



Purposeful Impact

2022 GLOBAL
ENVIRONMENTAL,
SOCIAL AND
GOVERNANCE
(ESG) REPORT

Contents

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 in such case, external links will not be accessible.

INCORPORATION BY REFERENCE

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

NOTICE

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

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

Introduction

IN THIS SECTION

Reporting Scope

Introduction from our CEO

Our Purpose

Highlights & ESG Ratings

Performance Scorecard

Reporting Scope

This report ("Report") covers the environmental, social and governance (ESG) performance of WSP Global Inc. and its subsidiaries (collectively, "WSP", the "Corporation", "we", "us" or "our") from January 1, 2022 to December 31, 2022, unless otherwise indicated herein. This Report was prepared with reference to the 2021 GRI Universal Standards 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).

> Further details of our approach to managing important ESG topics are in a separate document, named **Managing our ESG Impacts**. In addition, our **TCFD Report** provides further information on how we are managing climate risks and opportunities.

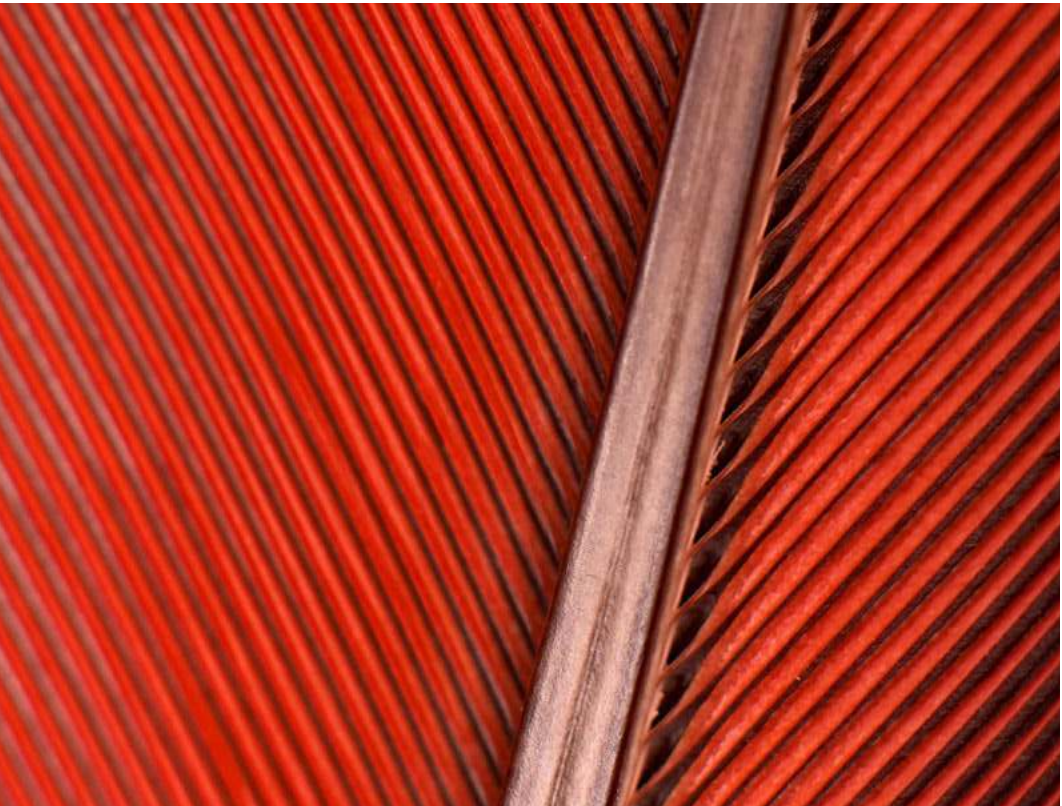
Our intended audience for this Report includes our employees, clients and investors. This Report covers all of WSP's operating subsidiaries across the world except where noted; however, ESG data relating to 2022 acquisitions is not fully integrated into WSP's systems at this time. As a result, we have detailed in each section of this Report when such acquisitions are included.

