 98 that traverses Apalachicola Bay on the Florida panhandle. The project, which contrasts markedly with the concrete used in the majority of global coastal infrastructure, will involve establishing an intertidal marsh through the introduction of oyster reefs to attenuate wave energy. The project will not only serve to enhance ecological functions of coastal habitats and help restore the hard-hit oyster fishery, but also help mitigate chronic erosion of the adjacent Highway 98, which serves as a hurricane evacuation route.

In New Zealand, we have been involved in the Te Awa River Ride, linking Ngāruawāhia to Lake Karāpiro. In addition to offering accessible and scenic walking and cycle trails along the Waikato River for recreational purposes, the new 65-km cycle way provides a viable commuter link for people moving between the towns of Ngaruawahia, Hamilton and Cambridge. As part of the construction, the team have been replacing exotic pest species with native trees to boost biodiversity along the route.

In addition, we are designing tools to help clients immediately assess any project that affects land-use or management. Developers in England will soon be legally required to quantify and mitigate the biodiversity impact of their projects. WSP in the UK has been integral to the development and uptake of Natural England's biodiversity metric to measure net gain, in readiness for this requirement. Building on this we have worked with the Ecosystems Knowledge Network and Northumbria University to develop the NATURE Tool that assesses the impact a project will have on the goods, services and benefits we get from nature.

Q *Why is WSP uniquely positioned in its ability to tackle the climate and biodiversity crises?*

As a global community, none of the challenges ahead, nor the solutions we devise, can be considered in isolation. We live in a highly complex and interrelated world, and an understanding of our natural capital in the broadest sense will be crucial across all sectors, public and private. This is where WSP's multi-disciplinary make-up and the fact that we have put sustainability at the forefront of our strategy truly come into play. We have made nature a core component of project delivery, and the depth and breadth of our expertise across the built and natural environment enables us to look at the challenges from all perspectives.

That comprehensive oversight is underpinned by WSP's Future Ready® program, which drives a holistic and flexible approach to climate, ecological and social resilience that will be paramount in the years ahead. Our multi-faceted advice helps clients turn business risk into business opportunity – the opportunity to meet their climate and biodiversity commitments, together with broader responsibilities to their employees, communities and investors and other stakeholders. These are the concepts that inspire our people every day, and enable us to rethink and deliver designs that address both climate change and nature loss, and secure social benefits at the same time.

CONTRIBUTORS:

Jennifer Brunton
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Head of Ecology (UK)

Jenny Merriman
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Our 2022 – 2024 Targets

40%
decrease in absolute scope 1 and 2 market-based GHG emissions (60% by 2030)

15%
decrease in absolute scope 3 emissions (30% by 2030)

50%
renewable electricity (100% by 2030)

>50%
Clean Revenues

20%
decrease in real estate cost and footprint

Environmental Performance

As reflected in our Global ESG Statement, we are committed to measuring and improving environmental performance and practices in our operations and within our supply chain. There are a variety of ways we manage our environmental impact at WSP. We collect performance data, establish targets, implement resource efficiency and waste diversion initiatives within our operations, and engage with suppliers on value chain impact reductions. In this section, we highlight our performance on energy, GHG emissions, water, waste and environmental compliance.

Environmental performance covers all of our owned and leased offices. Locations where WSP operates but does not lease space (e.g. client offices) are not included in our environmental reporting. Our 2018 through 2020 performance figures have been restated to include 2020 acquisitions and reflect improved data quality. See Appendix A for information on our calculation methodologies, as well as comprehensive data tables.

› To learn more about how we manage these topics, please see our **Managing our ESG Impacts** document.

Recent Highlights

— The Science-Based Targets initiative (SBTi) approved our 2030 GHG emissions reduction targets in April 2021. We are in the process of certifying our 2040 net zero commitment under the recently published SBTi Corporate Net-Zero Standard.

— We developed a Climate Transition Plan and global renewable electricity strategy to achieve our GHG emissions reduction and renewable electricity targets.

— In Australia, WSP switched to 100% renewable electricity in five offices.

— In the UK, our offices received the Carbon Trust's Zero Waste to Landfill certification.

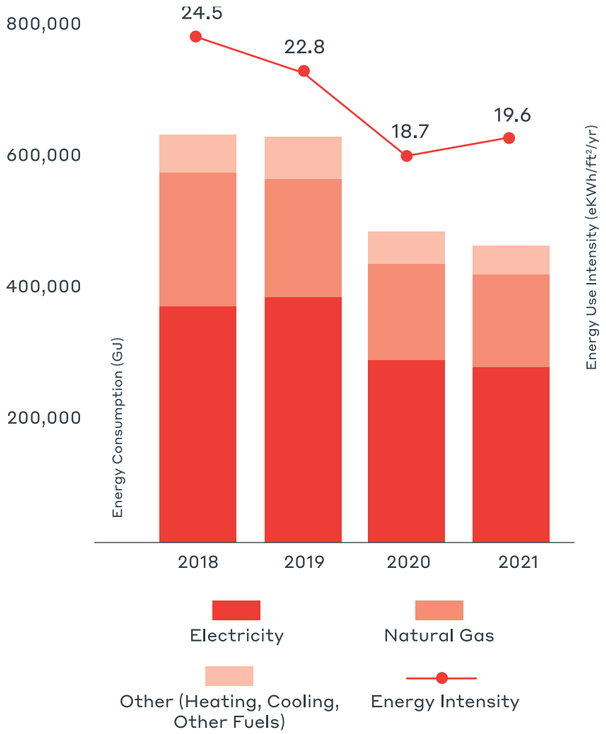
CARBON TRUST STANDARD
ZERO WASTE TO LANDFILL

Energy Consumption

2021 PERFORMANCE

In 2021, WSP's offices consumed approximately 462,663 gigajoules (GJ) of energy from varying sources, including electricity, natural gas, district heating and cooling, and other fuels. Approximately 34% of our electricity consumption was from renewable sources. Global average office energy use intensity (EUI) for 2021 was approximately 19.6 kWh/ft²/year, a 20% decrease from our 2018 baseline. WSP calculates EUI based on the total office energy consumed inside our organization, including all fuel types, divided by total office floor area. WSP-owned and long-term leased fleet vehicles consumed approximately 214,128 GJ of fuel.

Total Office Energy Consumption and Energy Intensity



Greenhouse Gas Emissions

2021 PERFORMANCE

WSP generates direct and indirect (scope 1 and 2) GHG emissions from our office energy consumption and refrigerant emissions and owned/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, purchased goods and services (including upstream transportation and distribution), capital goods, fuel-and energy-related activities (transmission and distribution losses) and waste generated in operations.

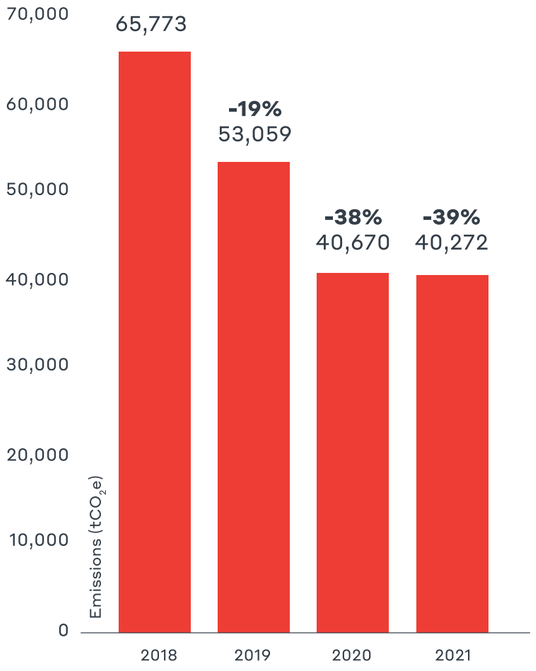
In 2021, WSP's operations emitted a total of approximately 422,116 metric tonnes of carbon dioxide equivalent (tCO_2e) GHG emissions, across scope 1, 2 (market-based) and all relevant scope 3 emissions sources. In 2021, scope 3 emissions represented approximately 90% of our total GHG emissions, with approximately 73% of scope 3 emissions resulting from purchased goods and services.

2021 Scope 1, Scope 2 (market-based), Scope 3 GHG Emissions (tCO_2e)

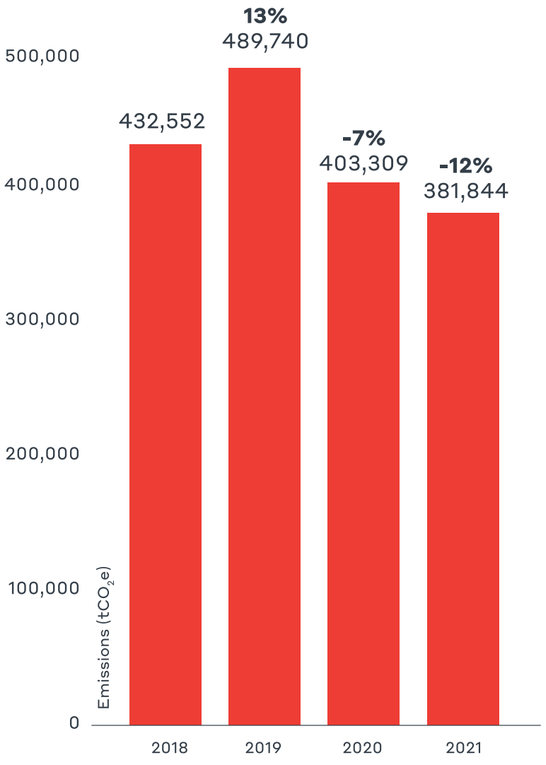
PROGRESS TOWARDS OUR GHG EMISSIONS REDUCTION TARGETS

The figures below show progress towards our 2030 targets.

Scope 1 and Scope 2 (market-based) Emissions Reduction Progress



Scope 3 Emissions Reduction Progress



Between 2018 and 2021, we observed:

— 39% reduction in scope 1 and 2 market-based emissions, driven by renewable energy procurement, continued improvements in building energy efficiency and continued trends in energy consumption related to the COVID-19 pandemic.

— 12% reduction in scope 3 emissions. This was largely due to a 51% decline in business travel emissions and a 50% decline in employee commuting emissions (which include employee work-from-home emissions), between 2019 and 2021.

— 13% reduction in global average GHG intensity per full-time employee (FTE).

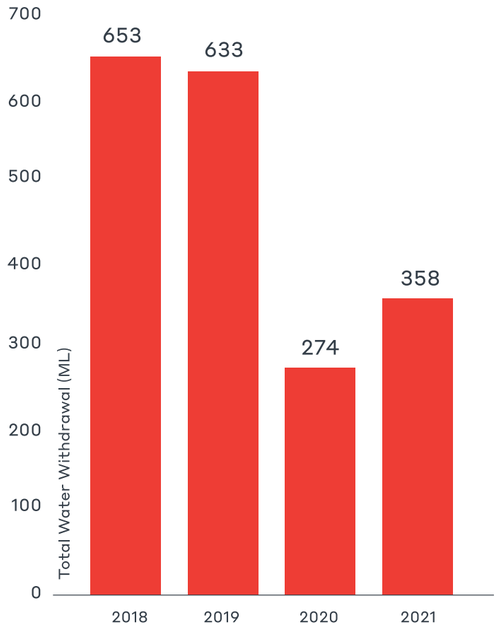
— 19% reduction in net absolute GHG emissions through the purchase of 17,843 tCO_2e of carbon offsets.

Apex Companies, LLC completed a limited verification of WSP's 2021 scope 1, scope 2 and scope 3 quantified GHG emissions as well as our 2021 renewable energy and carbon offset purchases. Apex also verified our re-calculated 2018 GHG emissions, to ensure that we appropriately track progress against our targets. The GHG emissions information reported for 2021 is verified relative to recognized protocols and standards including the GHG Protocol and ISO 14064-3. A copy of the Assurance Statement is available here.

Water

In 2021, our offices withdrew approximately 358 million litres (ML) of water for use in office kitchens and washrooms. For sites where actual data are not available, we estimated water withdrawals in proportion to average office occupancy for all operating regions. The COVID-19 pandemic continued to impact in-office activity in 2021, contributing to reduced water usage compared to previous years.

Total Water Withdrawn



Waste

In 2021, our offices generated 2,424 tonnes of non-hazardous waste, including:

— 1,474 tonnes sent to landfill

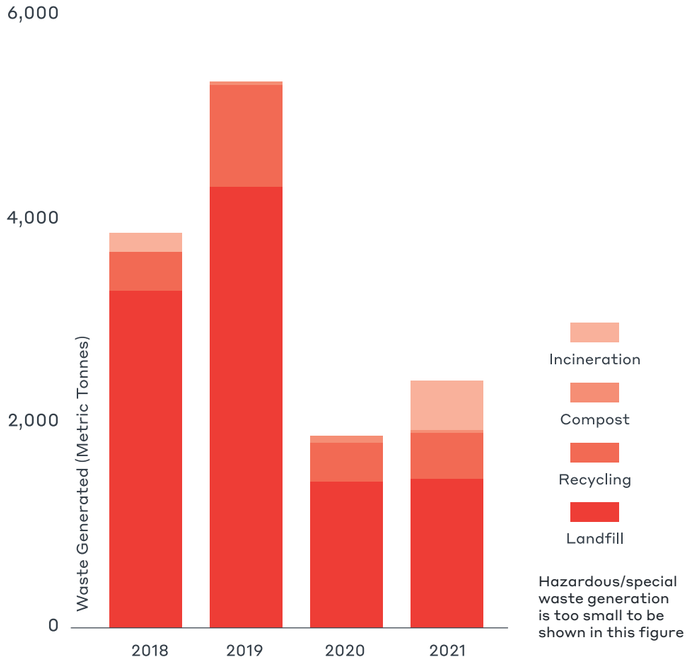
— 487 tonnes sent to incineration

— 429 tonnes diverted to recycling

— 34 tonnes diverted to composting

Where actual landfill and recycling information was available, our average diversion rate was approximately 43%. Responsible disposal of approximately 12 tonnes of hazardous/special waste was reported, including electronic waste, batteries and fluorescent bulbs. Our diversion rate can vary widely year-to-year based on the number of offices able to report actual waste output information. For 2021, we estimated waste generation in proportion to average office occupancy over the year and the globe.

Total Waste Generated in Operations



Environmental Compliance

WSP currently has approximately 54% of its operations globally covered by the Environmental Management System (EMS) standard ISO 14001: 2015. Regions that are not certified employ similar practices to identify and manage environmental risks and opportunities. We have a Global Environmental Management Committee (GEMC), which includes EMS representatives from over 20 countries, and meets on a quarterly basis to share best practices on environmental management. In 2021, the GEMC continued to develop knowledge sharing through our internal portal and conducted a global survey to better understand environmental management within each region. The survey results are helping us to shape our program for 2022.

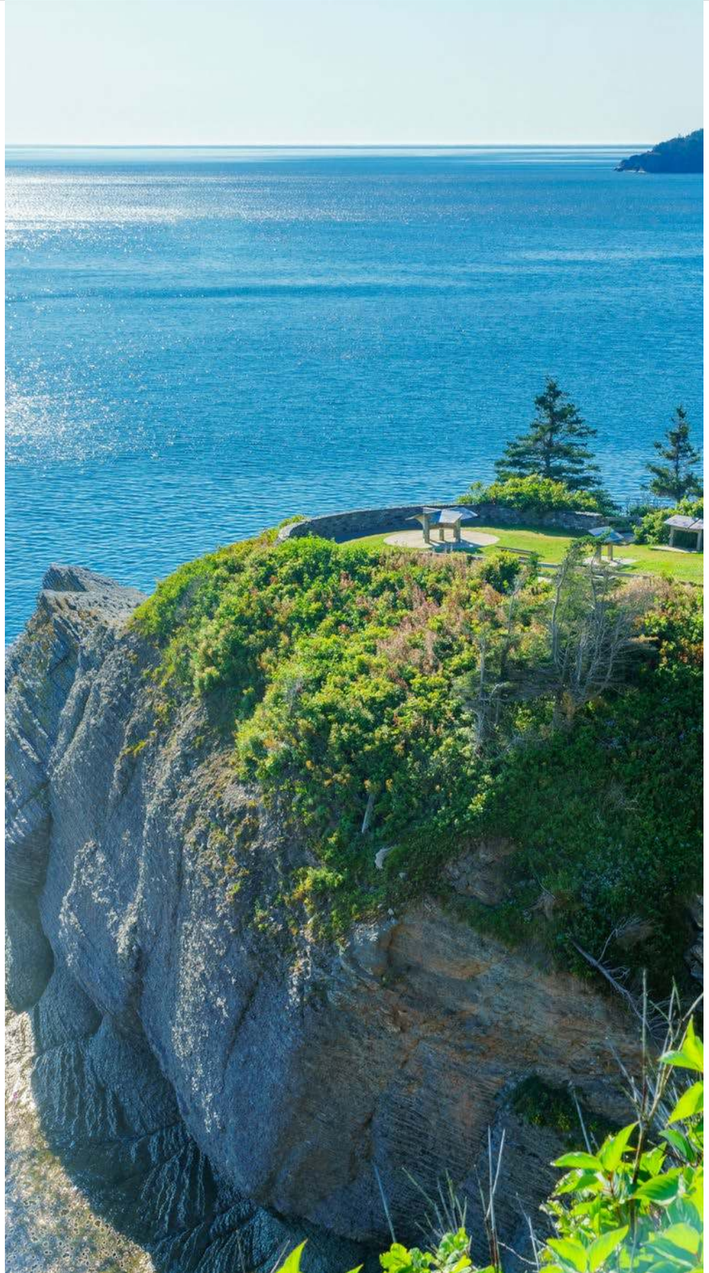
WSP did not receive any material fines or material non-monetary sanctions for non-compliance with environmental laws or regulations in 2021.

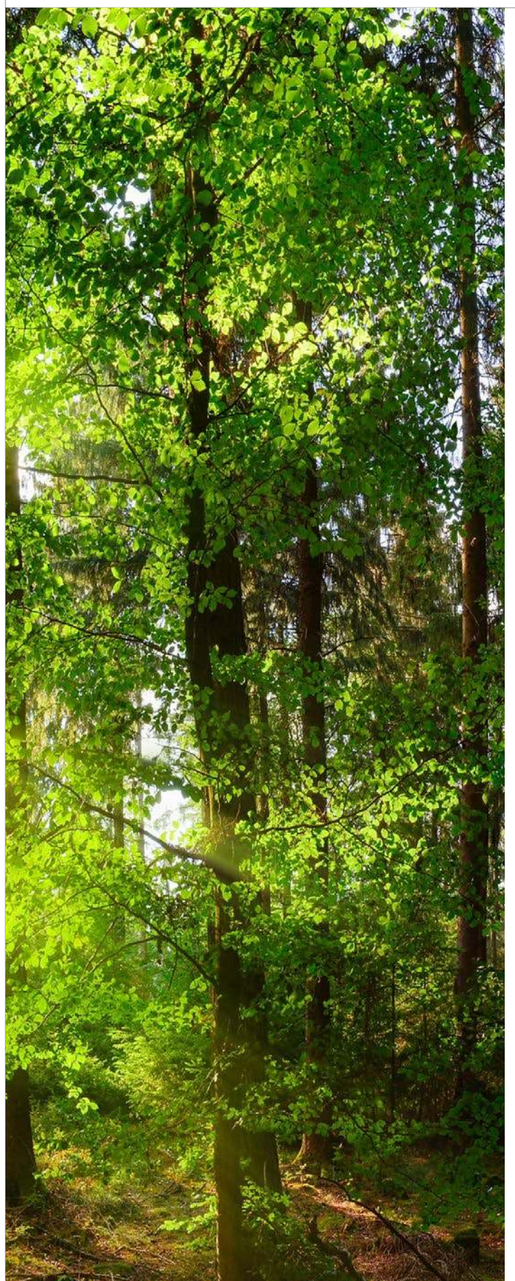
Sustainability Award in Transportation
USA

WSP was awarded Platinum-level recognition by the American Public Transportation Association (APTA) under its Sustainability Commitment program. This designation showcases WSP's overarching commitment to sustainability, especially in connection with services provided to transit agencies. WSP is APTA's first business member to achieve this distinction. Our Future Ready® program helps transit clients create a more sustainable, prosperous and resilient society by evaluating how projects can anticipate and prepare for future changes in needs, resource availability, technology and climate.

Environmental Impact Award
Canada

WSP captured the Environmental Careers Organization (ECO) Impact Award for Top Employer, demonstrating leadership, commitment and innovation. WSP was honoured for its work on the $6.5-billion Romaine Complex energy project in Quebec, including use of its internally-developed fish counting technology. Recognizing that the construction of the Complex would impact aquatic species, Hydro-Quebec set out to identify and mitigate these impacts. One of the key fish populations being monitored is the Atlantic salmon, a highly-valued resource for local and Indigenous populations.





Climate Transition Plan

Introduction

WSP actively participates in international efforts to transition to a low-carbon economy and drive sustainable growth as a core part of our business.

As we face a collective turning point in our climate, it is imperative we continue to take action to limit global warming to 1.5°C. We are strengthening our resilience to climate change impacts and supporting our clients and partners to make the transition while growing our business. We are providing strategic advice and cutting-edge expertise to support our clients in reducing their emissions, as well as tackling emissions in our value chain.