During the course of the last year, WSP consulted with a broad range of internal and external stakeholders regarding ESG topics and/or disclosure at the local, regional² and global levels, including clients, investors and our leaders in workplace strategy, human resources, legal, procurement, ethics and integrity, information security and privacy, risk management, finance, health, safety, environment & quality, investor relations, communications and from our regional operations.

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 Executive Director, ESG; and the global Disclosure Committee. The Report was also reviewed and approved by the Governance, Ethics and Compensation Committee of the Board of Directors (GECC). The Audit Committee has begun overseeing the work being conducted in the establishment of internal controls and data verification processes for ESG reporting purposes. The Audit Committee charter was updated in December 2022 to reflect this change.

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](#).

The information in this Report is unaudited; however certain information, including revenues, revenues by market sector, net revenue by segment, personnel costs, subconsultants and direct costs, income tax expense, income taxes paid, and dividends paid are taken directly from WSP's audited consolidated financial statements for the year ended December 31, 2022. We intend to undertake external auditing of ESG metrics for future global ESG reports, as may be required pursuant to regulations and stakeholder expectations.



² In this document, where we use the term "regions", we are referring generally to WSP's reportable segments: Canada, Americas (USA and Latin America), EMEIA (Europe, Middle East, India and Africa) and APAC (Asia Pacific – Asia, Australia and New Zealand). Where we use the term "subregions", we refer to a further breakdown which includes Canada, the USA, Latin America and the Caribbean, the UK, Central Europe, Nordics, the Middle East, India, Africa, Australia, New Zealand and Asia.

Introduction from our CEO

As the world prepares for the low-carbon transition, we remain focused on leading by example. Continuing to reduce our own carbon impact is vital. We are also committed to being the partner of choice for clients seeking climate resilience and sustainability solutions. An important part of our approach lies in our flagship Future Ready® program, through which we support clients by providing advice and designs that keep the future in mind.

Considering the increasing frequency of extreme weather events and the urgent need to tackle climate change, we have endeavoured to further reinforce our Earth & Environment (E&E) business to enable us to assist clients seeking to mitigate the impacts of climate change and build more resilient infrastructures. Our business acquisition strategy has supported this objective, including the recently completed acquisitions of Wood's Environment & Infrastructure business; Climate Finance Advisors; Greencap Holdings; and BG Consulting Engineers. In addition to ramping up our environmental capacity, these transactions expanded our renewable energy and water business, as well as our ESG-related services offering.

Through our efforts, we have created one of the most diversified platforms in our industry, with Transportation & Infrastructure in the lead, followed by

our steadily growing E&E sector and our renowned Property & Buildings service offering. Backed by our team of 23,000 environmental professionals, our capabilities in this sector are global in their scale and unparalleled in their depth. We deliver a broad array of projects, often complex, but achievable thanks to the collective capabilities of our talent, allowing us to support our clients in the transition to a cleaner, low-carbon, bio-diverse world.

Our ESG efforts were recognized repeatedly in the last 12 months. WSP was one of four firms out of fifty to receive the maximum, five-star rating from *Environment Analyst* for climate and ESG impact leadership.³ We also earned a top decile score in S&P's Corporate Sustainability Assessment for our industry; we made the "A list" in the CDP Climate Change Questionnaire for the very first time; and we were ranked among Corporate Knight's 50 Best Corporate Citizens in Canada, for the second consecutive year, among other accolades.

I am thrilled to highlight these accomplishments; while our achievements are extensive, we still have work to do. In 2023, we will seek to improve our performance in key areas. ³Questionnaire for the very first time; and we were ranked among Corporate



**Alexandre
L'Heureux**

President and Chief
Executive Officer
WSP Global Inc.

Environmental leadership

Through focus and discipline, we made progress in meeting our environmental objectives in 2022, including our short- and long-term climate goals. We reinforced our commitments with the approval of our net zero GHG emissions reduction target by the Science Based Targets initiative (SBTi). We also launched our Biodiversity Statement, enabling us to engage with our clients to protect, restore and enhance ecosystems.

In 2022, and in accordance with TCFD, we published our first TCFD report informing investors about our climate risks, as well as our considerable opportunities to support the low-carbon transition. We are issuing an updated TCFD report alongside this Report.