Our climate transition plan provides an overview of our greenhouse gas (GHG) emissions reduction targets, our net zero commitment and key strategies we will implement to achieve these targets as we collectively transition to a low-carbon future.

"We are more committed than ever before to leading the world's green transition through proven scientific approaches, innovation and smart engineering, to create impactful solutions for a future where societies can thrive. To achieve this, we must first lead by example."

Alexandre L'Heureux, President and Chief Executive Officer, WSP Global Inc.

Our Targets

In 2021, WSP announced ambitious climate action through a commitment to achieve net zero emissions across our value chain by 2040, supported by science-based GHG emissions reduction targets. Our science-based targets (SBTs) have been approved by the Science Based Targets initiative (SBTi).

OUR TARGETS:

- Reduce scope 1 and scope 2 (market-based) GHG emissions 60% by 2030 from a 2018 baseline*
- Reduce upstream scope 3 emissions[40] 30% by 2030 from a 2018 baseline*
- Source 100% renewable electricity by 2030
- 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

We also set interim GHG emissions reduction targets for 2024 in line with our 2022-2024 Global Strategic Action Plan, front-loading efforts to make significant progress towards our 2030 targets as required by by climate science. Progress towards our GHG reduction targets is measured and reported annually in our global ESG report and results receive limited assurance verification by an independent third party.

*indicates approved by SBTi

40 Upstream scope 3 emissions include purchased goods and services, business travel, employee commuting and work-from-home emissions, capital goods, waste generated, and fuel- and energy-related activities.

REGIONAL COMMITMENTS

Some of our operating regions have made commitments above and beyond our global targets to decarbonize faster and across a broader set of activities.

Carbon Neutrality[41]

USA:
since 2019 across scope 1, 2, 3 (business travel)

UK:
by 2025

Sweden:
by 2030

Beyond Value Chain Emissions: Halving emissions associated with WSP's designs and advice by 2030

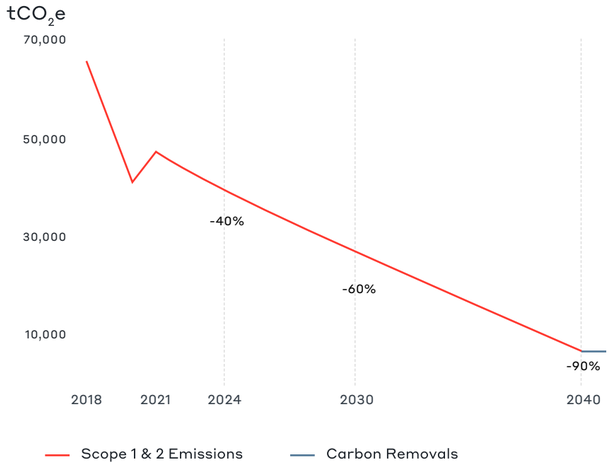
While WSP is proud to have set SBTs for our own climate impacts, we also recognize that SBTi and GHG Protocol guidance does not mandate our sector to cut emissions from the advice and designs we give to our clients. Recognizing that this is the largest impact that WSP has, our Sweden, Denmark, Australia and New Zealand operations joined the UK in committing to halve the carbon of our advice and designs by 2030.

How We Will Get There

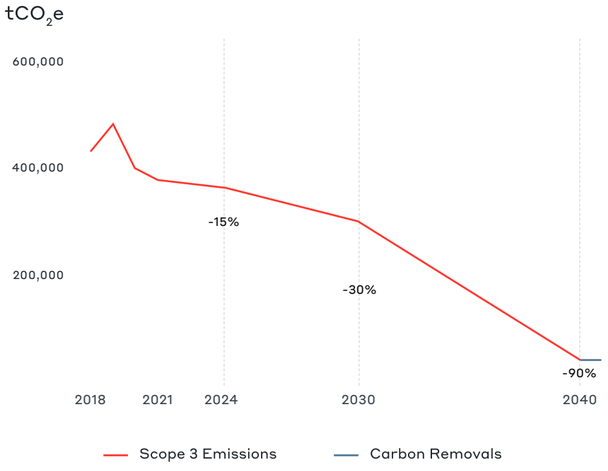
Since 2019, we have formally engaged with leaders from each of our global operating regions to coordinate plans and actions to collectively achieve energy and emissions reductions. Global corporate function leaders contribute to strategies reducing emissions from our workplace fit-outs and operations, fleet selection and procurement activities.

Building on reductions achieved to date, all WSP operating regions will implement measures over the coming years to reduce emissions from our operations and supply chain, and increase our proportion of electricity from renewable sources, in support of our targets.

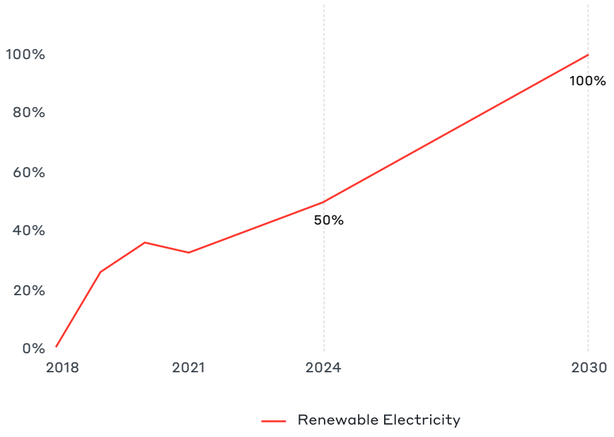
SCOPE 1+2 EMISSIONS & TARGETS



SCOPE 3 EMISSIONS & TARGETS



RENEWABLE ELECTRICITY & TARGETS



41 Carbon neutrality is defined as a state in which annual CO_2 equivalent emissions are fully compensated by carbon reductions or removals (e.g. sequestration). Per SBTi's definition, net zero requires reducing scope 1, 2 and 3 emissions to zero or to a residual level that is consistent with 1.5ºC-aligned pathways (typically reducing by at least 90%) and neutralizing any residual emissions with carbon removals (see SBTi's Corporate Net-Zero Standard).

Emissions Reduction Initiatives and Next Steps

1 OFFICE ENERGY | SCOPES 1 & 2

Represents ~2/3 of emissions and anticipated to be reduced by about 2/3 by 2030

INITIATIVES

- Work on a 20% decrease in real estate footprint by 2024
- Develop green leasing principles and guidance

NEXT STEPS

- Implement renewable energy strategy: procure 50% renewable electricity by 2024 and 100% by 2030

2 FLEET | SCOPES 1 & 2

Represents ~1/3 of scope 1 and 2 emissions and anticipated to be reduced by about 1/3 by 2030

INITIATIVES

NEXT STEPS

- Assess feasibility of additional fleet conversion to low-emission vehicles

3 BUSINESS TRAVEL | SCOPE 3

INITIATIVES

- Update global travel guidelines to further support reductions

NEXT STEPS

- Further engage travel providers on sustainable travel programs

4 PROCUREMENT | SCOPE 3

INITIATIVES

- Collect more accurate data on emissions impacts of high-volume services and products

NEXT STEPS

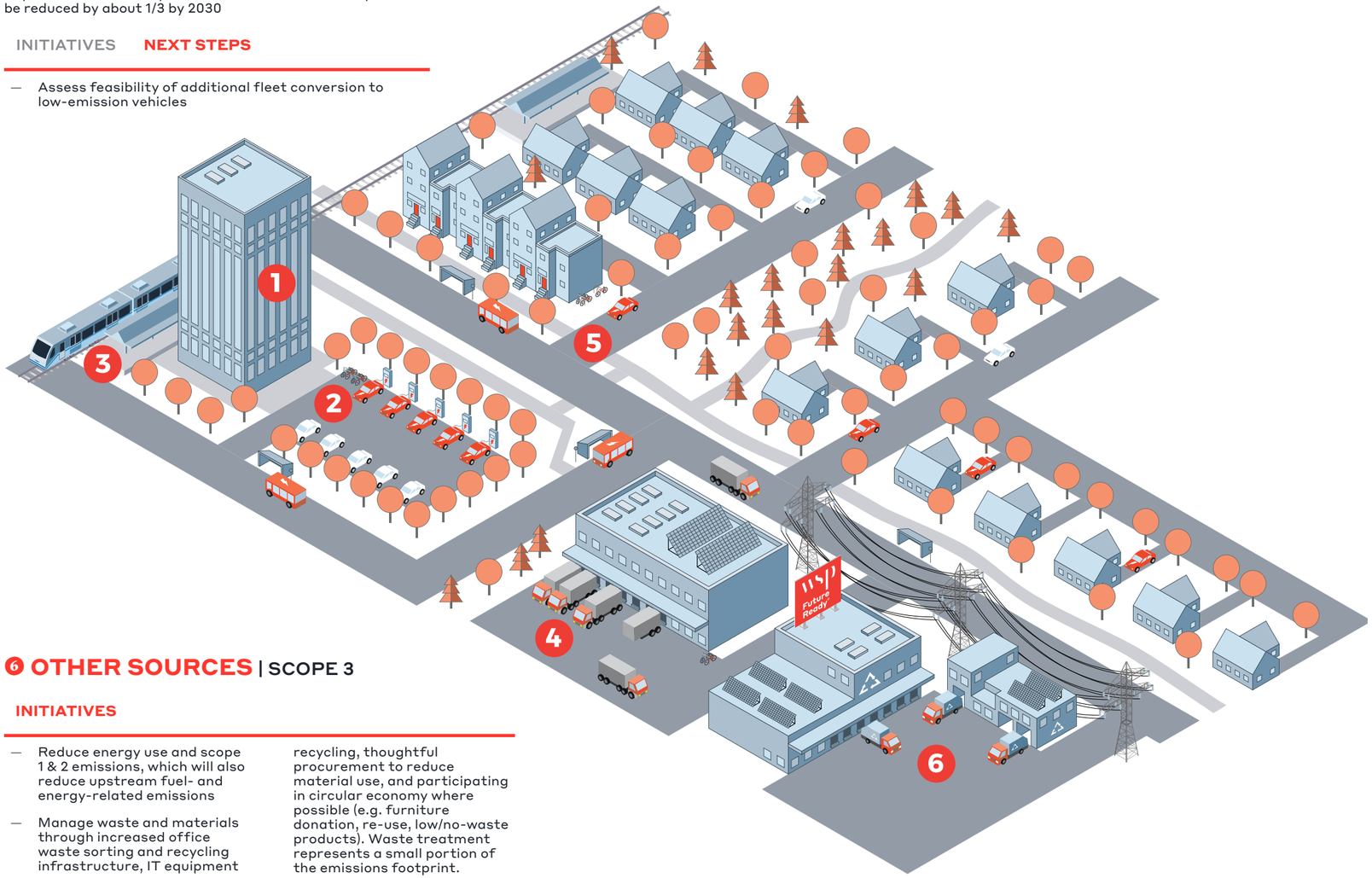
- Explore additional strategies to screen and engage suppliers on decarbonization