At WSP, we believe that real change comes from being a trusted partner and collaborating with like-minded clients who share our goal of building a more equitable and inclusive net-zero world. Accordingly, we pursue projects that reflect our core beliefs and principles.

I am pleased to report that approximately 59.3% of our 2022 annualized revenues were derived from services aligned with the United Nations Sustainable Development Goals (SDGs), which is ahead of our 2024 strategic plan objective. To align with evolving industry practice, we have renamed our “Clean Revenues” metric “SDG-Linked Revenues” and enhanced our methodology to include services from revenues that contribute to any of the SDGs.⁴

Social impacts

The social impacts of our ESG commitments involve our people, stakeholders, and communities. We have pledged to provide inspiring leadership, embrace inclusion and diversity, and maintain a healthy corporate culture. Whenever we interact with our communities, through projects or other initiatives, we strive to leave a lasting positive legacy. Since our people thrive on opportunity and purpose, delivering on these pledges catalyzes powerful outcomes.

Listening to our people is key. In 2022, we received valuable feedback from our global employee survey, which boasted a high participation rate. The results indicate that employee engagement is trending positively. Drawing on this feedback, we aim to continuously improve our employees’ journey and to create an optimal workplace.

In the wake of the pandemic, our industry is mirroring many others with higher employee turnover. Our people are our greatest asset, so efforts to attract and retain talented and diverse professionals require an effective strategy. We committed to a 1% year-over-year increase in retention during this strategic cycle; this target was achieved in 2022. We were also pleased we achieved our diversity target, which consists of a 5% year-over-year increase in the representation of women and Under-Represented Groups.⁵

We will continue to focus on employee retention in all regions while reinforcing non-negotiable programs such as health and safety, ethics and compliance, and inclusion and diversity.

As a global company, we strive to make a positive difference worldwide. Guided by the passion of our people, we engaged in various community activities, including charitable donations, in-kind donations, partnerships, volunteering, and pro-bono expertise. Among our global donations in 2022, estimated at \$3.9 million, is the donation of \$700,000 we made to Nature Conservancy of Canada (NCC) to protect biodiversity, a natural extension of our commitment to mitigate climate change.



Backed by our team of 23,000 environmental professionals, our capabilities in this sector are global in their scale and unparalleled in their depth.

3 Source: ESG Strategies: Accelerating Impact and Net Zero Goals in Consultancy, EA, April 27, 2023.

4 See the section “SDG-Linked Revenues” for more information. Annualized revenues include 12 months of revenues from businesses acquired during 2022, to reflect the pro forma impact of our acquisitions.

5 Women, Indigenous Peoples, persons with disabilities, ethnic minorities, LGBTQIA2S+, and veterans collectively comprise the “Under-Represented Groups”.

Good governance

Good governance is crucial to supporting WSP’s long-term viability as we promote a culture of trust, accountability and effective risk management. In 2022, we demonstrated the increasing strength of our ESG governance by updating our Board and committee charters to include expanding ESG oversight. We are also pleased that, for the first time, a portion of our global and regional leaders’ variable compensation was linked to ESG factors such as SDG-Linked Revenues, employee engagement, inclusion and diversity, health and safety, and ethics and compliance.

Another important milestone was reached in Egypt, where WSP signed the COP27 Action Declaration on Climate Policy Engagement, an initiative of Corporate Knights and the Global 100 Council. As part of this commitment, we pledged to work with major industry and trade associations to ensure greater compliance with the Paris Agreement. We are in the process of implementing the due diligence required to make further progress in this regard.

Since we cannot achieve our GHG targets without the backing of our partners and suppliers, we developed a Low-Carbon Supplier Engagement Plan aimed at obtaining scope 1, 2 and 3 emissions data for select suppliers via the CDP Climate Change Questionnaire.

Our suppliers are also encouraged to commit to an ambitious level of climate action aligned with our own. In parallel, we are seeking to increase the number of suppliers agreeing to commit to our Business Partner Code of Conduct.

To ensure that we remain a partner of choice for our clients, we set a satisfaction target in our 2022-2024 Global Strategic Action Plan. Last year, we grew our key accounts and boosted satisfaction by delivering solutions and focusing on long-term resilience and adaptability. With some 150,000 active projects spanning the globe, our ability to contribute to a low-carbon world is substantial.