5 EMPLOYEE COMMUTING | SCOPE 3

INITIATIVES

NEXT STEPS

- Update employee commuting surveys to better understand travel patterns, emissions impacts and reduction opportunities



6 OTHER SOURCES | SCOPE 3

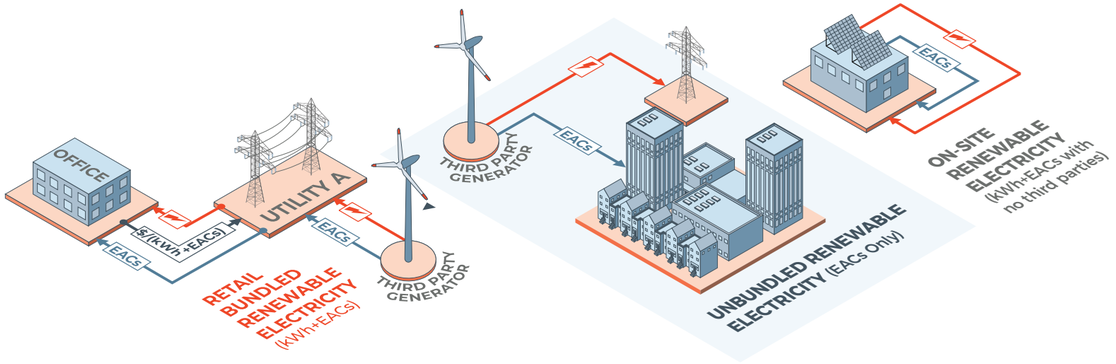
INITIATIVES

- Reduce energy use and scope 1 & 2 emissions, which will also reduce upstream fuel- and energy-related emissions
- Manage waste and materials through increased office waste sorting and recycling infrastructure, IT equipment recycling, thoughtful procurement to reduce material use, and participating in circular economy where possible (e.g. furniture donation, re-use, low/no-waste products). Waste treatment represents a small portion of the emissions footprint.

RENEWABLE ENERGY PROCUREMENT STRATEGY

We developed a renewable energy strategy that outlines a hierarchy of procurement options for each region. This is based on the maturity of the local renewable energy market, as well as available options where WSP is primarily a lessee of office space. In general, we will first seek to procure retail renewable energy where possible, both in WSP offices which directly procure electricity and in larger offices where the landlord procures electricity. In most other cases we will purchase verified unbundled environmental attribute certificates (EACs) through either short-term purchases or via longer-term attribute purchase agreements (APAs) to cover our electricity usage. In select cases we will consider options such as collaborating with our landlord to install onsite renewables.

RENEWABLE ENERGY PROCUREMENT OPTIONS



Examples of EACs include renewable energy credits (RECs) in Canada and the United States, and Guarantees of Origin (GoOs) in Europe.

Supporting Clients with Renewable Energy Procurement

As part of our wider decarbonization efforts, Microsoft and WSP worked together on a series of open-source renewable energy training modules.

1. Roadmap development
2. Procurement options
3. Stakeholder engagement
4. Renewable energy procurement In action

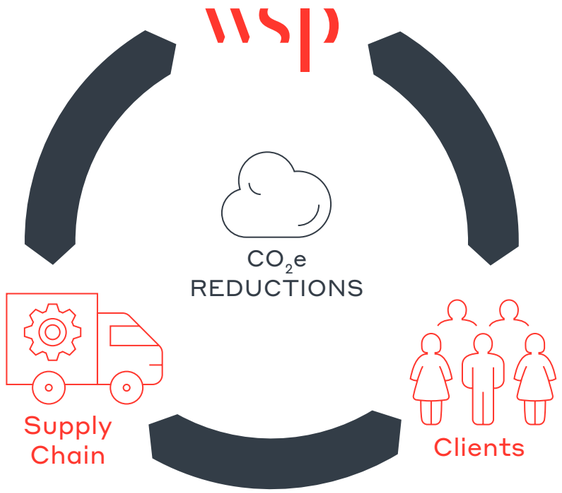
Once we have decreased emissions as much as possible, in order to achieve our 2040 net zero carbon goal, we anticipate selecting high quality carbon removal credits to cover up to 10% of our total emissions footprint. We will monitor the maturity of carbon removal frameworks, technologies, products and pricing to inform decisions in the coming years.

We are continuing to evaluate the cost impacts and benefits of these decarbonization initiatives. Some will require investment beyond business as usual, for example cost premiums for renewable electricity, electric vehicles and lower-carbon product alternatives, as well as carbon removals to mitigate our residual impacts. Other initiatives are likely to yield cost savings, such as reduced energy costs, reduced workplace costs by consolidating office space and lower travel costs. Some regions are beginning to explore internal carbon pricing and carbon levies to further embed the cost of carbon in business decisions.

Partnering for the Transition

We will not get there alone. WSP has identified key stakeholder relationships that will be essential to achieving our targets and collectively working towards a low-carbon future.

DRIVING DOWN SCOPE 3 EMISSIONS



WSP supports our clients and suppliers in reducing GHG emissions. This also indirectly contributes to GHG emissions reductions within our own scope 3 emissions.

VALUE CHAIN

In 2021, 89% of our emissions came from our value chain (scope 3 categories), with 69% occurring from the goods and services we purchase for our own operations as well as sub-consulting services we secure on behalf of our clients. These emissions are largely controlled by third parties, although We can influence our impact through supplier engagement and procurement decisions. Some of our largest suppliers have already committed to aggressive emissions reduction targets and made strides towards achieving them. We expect to see other companies across various industries follow suit, driven by increasing stakeholder awareness and investor and market pressure.

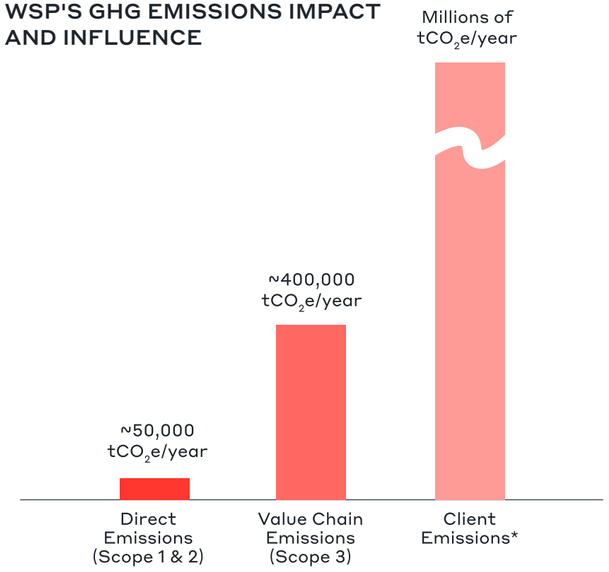
To drive the transition to a low-carbon economy through our relationships with suppliers, we are developing a supplier engagement plan. This plan will identify strategies to: prioritize suppliers for engagement, request information on suppliers' emissions and reduction targets, provide guidance to suppliers to set and achieve targets if not already in motion, and refine the roadmap to reach our scope 3 targets. We are also exploring opportunities to provide global guidance on sustainable procurement and enhance our business travel policies, to support our regions in implementing emissions reductions in these categories.

CLIENTS

Supporting clients in reducing their emissions is the most significant impact we can have. By delivering Future Ready® designs and advice to our clients, we can have an outsized impact on reducing, avoiding or mitigating their emissions, which are many times greater than WSP's own emissions.

In addition to regional commitments to halve emissions from the designs and advice delivered to clients by 2030, we are in the process of developing a global methodology to measure emissions and reductions associated with our designs and advice. A net zero working group is being set up to drive decarbonization with our clients.

WSP'S GHG EMISSIONS IMPACT AND INFLUENCE



* WSP can influence through designs and advice

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CASE STUDY

National Highways' Net Zero Carbon Plan

UNITED KINGDOM

National Highways is the UK Government agency which plans, designs, builds, operates, maintains and improves England's motorways and major A-roads, with an aim to making journeys safer, smoother and more reliable. In 2021, it launched its first net zero plan, a key part of the UK Government's own 2021 Net Zero Strategy and supporting the Department for Transport's Transport Decarbonisation Plan.

WSP UK was lead advisor to National Highways in developing and implementing an ambitious roadmap to net zero by 2050. Net zero highways: Our 2030 / 2040 / 2050 plan contains three strong commitments, backed by opportunities for immediate and sustained action. This includes:

1. **Deliver net zero in organizational emissions by 2030**

   This covers energy used to light and power National Highways' network, travel by traffic officers and the energy used in offices and other travel. It also includes the carbon locked up in trees and plants on roadsides.

2. **Deliver net zero maintenance and construction emissions by 2040**

   This target covers the GHGs emitted in making materials used to keep the network in good condition. This includes cement, steel and asphalt. It also includes the transport of materials and emissions from construction.

3. **Deliver net zero carbon travel on roads by 2050**

   The largest source of emissions comes from the vehicles driving on the road network. This will require a 55% reduction in emissions by 2030 and up to a 90% reduction by 2040. National Highways' plan will enable this transition by investing in the infrastructure needed by road users, such as electric vehicle charging facilities.

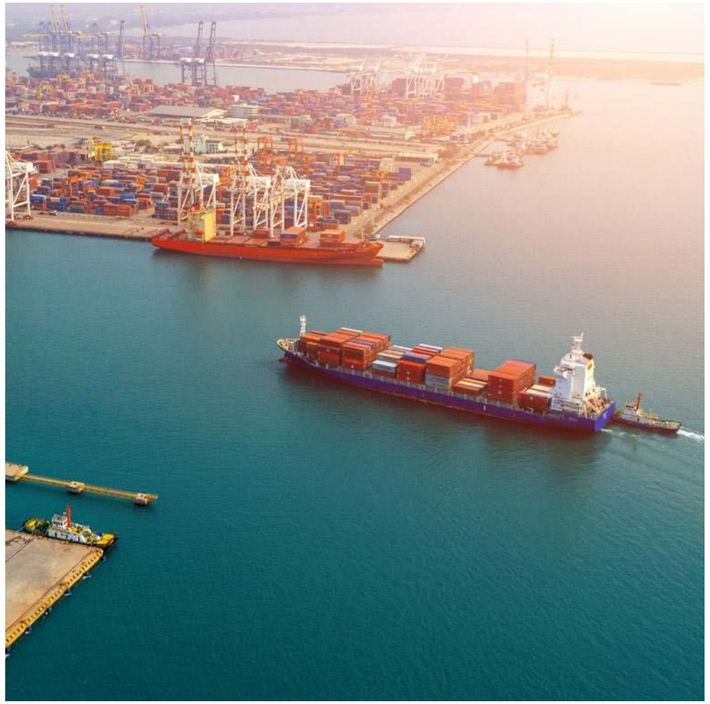
Read more >

CASE STUDY

Helping Clients Reduce Value Chain Emissions

VARIOUS LOCATIONS

For most sectors, scope 3 emissions in the value chain represent the largest emissions source, much greater than companies' direct operational emissions. Managing scope 3 emissions is essential for companies to contribute to achieving global climate targets and to meet stakeholder expectations for ESG leadership. Companies engaging with supply chain partners can help drive scope 3 understanding and reductions in other sectors, and send a market signal that low-carbon products and services are desired. WSP is helping dozens of high-profile clients and some of the largest companies on the planet to engage on, measure and reduce emissions in their value chains.



WSP is proud to have supported American Airlines in becoming the first airline in the world to have its GHG reduction target approved by SBTi. American Airline's science-based target is to reduce carbon intensity, which means GHG emissions per unit of passenger and cargo payload that the airline transports, by 45% by 2035, compared to a 2019 baseline. Reducing emissions from air travel—one of the most challenging industries to decarbonize—is critical to supporting other companies in reducing their scope 3 emissions.

Key strategies leveraged by WSP to help clients manage value chain emissions, as well as broader impacts, include:

- Setting up supplier engagement programs to educate clients' suppliers on GHG emissions measurement and management, and guide suppliers in setting and achieving their own climate science-aligned targets.
- Embedding equity and justice considerations in supplier engagements, particularly with regard to smaller, more diverse suppliers with limited capacity to engage in emissions reductions.
- Completing life cycle assessments on specific products and services to provide detailed information as an input to scope 3 emissions footprint calculations, or to identify the emissions variance of choosing one product over another.
- Aggregating data to support resilience strategy amid increasing shocks and vulnerabilities in global supply chains.

Read more >

Select Climate Action Commitments, Partnerships & Memberships

- Business Ambition for 1.5°C
- Race to Zero
- Pledge to Net Zero (WSP UK)
- SteelZero Initiative (WSP UK)
- Coalition for Climate Resilient Investment (CCRI) (WSP USA)
- Structural Engineering Institute (SEI) 2050 Commitment to Net Zero (WSP USA)
- The Climate Partners (WSP Finland)
- Climate Leaders Coalition (WSP New Zealand)
- Business for Climate, Oslo (WSP Norway)
- Climate Protocol Uppsala (WSP Sweden)
- Engineers Declare Climate and Biodiversity Emergency (UK Building Services Engineers Declare, UK Civil Engineers Declare, UK Structural Engineers Declare, Singapore Structural Engineers Declare)
- CDP climate change and science-based targets consultancy provider (WSP USA)
- Taskforce on Nature-related Financial Disclosures (TNFD) Forum

PUBLIC POLICY AND PARTNERSHIPS

WSP is broadly supportive of public policy engagements where we can add value by providing our professional opinion to policy makers and trade associations. Activities influencing policy development are implemented in a relevant way to each business and market.

Examples of recent public policy engagements related to climate issues include:

- In February 2022, WSP Canada submitted consultation responses regarding the proposed National Instrument 51-107 Disclosure of Climate-related Matters.
- In March 2021, Tom Lewis, Climate, Resilience and Sustainability Executive Leader, WSP USA, testified at a Congressional hearing with the US House of Representatives Transportation and Infrastructure Committee on "The Business Case for Climate Solutions."
- In 2020, WSP Sweden led sub-projects for the government initiative Fossil Free Sweden including reference values for the climate impact of new building construction, and commented on a national Board of Housing, Building and Planning report entitled "2018:23 Climate Declaration of Buildings."
- Between 2019 and 2021, WSP in Chile collaborated with the Chilean ministries of environment and energy to develop and implement the country's Long-Term Climate Strategy. Our scope included a carbon market assessment to evaluate the potential to reach neutrality in the energy sector and developing an enhanced methodology for calculating GHG reductions for mitigation projects and closure of coal-fired plants.

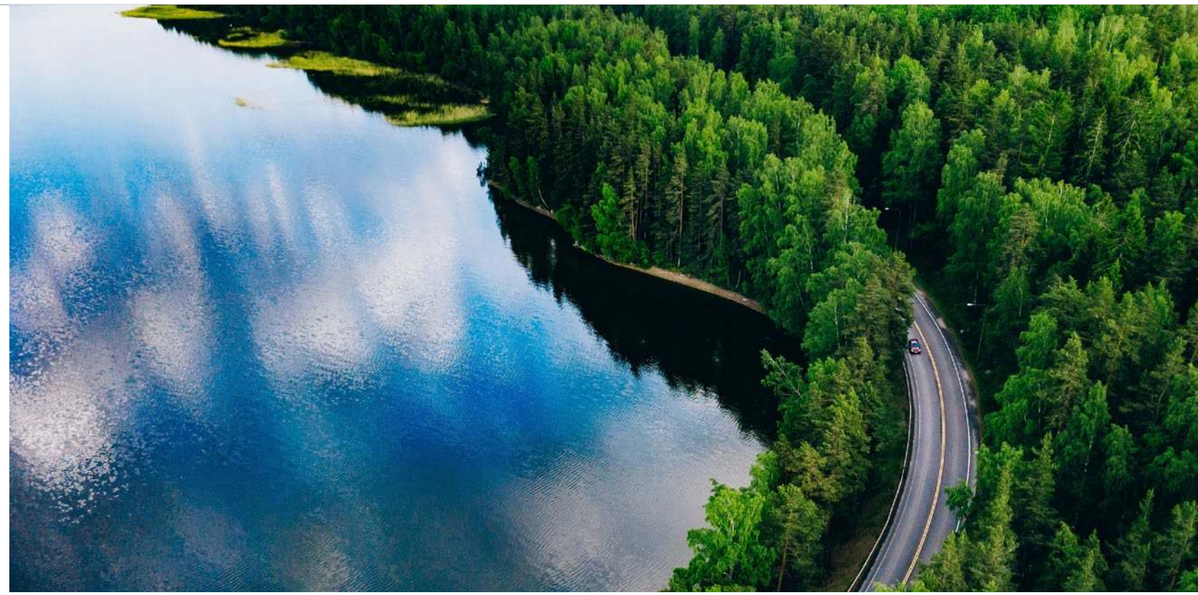
What's Next

Our key activities for 2022 include:

- Obtaining more accurate data for some scope 3 categories
- Engaging suppliers on decarbonization
- Implementing emissions reduction activities in our own operations
- Engaging employees to help drive change such as in business travel
- Identifying and planning for further reduction opportunities by continuing to share knowledge between regions
- Refining cost estimates for target achievement.

We will review and update this carbon transition plan annually, ensuring it remains flexible and responsive to changing market conditions, technologies and opportunities. Progress against targets and measures implemented to date will be shared with stakeholders through our annual ESG disclosures.

Our Projects & Environment



At WSP, we know that successful projects with successful environmental outcomes are bolstered by meaningful engagement with our clients and a broad spectrum of stakeholders, including local communities. Working together, we can protect the natural world by tackling pollution, marshalling resources, conserving endangered species and shielding vulnerable areas.

Human activities invariably exert an impact on the natural world; in addition, there is a long legacy of environmental impacts from past activities stretching back a century and more. Amid heightened environmental awareness, growing public interest in sustainable development and more stringent laws and regulations, public and private sector organizations worldwide are committing to changing how they operate. At WSP, we advise clients how best to minimize project footprints – and build in synergies to achieve wider ESG goals – while applying better practices and more balanced approaches.

After a decade of strategic and targeted growth, WSP's Earth & Environment (E&E) sector now numbers 14,000 environmental professionals. Our multi-disciplinary experts are passionate about studying, protecting, enhancing and restoring the natural environment while upholding responsible development principles. Indeed, we view the natural environment as integral to addressing the biggest challenges facing society today.

Across the network of acquired companies that make up WSP today, our legacy of environmental consulting stretches back over half a century to the industry's earliest days. Each one of the firms we have partnered with has brought specialist expertise, contributing to WSP ultimately becoming the leading global environmental services provider. Of these, the acquisition of Golder in April 2021 was a significant milestone. The addition of 7,000 Golder professionals brought truly global scale and unrivalled depth to our environmental and earth sciences capability, allowing us to undertake any project, anywhere in the world.

E&E delivers a broad range of earth sciences and environmental sustainability services, including due diligence, permit approvals, regulatory compliance, waste/hazardous materials management, geotechnical and mining engineering, environmental/social impact assessments, feasibility and land remediation studies. While a standalone business line, it is fully integrated into the company's wider global structure. This enables E&E teams to collaborate with other environmental colleagues across WSP, working in the transport, infrastructure, built environment, and power and energy sectors. It guarantees group-wide synergies, multi-disciplinary service provision and seamless project delivery.

Guided by our Future Ready® program, WSP is uniquely positioned to advise, engineer and design sustainability into all projects in line with global ESG ambitions. Above all, we are passionate about using our scale and innovation to lead society to a more prosperous, resilient and sustainable future.

20 years

Vigerslev Park is part of the 20-year Harrestrup River Capacity Plan, Denmark's largest joint municipal climate adaptation project

CASE STUDY

Transforming Vigerslev Park

COPENHAGEN, DENMARK

Harrestrup Å, a river running through Vigerslev Park in the western suburbs of Copenhagen, is about to undergo a major transformation.

The City of Copenhagen's Technical and Environmental Department is seeking to combine climate adaptation with biodiversity improvements and enhanced recreational value for local residents.

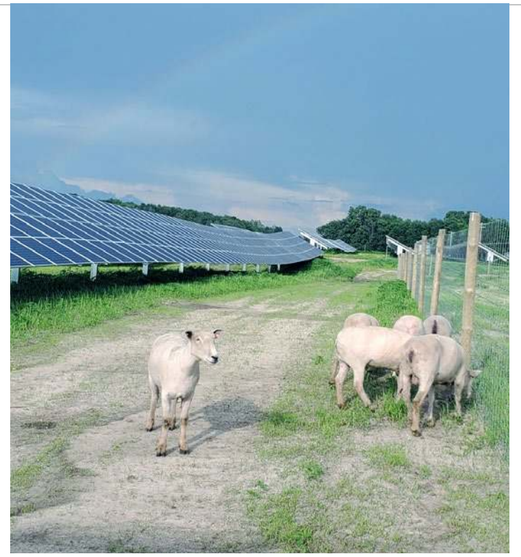
This initiative will be carried out by WSP, working alongside sub-consultant Schønherr, an architecture firm. It is part of the Harrestrup Å capacity project, on which WSP is also advising. Å in Danish means "stream" or "small river" and is found in many place names.

The main objective is to design a comprehensive solution for climate adaptation, nature restoration and stormwater management along the Harrestrup River. This broad-based collaboration will also seek to devise solutions aimed at expanding the watercourse's capacity, strengthening the site's uniqueness and enhancing the park's natural value.