I am delighted by the *Purposeful Impact* we made in 2022. You are invited to learn more about our initiatives, projects and legacy in this Report. As we continue our ESG journey, we expect that WSP’s contributions to the green transition will grow steadily over time. We are committed to achieving our ambitious targets and to reporting on our actions and performance with rigour and transparency.



We are committed to achieving our ambitious targets and to reporting on our actions and performance with rigour and transparency.



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



Environmental

- Reported SDG-Linked Revenues of approximately 59.3% of total annualized gross revenues in 2022
- Reduced total scope 1, scope 2 (market-based) and scope 3 GHG emissions by 26% in 2022, compared to our 2018 base year
- Received SBTi approval for our [net zero GHG emissions reduction target](#)



Social

- Marked an improvement in employee engagement, according to our 2022 global employee survey
- Donated approximately \$3.9 M to charitable causes globally in 2022
- Met our target of a 5% increase in employees who are women/in Under-Represented Groups in 2022



Governance

- Signed Corporate Knights' [COP27 Action Declaration on Climate Policy Engagement](#)
- Unveiled new guiding principles for nature enhancement through our [Biodiversity Statement](#)
- Enhanced the ESG governance aspects of our Board, GECC and Audit committee charters

ESG Accolades

Named one of Corporate Knights’ 2022 Best 50 Corporate Citizens in Canada



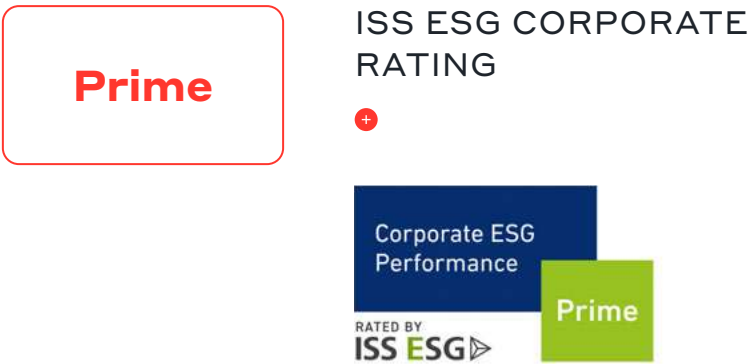
Winner of the Best Environmental, Social and Governance (ESG) Report category in the CR Reporting Awards’22



Joined the “A List” for the 2022 CDP Climate Change Questionnaire



ESG Ratings⁶



ETHISPHERE INDEPENDENT INTEGRITY PROGRAM ASSESSMENT



⁶ As at April 28, 2023, unless indicated otherwise.

⁷ In 2022, WSP received a rating of A (on a scale of AAA-CCC) in the [MSCI ESG Ratings](#) assessment.

⁸ Latest annual update: December 2022.

Performance Scorecard

	Objective	Status	Progress & 2022 Performance
Environmental	By 2024, earn over 50% of total annualized gross revenues from SDG-Linked Revenues, defined as revenues earned from services that support the UN SDGs ⁹	ACHIEVED FOR 2022	In 2022, SDG-Linked Revenues represented approximately 59.3% of WSP's total gross revenues, including annualized acquisition revenues from that year.
	Reduce absolute scope 1 and 2 market-based GHG emissions 40% by 2024 from a 2018 base year (60% by 2030)	ON TRACK	Although we saw a slight increase between 2021 and 2022, scope 1 and 2 market-based emissions decreased by 33% between 2018 and 2022. Scope 3 emissions decreased by 24% between 2018 and 2022.
	Reduce absolute scope 3 GHG emissions 15% over the same timeframe (30% by 2030)		
	Source 50% renewable electricity by 2024 (100% by 2030)	ON TRACK	In 2022, WSP's offices purchased approximately 32,270 megawatt hours (MWh) of renewable electricity, representing approximately 34% of total electricity consumption.
	By 2024, achieve a 20% decrease in real estate cost and footprint, measured as the percent reduction in total rentable square feet due for renewal in the reporting year, excluding acquisitions	ON TRACK	In 2022, we reduced our total rentable square footage that was due for renewal by 42%, as well as the cost of real estate due for renewal by 14%, compared to 2021.