Other key goals include transforming the river into a more "natural" watercourse and creating space and habitats for a greater diversity of animal and plant life, resulting in social and health benefits and enhancing the area's recreational amenities, including hiking trails.

In addition, the work will increase the river's hydraulic conveyance capacity, protecting nearby areas from flooding caused by heavy rain and high tides in the Kalveboderne area, and boosting the park's capacity to store and delay storm water.

Read more >



CASE STUDY

A More Sustainable Solar Development Method

WESTERN MICHIGAN, USA

Solar developers are improving their renewable energy facilities by incorporating sustainable land-use practices around their solar arrays, a practice known as agrivoltaics.

ES Services Company (ESS) constructed a solar array in western Michigan and was seeking alternative land-use practices.

ESS collaborated with Golder, now part of WSP, to design and maintain a habitat aimed at offsetting recent declines in pollinator populations.

In order to minimize fossil fuel use, alternative methods of weed control were reviewed, resulting in use of grazing animals. We considered goats, as they are often used for vegetation control.

However, they are impractical for solar arrays, where they may chew on wires or jump on the panels.

Ultimately, 22 sheep were brought in: they provide many of the same benefits as goats without the drawbacks. The sheep are expected to provide a variety of benefits, including weed management, soil aeration and fertilization.

The pollinator habitats are likely to double ESS's sustainable impact by helping to offset declines in valuable pollinator populations and biodiversity.

Read more >

CASE STUDY

At the Forefront of Decarbonizing Hydrogen

EYRE PENINSULA, AUSTRALIA

H2U, an Australia-based developer of green hydrogen infrastructure, appointed WSP to provide a range of environmental, planning and technical services to implement the initial demonstrator stage of the Eyre Peninsula Gateway™ project.

Using 100% renewable energy from solar/wind developments, Eyre Peninsula Gateway™ is the country's first export-oriented green hydrogen and ammonia manufacturing facility. It is also one of the world's leading green hydrogen developments.

Ideally suited for industrial uses, green hydrogen can be stored in gas pipelines or used with fuel cells to power anything that requires electricity. It can also be used to produce green ammonia.

As the world embraces decarbonization, the shift towards green hydrogen and green ammonia has created an opportunity for Australia to maintain its status as a major energy exporter.

Eyre Peninsula Gateway™ will strengthen domestic electricity markets, as well as providing carbon-neutral electricity to attract new industries.

WSP's detailed environmental and planning studies provide the critical first step towards ensuring a world-class project that maximizes environmental protection. In addition to minimizing and mitigating potential social and planning impacts, these studies will set out pathways to improve environmental and development outcomes.

Read more >

Appendices

IN THIS SECTION

Appendix A: Performance Summary

Appendix B: GRI Content Index

Appendix C: SASB Index

Appendix D: TCFD Index

Appendix E: UNGC Communication on Progress

APPENDIX A

Performance Summary

Table A-1: Environmental Performance[42]

CATEGORY	INDICATOR	UNIT	2021	2020	2019	GRI STANDARD
Energy	**Total Office Energy Consumption**	**GJ**	**462,663**	**480,712**	**628,718**	**302-1**
	Natural Gas	GJ	142,517	149,253	183,902	302-1
	Other Fuels (Diesel, Kerosene, Liquified Petroleum Gas)	GJ	156	297	130	302-1
	Electricity	GJ	272,269	283,955	380,117	302-1
	Heating	GJ	46,501	45,919	64,036	302-1
	Cooling	GJ	1,220	1,288	533	302-1
	Renewable Energy Procured	GJ	91,775	103,173	99,840	302-1
	Transportation Fuel	GJ	214,128	215,833	224,104	N/A
GHG Emissions	Scope 1 Direct Emissions	tCO_2	21,314	21,735	24,018	305-1
		tCH_4	0.5	0.5	0.5	305-1
		tN_2O	0.2	0.2	0.2	305-1
		HFC 134-A	1.8	1.9	1.7	305-1
		tCO_2e	**23,969**	**24,519**	**26,465**	**305-1**
	Scope 2 Indirect Emissions (Location-based)	tCO_2	22,497	23,408	32,457	305-2
		tCH_4	1	1	2	305-2
		tN_2O	0.3	0.3	0.5	305-2
		tCO_2e	**22,617**	**23,536**	**32,633**	**305-2**

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

CATEGORY	INDICATOR	UNIT	2021	2020	2019	GRI STANDARD
GHG Emissions	Scope 2 Indirect Emissions (Market-based)	tCO_2	16,223	16,071	26,466	305-2
		tCH_4	0.6	0.5	0.8	305-2
		tN_2O	0.2	0.2	0.4	305-2
		tCO_2e	**16,303**	**16,150**	**26,595**	**305-2**
	Total Scope 3 Indirect Emissions	**tCO_2e**	**381,844**	**403,309**	**489,740**	**305-3**
	Scope 3 Indirect Emissions – Category 1 – Purchased Goods and Services	tCO_2e	298,978	294,006	323,132	305-3
	Scope 3 Indirect Emissions – Category 2 – Capital Goods	tCO_2e	17,928	16,207	38,997	305-3
	Scope 3 Indirect Emissions – Category 3 – Fuel- and Energy-Related Activities	tCO_2e	5,641	5,574	6,420	305-3
	Scope 3 Indirect Emissions – Category 4 – Upstream Transportation and Distribution	tCO_2e	Included in Scope 3 – Category 1 & 2			305-3
	Scope 3 Indirect Emissions – Category 5 – Waste Generated in Operations	tCO_2e	1,188	1,033	3,107	305-3
	Scope 3 Indirect Emissions – Category 6 – Business Travel	tCO_2e	17,591	14,252	38,671	305-3
	Scope 3 Indirect Emissions – Category 7 – Employee Commuting	tCO_2e	40,518	72,236	79,414	305-3
	Scope 3 Indirect Emissions – Category 8 – Upstream Leased Assets	tCO_2e	Included in Scope 1 & 2			305-3
	Gross Total Scope 1, Scope 2 (Market-based), Scope 3 GHG Emissions	**tCO_2e**	**422,116**	**443,979**	**542,799**	**N/A**
	Carbon Offsets	tCO_2e	17,843	12,897	21,504	N/A
	Net Total GHG Emissions (Scope 1, Scope 2 – Market-based, Scope 3; less Carbon Offsets)	**tCO_2e**	**404,273**	**431,082**	**521,295**	**N/A**
	Transportation Emissions (Scope 1 – Mobile Combustion, Scope 3 – Business Travel)	tCO_2e	32,502	29,194	53,677	N/A
	GHG Emissions Intensity	tCO_2e/FTE/year	9.0	9.8	11.3	305-4

CATEGORY	INDICATOR	UNIT	2021	2020	2019	GRI STANDARD
Water	Total Water Withdrawn (Third-Party Providers)	m^3	358,260	273,892	633,051	303-3
Waste	**Total Non-Hazardous Waste**	**Tonnes**	**2,424**	**1,867**	**5,373**	**306-3**
	Landfill	Tonnes	1,473	1,305	3,553	306-5
	Recycling	Tonnes	429	404	1,014	306-4
	Compost	Tonnes	34	39	36	306-4
	Incineration (with energy recovery)	Tonnes	236	-	-	306-5
	Incineration (without energy recovery)	Tonnes	251	-	-	306-5
	Diversion Rate	%	43	68	66	306-4
	Hazardous/Special Waste	Tonnes	12	10	5	306-3
Management System Coverage	Environmental Management System (EMS) 14001	%	54	59	NR [43]	N/A
	Quality Management System (QMS) 9001	%	90	NR	NR	N/A
	Health and Safety Management System	%	87 [44]	NR	NR	N/A

43 Not Reported (NR)

44 Regions certified under ISO 45001, OHSAS 18001 or the Certificate of Recognition (COR®) Program for Canada.

Environmental Calculation Methodologies

ENERGY

WSP collected energy consumption data from our facilities. We did not sell any energy in 2021. Energy consumption information was converted to GJ and kWh using conversion factors from EPA Climate Leaders Design Principles Appendix 2, and Energy Star Portfolio Manager Technical Reference: Thermal Energy conversions. Where actual electricity and natural gas consumption information was unavailable, this was estimated using industry averages from the US Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.

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 in compilation of our inventory. Reported GHG emissions include all seven greenhouse gases (CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3). To convert energy consumption, fuel combustion and business travel data into GHG emissions, we used emissions factors from US EPA eGRID, International Energy Agency, Environment Canada National Inventory Report, US Environmental Protection Agency Emission Factors Hub (US EPA EF Hub) and the UK Department for Environment, Food and Rural Affairs (DEFRA). WSP does not produce significant biogenic emissions. Global warming potentials used to convert emissions into CO_2e are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report.

We restated our 2019, 2020 and baseline (2018) GHG emissions to reflect emissions from acquisitions made in 2020 and data quality improvements. Our recalculated base year (2018) GHG emissions in tCO_2e are: Scope 1 – 30,723; Scope 2 (market-based) – 35,050; Scope 3 – 432,552.

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's location-based emissions are calculated using the average electricity grid factor for each region or sub-region.

WATER

We collected water withdrawal information from our facilities. Actual water consumption information was available for approximately 63% of total office space globally. Remaining water consumption was estimated from the average water use intensity for Canadian offices from the REALpac 2012 Water Benchmarking Pilot Report; Performance of the Canadian Office Sector, prorated by office floor area and scaled down relative to office vacancy rates during 2021. Water withdrawn in areas of water stress is not tracked.

WASTE

We collected waste output information from our facilities. Waste disposal methods and amounts were determined through tracking waste directly disposed by facilities, through reports from waste disposal contractors or through waste audits (bag counts). Actual waste output information was available for approximately 69% of total office space globally. Remaining landfill waste was estimated from the average waste output intensity for our offices with actual data prorated by office floor area and scaled down relative to office vacancy rates during 2021. Recycling and other non-landfill waste output were not estimated where data was unavailable.

Table A-2: Social and Governance Performance

CATEGORY	INDICATOR	UNIT	2021	2020	2019	GRI STANDARD
Employees[45]	**Full-Time Equivalent Employees (FTE)**	**Number**	**53,508**	**44,754**	**47,283**	**102-8**
	Permanent, Full-Time Employees	**Number**	**48,648**	**41,525**	**43,250**	**102-8**
	Male	Number	33,527	29,188	30,553	102-8
	Female	Number	15,121	12,337	12,697	102-8
	Permanent, Part-Time Employees	**Number**	**3,280**	**2,910**	**2,886**	**102-8**
	Male	Number	1,564	1,321	1,294	102-8
	Female	Number	1,716	1,589	1,592	102-8
	Temporary Employees	**Number**	**3,405**	**2,459**	**3,604**	**102-8**
	Male	Number	2,249	1,650	2,526	102-8
	Female	Number	1,156	809	1,078	102-8
	Permanent Employees by Region	**Number**	**51,928**	**44,435**	**46,136**	**102-8**
	CANADA	Number	9,110	6,821	7,649	102-8
	AMERICAS	Number	14,384	11,528	11,597	102-8
	EMEIA	Number	19,340	17,871	18,515	102-8
	APAC	Number	9,094	8,215	8,375	102-8

45 Data reported cover global employees as at December 31, 2021. Employee data broken down by region and gender are not yet available for two 2021 acquisitions – Englekirk Structural Engineers and Knight Partners LLC. As a result, the available percentage breakdown is applied to the total number of employees to estimate the number of employees in each category for those acquisitions. Data represent 99.6% of total employees.