⁹ This target has been revised since the publication of our 2022-2024 Global Strategic Action Plan. See the section “SDG-Linked Revenues” for more information.

	Objective	Status	Progress & 2022 Performance
Social	Annually, fill at least 75% of global leadership positions (and those of their direct reports) by internal candidates ¹⁰	NOT ACHIEVED FOR 2022	In 2022, we filled 64% of global leadership positions (and those of their direct reports) by internal candidates.
	>1% year-over-year increase in retention	ACHIEVED FOR 2022	In 2022, our retention rate increased from 2021 by 1.1%.
	5% year-over-year increase in number of promotions ¹¹	ACHIEVED FOR 2022	In 2022, we exceeded the annual target of a 5% increase.
	Achieve an upper quartile employee sense of trust and belonging at work by 2024	ESTABLISHED METHODOLOGY	Confirmed the way forward to fully measure across the global business in 2023 through introduction of tailored questions in our employee survey.
	5% year-over-year increase in women and Under-Represented Groups (includes middle management/business leaders)	ACHIEVED FOR 2022	In 2022, we exceeded the annual target of a 5% increase. ¹²
	5% decrease in the total recordable incident rate (TRIR) per year	NOT ACHIEVED FOR 2022	In 2022, the global TRIR has increased from 0.30 to 0.32. Four regions/subregions did not meet their annual TRIR target and action plans were developed to address specific improvement areas. We also improved how we report and categorize injuries to ensure our operations follow clear and consistent guidance.
Governance	By 2024, achieve 100% integration of ESG criteria as part of global leader compensation	ACHIEVED FOR 2022	Specific ESG criteria have been included in the determination of the variable compensation for leaders worldwide since 2022. ¹³
	Annually, achieve 100% completion rate of the Code of Conduct onboarding training	SLIGHTLY BELOW TARGET FOR 2022	Achieved completion rate for Code of Conduct training of 99% for onboarding training. ¹⁴
	>90% of our business partners will sign on to our Business Partner Code of Conduct ("Business Partner Code") by 2024	PROGRESS REQUIRED	We are currently in the process of developing a methodology to report on this target across the organization.

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

11 This metric covers all employee categories and includes all permanent employees except Louis Berger International (LBI), a WSP Company, India and 2022 acquisitions.

12 This metric includes all permanent employees except LBI, India and 2022 acquisitions.

13 For more information on this variable compensation for WSP's Named Executive Officers, please see the 2023 Management Information Circular, pages 62 through 64.

14 Code of Conduct onboarding completion rate is based on number of employees assigned training, subject to certain exclusions and limitations. 2022 statistics are subject to a margin of error estimated at 3%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP.