CATEGORY	INDICATOR	UNIT	2021	2020	2019	GRI STANDARD
Employees	**Temporary Employees by Region**	**Number**	**3,405**	**2,459**	**3,604**	**102-8**
	CANADA	Number	368	169	272	102-8
	AMERICAS	Number	1,642	1,326	1,601	102-8
	EMEIA	Number	849	624	1,348	102-8
	APAC	Number	546	340	383	102-8
	Total Turnover Rate[46]	%	21	17	18	401-1
	Voluntary Turnover Rate[44]	%	17	10	14	401-1
	Employees Covered by Collective Bargaining Agreements	%	13	14	12	102-41
	Training Hours	Hours	1,045,646	815,435	1,159,000	404-1
	Training Hours per Employee	Hours/FTE	20	18	26	404-1
Gender Diversity	Women on Board of Directors	%	37.5	37.5	37.5	405-1
	Women in Senior Management Team	%	23	22	30	405-1
	Women in Management (business leaders and middle management)[47]	%	23	21	21	405-1
	Women in Workforce	%	33	31	31	405-1

46 Employees joining and leaving acquisitions after the acquisition date are included in the overall total of new hires, but excluded from the calculation of new hire and turnover percentages. Turnover data are not available by gender and age.

47 Data reported covers global employees as at December 31, 2021. Employee category data by gender is not yet available for three 2021 acquisitions – Golder, Englekirk Structural Engineers and Knight Partners LLC. As a result, the percentages provided relate to the available data which represents 87.9% of permanent employees. Senior Management Team data is inclusive of all 2021 acquisitions.\

CATEGORY	INDICATOR	UNIT	2021	2020	2019	GRI STANDARD
Occupational Health and Safety	Lost Time Injury Rate (LTIR)	Incidents per 200,000 hours worked	0.11	0.10	0.12	N/A
	Total Recordable Incident Rate (TRIR)	Incidents per 200,000 hours worked	0.27	0.28	NR	403-9
	Recordable all work-related injury rate (AIFR)	Incidents per 200,000 hours worked	1.14	0.98	1.02	403-9
	Fatalities	Number	0	0	0	403-9
Ethics & Integrity[48]	Code of Conduct onboarding training completed by employees					
	CANADA	%	100	100	100	205-2
	USA	%	99	100	99	205-2
	LATIN AMERICA AND THE CARIBBEAN	%	100	100	99	205-2
	EMEIA	%	100	97	97	205-2
	APAC	%	100	99	98	205-2
	Total	**%**	**99**	**99**	**98**	**205-2**
	Code of Conduct refresher training completed by employees					
	CANADA	%	100	97	100	205-2
	USA	%	100	100	96	205-2
	LATIN AMERICA AND THE CARIBBEAN[49]	%	100	22	N/A	205-2
	EMEIA	%	100	82	94	205-2
	APAC	%	100	100	100	205-2
	Total	**%**	**100**	**90**	**97**	**205-2**
Customer Satisfaction[50]	Net Promoter Score (NPS)	Number	41	34	NR	N/A

48 Training rates cannot be reported by employee category.

49 Code of Conduct refresher trainings were not launched in the LAC region in 2019, where a comprehensive live training strategy is used to replace online training modules. Completion rate for this region was lower for 2020 as training was launched in December 2020. Without the LAC region, the overall completion rate would have been 97%

50 In 2021, we conducted NPS surveys within most of our major operating regions. Overall, our score was 41 on a scale from -100 to 100, representing a 21% increase over our 2020 score.

APPENDIX B

GRI Content Index

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

General Standard Disclosures

DISCLOSURE[51]		SECTION
Organizational Profile		
102-1	Name of the organization	Cover
102-2	Activities, brands, products and services	About WSP; Future Ready®
102-3	Location of headquarters	About WSP
102-4	Location of operations	About WSP
102-5	Ownership and legal form	About WSP
102-6	Markets served	About WSP
102-7	Scale of the organization	About WSP
102-8	Information on employees and other workers	About Our People; Appendix A

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

DISCLOSURE[51]		SECTION
102-9	Supply chain	Supply Chain Management
102-10	Significant changes to the organization and its supply chain	Supply Chain Management
102-11	Precautionary principle or approach	Governance & Risk Management
102-12	External initiatives	UN Sustainable Development Goals; Future Ready®; Climate Transition Plan
102-13	Membership of associations	Corporate Memberships
Strategy		
102-14	Statement from senior decision-maker	Introduction from our CEO
Ethics and Integrity		
102-16	Values, principles, standards and norms of behaviour	Our Purpose; About WSP
Governance		
102-18	Governance structure	Governance & Accountability
Stakeholder Engagement		
102-40	List of stakeholder groups	Materiality & Stakeholders
102-41	Collective bargaining agreements	As of December 31, 2021, employees predominantly in the Nordics, Brazil and Continental Europe, representing approximately 13% of the Corporation's total employees and the vast majority of its unionized employees, were covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Materiality & Stakeholders
102-43	Approach to stakeholder engagement	Materiality & Stakeholders

DISCLOSURE[51]		SECTION
102-44	Key topics and concerns raised	Materiality & Stakeholders
Reporting Practices		
102-45	Entities included in the consolidated financial statements	About WSP
102-46	Defining report content and topic boundaries	Materiality & Stakeholders; Managing our ESG Impacts document
102-47	List of material topics	Materiality & Stakeholders; Managing our ESG Impacts document
102-48	Restatements of information	Reporting Scope; Environmental Performance; Appendix A
102-49	Changes in reporting	Reporting Scope
102-50	Reporting period	Reporting Scope
102-51	Date of most recent report	Back Cover
102-52	Reporting cycle	Reporting Scope
102-53	Contact point for questions regarding the report	Back Cover
102-54	Claims of reporting in accordance with the GRI Standards	Reporting Scope; GRI Content Index
102-55	GRI content index	GRI Content Index
102-56	External assurance	Reporting Scope; GHG Emissions Assurance Statement

Specific Standard Disclosures

GRI 103-1 through GRI-103-3 management approach disclosures for all our material topics are detailed in our standalone Managing our ESG Impacts document. We also include disclosures for two topics that were not identified as material ESG topics as part of our last materiality assessment (Information Security and Privacy and Tax). Topic-specific disclosures are cross-referenced below.

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[52]
Economic					
WSP's Financial Performance	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	About WSP	No
		201-2	Financial implications and other risks and opportunities due to climate change	Climate Risks & Opportunities Appendix D	No
Tax	GRI 207: Tax 2019	207-1	Approach to tax	Managing our ESG Impacts document	No
		207-2	Tax governance, control, and risk management	Managing our ESG Impacts document	No
		207-3	Stakeholder engagement and management of concerns related to tax	Managing our ESG Impacts document	No
		207-4	Country-by-country reporting	Tax Payments	Yes
Ethics	GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Ethics & Integrity; Appendix A	Yes
Environmental					
Energy	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Performance; Appendix A	No
		302-3	Energy intensity	Environmental Performance; Appendix A	No
Water	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Managing our ESG Impacts document	No
		303-2	Management of water discharge-related impacts	Managing our ESG Impacts document	No
		303-3	Water withdrawal	Environmental Performance; Appendix A	No

52 See report section for details of omission.

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[52]
GHG Emissions	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environmental Performance; Appendix A	No
		305-2	Energy indirect (Scope 2) GHG emissions	Environmental Performance; Appendix A	No
		305-3	Other indirect (Scope 3) GHG emissions	Environmental Performance; Appendix A	No
		305-4	GHG emissions intensity	Appendix A	No
Waste	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Managing our ESG Impacts document	No
		306-2	Management of significant waste-related impacts	Managing our ESG Impacts document	No
		306-3	Waste generated	Environmental Performance; Appendix A	No
		306-4	Waste diverted from disposal	Environmental Performance; Appendix A	No
		306-5	Waste directed to disposal	Environmental Performance; Appendix A	Yes
Environmental Compliance	GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Environmental Performance; Appendix C	No
Social					
Employment Practices	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	About our People; Appendix A	Yes
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	About our People	No

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[52]
Occupational Health and Safety	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health & Safety; Managing our ESG Impacts document	No
		403-2	Hazard identification, risk assessment, and incident investigation	Health & Safety; Managing our ESG Impacts document	No
		403-3	Occupational health services	Health & Safety; Managing our ESG Impacts document	No
		403-4	Worker participation, consultation, and communication on Management Approach	Health & Safety; Managing our ESG Impacts document	No
		403-5	Worker training on occupational health and safety	Health & Safety; Managing our ESG Impacts document	No
		403-6	Promotion of worker health	About our People	No
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health & Safety; Managing our ESG Impacts document	No
		403-9	Work-related injuries	Health & Safety; Appendix A	No
Employee Training and Education	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	About our People	Yes
Diversity and Equal Opportunity	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Inclusion & Diversity; Appendix A; Appendix C	No
		405-2	Ratio of basic salary and remuneration of women to men	Inclusion & Diversity; Managing our ESG Impacts	Yes
Non-Discrimination	GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Ethics & Integrity	No
Indigenous Relations	GRI 411: Rights of Indigenous Peoples 2016	411-01	Incidents of violations involving rights of indigenous peoples	Indigenous Relations	No
Local Community Impacts	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and developments programs	Community Engagement; Our Projects & Society	Yes
Information Security and Privacy	GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Appendix C	No

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	WSP has no such violations to report. Over the course of 2021, WSP identified a few incidents of environmental non-compliance which did not generate any significant fines, penalties, damages or sanctions imposed by a regulatory body. In the normal course of its business, when environmental events are identified and irrespective of their materiality, WSP endeavours to provide voluntary clean-up or remediation services; enhance internal procedures; react to warnings, and disseminate proper lessons learned across the organization.
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	We consider the environmental risks and opportunities of our projects from the outset through design, construction, operations and end of life. We identify and comply with environmental study and permitting requirements to avoid, minimize or mitigate impacts to the environment. In some regions, we have developed tools to help our Project Managers identify and manage environmental impacts and permitting requirements and have provided training on environmental awareness and risk management. This can include our activities that could pose a potential environmental impact, such as water pollution, noise and nuisance, land contamination, waste, hazardous substances, energy use, protected species and habitats. Our risk tools enable us to effectively communicate these risks to our suppliers, subcontractors and clients. For some projects, we prepare an Environmental Management Plan (EMP) or similar document, which identifies key environmental risks, constraints, relevant regulations and mitigation measures. See our Managing our ESG Impacts and Our Projects & Environment section for more information.
Structural Integrity & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	Operational Excellence and Expertise are two of WSP's core pillars. In the ordinary course of conducting its business, WSP may be involved in various legal proceedings, including lawsuits based upon professional errors and omissions. WSP works closely with its internal project teams, legal advisors and insurers in order to best defend and/or resolve such disputes. As indicated in its 2021 Annual Report, WSP secured general and professional liability insurance in order to manage the risks related to such proceedings. Based on advice and information provided by its legal advisors and on its experience in the resolution of similar proceedings, Management believes that WSP has accounted for sufficient provisions in that regard and that the final outcome should not have a material effect on the financial position or operating results of WSP.
	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	Our TRIR includes all direct employees as well as contract employees (e.g., independent contractors and those employed by third parties). Our TRIR does not include subcontractors. In 2021, our global TRIR was 0.27 per 200,000 hours worked. No employee fatalities occurred in 2021.
Life Cycle 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 are approximate and likely underrepresent the number of projects we support that have achieved or will pursue a sustainability certification. (1) The number of projects completed in 2021 that achieved or are expected to achieve a sustainability certification include: 264 BREEAM 59 LEED 24 BOMA 19 Beam Plus 17 Miljöbyggnad 7 Green Star 3 NABERS 3 DGNB 2 WELL 1 CEEQUAL 16 projects achieved/seeking other sustainability certifications (2) The number of projects that were still active at the end of 2021 and seeking a sustainability certification include: 313 LEED 116 BREEAM 140 Beam Plus 129 Green Star 72 WELL 32 Miljöbyggnad 26 BOMA 16 ISCA 13 Envision 13 Green Mark 12 Fitwel 11 NABERS 11 DGNB 2 CEEQUAL 56 projects using other sustainability certifications

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	WSP takes a holistic view of projects which includes construction phases beyond planning and design for clients. WSP includes the client's key stakeholders (in planning, engineering, construction, operation and maintenance) in project planning. Employees have WSP's Future Ready® toolkit to build energy and water efficiency considerations into their projects, by addressing future trends in climate change, resources, society and technology. A number of specialized employees with experience in utilizing sustainability rating tools and guidelines also ensure that energy and water efficiencies are considered in projects. 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
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1	(1) As at December 31, 2021, our backlog for hydrocarbon-related projects was approximately $176 million. (2) As at December 31, 2021, our backlog for renewable energy projects was approximately $85 million. Note: The backlog numbers provided are unaudited. WSP tracks backlog through our financial systems, but not all project details are fully integrated at a global level. Hydrocarbon-related backlog is provided for our Power & Energy and Mining markets only. WSP also provides environmental-related services to the hydrocarbon industry that are not reflected in this estimate.
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	An increasing percentage of our hydrocarbon backlog is related to energy transition projects such as carbon capture and sequestration, hydrogen development, waste-to-energy and bio-fuel development. In 2021, WSP received gross revenue backlog cancellation notices for $82 million of hydrocarbon-related work due to project cancellations, delays and contract reconfigurations. Note: The backlog numbers provided are unaudited and only reflect backlog cancellations in the Power & Energy market within our US, Canada and Australia operations.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	As at December 31, 2021, our best estimate of backlog for non-energy projects associated with climate change mitigation is $4.3 billion. WSP estimates its percentage of Clean Revenues, which represents revenue earned from services that have a positive impact on the environment and support the UN SDGs (see section "Clean Revenues"). This estimate was modified to include only projects that support climate change mitigation, i.e. projects coded to climate change, sustainability, green/sustainability certifications, energy efficiency, low-carbon infrastructure and mass transit. We also include all our Earth & Environment projects, except those related to conventional resource extraction, under the assumption that these projects contribute to climate mitigation directly and/or indirectly through decommissioning of hydrocarbon projects or the protection and restoration of natural resources. The resulting percentage was applied to our 2021 backlog as at December 31, 2021, to generate our estimate. Note: The estimated backlog number is unaudited. The Clean Revenue categories used to support this estimate are based on mapping the available coding in our systems to this category. We plan to enhance this disclosure over time.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
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	(1) As at December 31, 2021, WSP had less than 45 active projects in some of the countries listed in the 20 lowest rankings in Transparency International's Corruption Perception Index. (2) Our backlog as at December 31, 2021, in these countries was less than $20 million. See the section "Ethics & Integrity" for information on how we approach working in high risk countries and regions.
	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
	Description of policies and practices for prevention of bribery and corruption	IF-EN-510a.3	See our Managing our ESG Impacts document.
	Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	IF-EN-510a.3	See our Managing our ESG Impacts document.

ACTIVITY METRIC	CODE	RESPONSE
Number of Active Projects	IF-EN-000.A	We had approximately 90,000 active projects as at March 31, 2022.
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 all 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 $10.4 billion[53] as at December 31, 2021.

53 This report incorporates by reference section 19, "Glossary of segment reporting, non-IFRS and other financial measures", of WSP's MD&A for the year ended December 31, 2021, filed on SEDAR at www.sedar.com, which explains the composition of this supplementary financial measure.

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 the section "Information Security and Privacy" in this Report, as well as the Managing our ESG Impacts document.
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	See the section "Information Security and Privacy" in this Report, as well as the Managing our ESG Impacts document.
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	In 2021, we reported one data breach to a data protection supervisory authority, which was subsequently closed with no further action. We had no data breaches of customer confidential business information or personally identifiable information that required a notification to our customers.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Workforce Diversity & Engagement	Percentage of gender representation for (1) executive management and (2) all other employees	SV-PS-330a.1	(1) As at March 31, 2022, 23% of the members of WSP's global senior management team were women. (2) See the section "Inclusion & Diversity" in "About our People" for a gender breakdown per region and employee business category as of December 31, 2021.
	Percentage of racial/ethnic group representation within the United States for (1) executive management and (2) all other employees	SV-PS-330a.1	Within our US, Canada and UK operations, which represent 50% of our global workforce, 23% of the employees in these countries have self-identified as a minority (this does not include Golder employees). As at December 31, 2021, 17% of our executive management team within WSP in the United States, defined as individuals within two reporting levels of the CEO, and 29% of all other employees within WSP in the US self-identify as racially/ethnically diverse. Racial/ethnic group representation is provided below for all WSP in the United States employees with the exception of Golder employees as of December 31, 2021.

RACIAL/ETHNIC GROUP	% OF UNITED STATES TOTAL WORKFORCE
American Indian or Alaskan Native	0.3%
Asian (not Hispanic or Latino)	11.9%
Black or African American (not Hispanic or Latino)	7.0%
Hispanic or Latino	7.9%
Native Hawaiian or Other Pacific Islander	0.3%
Two or More Races (not Hispanic or Latino)	1.9%
White (not Hispanic or Latino)	63.8%
Employee chose not to disclose	6.8%
Grand Total	100%

Other Reporting Categories for WSP in the United States as of December 31, 2020

CATEGORY	% OF UNITED STATES TOTAL WORKFORCE
Employee with a Disability	2.8%
Veteran	2.4%

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	(1) Our global voluntary turnover rate for 2021 was 17%. (2) Our total global turnover rate (voluntary and involuntary) for 2021 was 21%.
	Employee engagement as a percentage	SV-PS-330a.3	In 2021, all of our employees were invited to participate in an engagement survey, and the overall participation rate was 81%. The result was a score of 7.6/10 on our global engagement index.
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	See the section “Ethics and Integrity”
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	$0

ACTIVITY METRIC	CODE	RESPONSE
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	See Appendix A.
Employee hours worked, percentage billable	SV-PS-000.B	In 2021, our billable employees worked a total of 88,246,179 hours. This figure excludes corporate and support staff.

APPENDIX D

TCFD Index

Please see our standalone 2021 TCFD report for information on how we manage climate risks and opportunities.

	TCFD RECOMMENDATIONS	REPORT SECTION
Governance		
Disclose the organization's governance around climate-related risks and opportunities.	Describe the board's oversight of climate-related risks and opportunities.	Governance & Risk Management 2021 TCFD Report
	Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy		
Disclose impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	Climate Risks and Opportunities 2021 TCFD Report
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate Risks and Opportunities Future Ready® 2021 TCFD Report
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate Risks and Opportunities Environmental Performance Future Ready® 2021 TCFD Report

	TCFD RECOMMENDATIONS	REPORT SECTION
Risk Management		
Disclose how the organization identifies, assesses, and manages climate-related risks.	Describe the organization's processes for identifying and assessing climate-related risks.	Governance & Risk Management CDP Questionnaire Question C2.2
	Describe the organization's processes for managing climate-related risks.	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
Metrics And Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Environmental Performance Clean Revenues
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks.	Environmental Performance Appendix A
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Environmental Performance Clean Revenues 2021 TCFD Report

APPENDIX E

UNGC Communication on Progress

PRINCIPLES		REPORT SECTION
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Ethics & Integrity; Managing our ESG Impacts document
Principle 2	Businesses should make sure that they are not complicit in human rights abuses	Ethics & Integrity; Managing our ESG Impacts document
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Ethics & Integrity; Managing our ESG Impacts document
Principle 4	Businesses should uphold the elimination of all forms of forced and compulsory labour;	Ethics & Integrity; Managing our ESG Impacts document
Principle 5	Businesses should uphold the effective abolition of child labour; and	Ethics & Integrity; Managing our ESG Impacts document
Principle 6	Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Inclusion & Diversity; Managing our ESG Impacts document
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	Risk Management
Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility; and	Environmental Impact; Managing our ESG Impacts document
Principle 9	Businesses should encourage the development and diffusion of environmentally friendly technologies.	Future Ready®
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	Ethics & Integrity; Managing our ESG Impacts document

As one of the world's leading professional services firms, WSP exists to future-proof our cities and environment. We provide strategic advisory, engineering, and design services to clients in the transportation, infrastructure, environment, building, power, energy, water, mining, and resources sectors. Our approximately 55,800 trusted professionals are united by the common purpose of creating positive, long-lasting impacts on the communities we serve through a culture of innovation, integrity, and inclusion. Sustainability and science permeate our work. WSP derived about half of its 2021 revenues from clean sources. The Corporation's shares are listed on the Toronto Stock Exchange (TSX: WSP). To find out more, visit wsp.com.

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We welcome and encourage your feedback on our 2021 Global ESG Report:

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WSP's prior Global ESG Report was published in June 2021.

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COMMUNICATION ON PROGRESS

UN GLOBAL COMPACT

This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.