IN THIS SECTION

About WSP

Financial Position & Tax

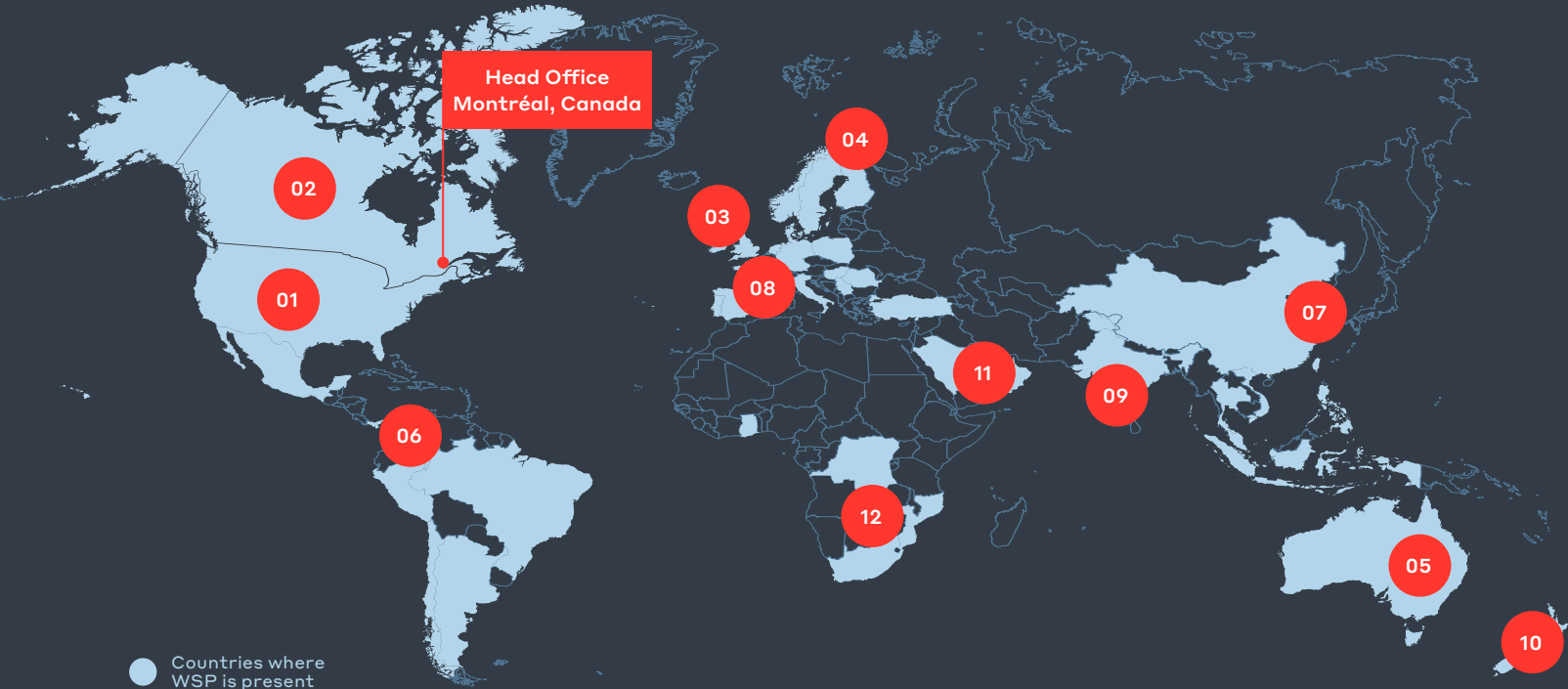
SDG-Linked Revenues

Future Ready®

About WSP

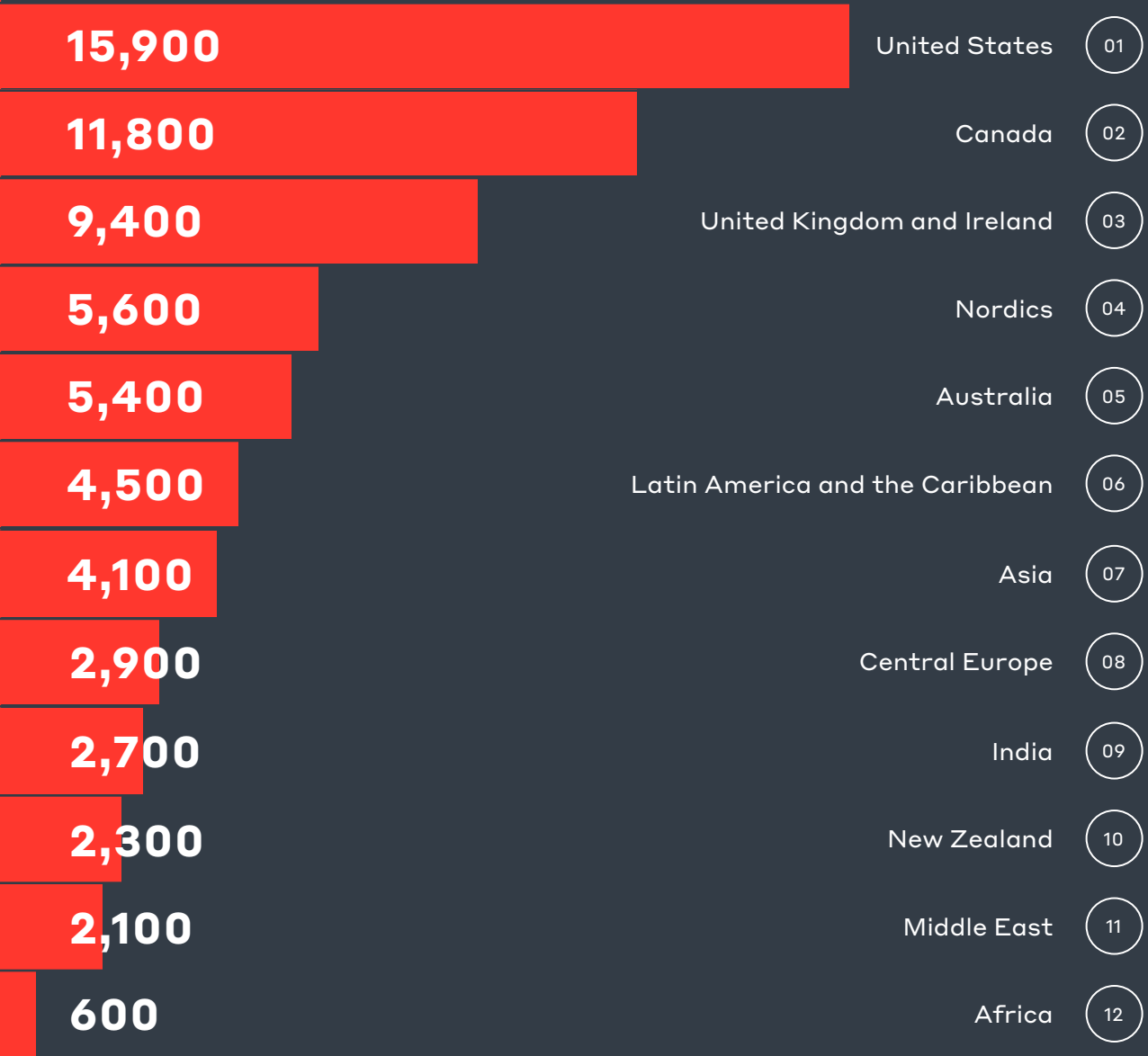
At a Glance

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, energy, water, and mining sectors. Our approximately 67,300 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.



± 67,300

Employees¹⁵



15 At April 1, 2023.

Value Chain

GLOBAL OPERATIONS

± 67,300

Employees¹⁶

± 150,000

Active projects worldwide¹⁷

\$11.93B

2022 Revenues

\$8.96B

2022 Net Revenues¹⁸

2022 VALUE DISTRIBUTED

Employees

\$6.68B

in personnel costs

Subconsultants

\$2.98B

including direct costs¹⁹

Shareholders

\$90.1M

in cash dividends paid

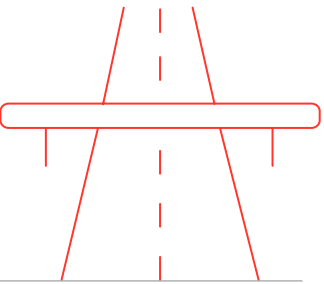
Taxes

\$152.8M

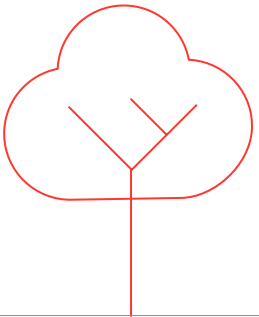
in income tax expense

TRANSFORMATIVE PROJECTS

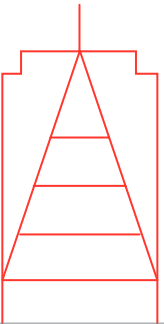
Transportation
& Infrastructure



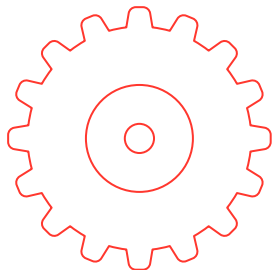
Earth &
Environment



Property & Buildings



Power & Energy,
Industry



¹⁶ At April 1, 2023.

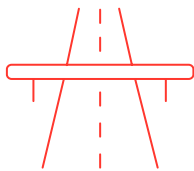
¹⁷ At December 31, 2022. Includes projects from WSP's activities across all our market sectors, as well as all major 2022 acquisitions. This number is not comparable to previous years' data due to a change in the definition of active projects.

¹⁸ 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, 2022, which is filed on SEDAR at www.sedar.com.

¹⁹ Direct costs are defined as costs incurred to deliver consulting services and that are recoverable directly from clients.

Market Sectors

WSP operates in the following market sectors.



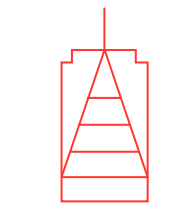
TRANSPORTATION & INFRASTRUCTURE

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



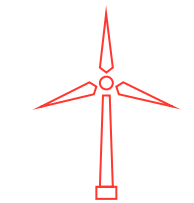
EARTH & ENVIRONMENT

We help clients across all sectors solve complex environmental and social challenges and make informed decisions that will drive positive impacts, including through our leading climate change and ESG advisory services expertise. +



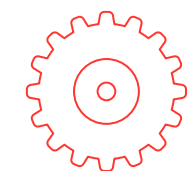
PROPERTY & BUILDINGS

We combine proactive consultancy and strategic advisory with world-class engineering to create places that perform beautifully – inside and out. +



POWER & ENERGY

We offer complete solutions to clients looking for strong expertise in power, renewables, energy efficiency and decarbonization to accelerate the green transition. +



INDUSTRY

We provide industrial clients with engineering, environmental and advisory services in a period of transition requiring digitization, alternative energy options and smart factory solutions. +

Services

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

PLANNING & ADVISORY SERVICES

We provide local expertise and international best practice solutions to help clients make informed decisions during various stages of their project life cycle.

MANAGEMENT SERVICES

We help clients assess and define their goals, and support them throughout the project planning, implementation and commissioning stages, including during emergencies.

TECHNOLOGY & SUSTAINABILITY SERVICES

We propose digital solutions to real challenges and are committed to integrating sustainability principles during the planning, design and management stages of all projects.

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 and changes associated with climate change, managing water sustainably is more critical than ever before. As such, water is central to every WSP project and fundamental to our strategy.

These megatrends have proven to be significant, disruptive and at times disastrous. Managing this precious resource globally is critical to securing economic growth, improving livelihoods, and creating more resilient environments over the coming decades. Additionally, water is integral to driving the green transition itself, for example by helping to generate clean energy through hydropower, green hydrogen and tidal power initiatives.

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.

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, stormwater, sea level rise, coastal erosion, drought – for both private and public sector clients in the wider community.

Our Water Services At a Glance

± 4,600

Water professionals

± 40

Countries

\$1B

Estimated 2022 gross revenues from water-related services

Top provider

Among the top water services providers in the world²⁰



Water's Next Award

Canada

WSP received the *Best Stormwater Project* and *Project of the Year* awards at the 2022 Water's Next Awards, presented by Water Canada magazine for the design, construction administration, and project management of the Bear Street Redevelopment Project in Banff, Alberta. The project was recognized for the delivery of an underground stormwater solution enabling the pedestrian-friendly street to maintain its character, uninterrupted, in the wake of weather events.

20 Source: The Top 225 International Design Firms, ENR, August 8/15, 2022.

CASE STUDY

Cleaning up the Bogota River

 BOGOTA, COLOMBIA

14

The project will benefit more than 14 municipalities and help decontaminate the Bogota River

100%

of Soacha’s urban wastewater will be treated

70%

of Bogota’s wastewater will be treated



The Canoas Wastewater Treatment Plant is the most important environmental project in Colombia, and will be the third largest in Latin America involving the primary and secondary treatment of wastewater.

The Bogota River is considered one of the most contaminated rivers in the world today. It has been polluted by a variety of domestic and industrial wastewater discharges. As it passes through Bogota and Soacha, the river also receives pollutants from four tributaries.

The situation was so dire that the Superior Court of Cundinamarca and the Council of State ordered the Canoas Wastewater Treatment Plant (WWTP) to implement primary and secondary treatment processes with disinfection. With this project, 100% of Soacha’s urban wastewater and 70% of Bogota’s wastewater will be treated.

WSP provided technical services for the structuring of a public-private partnership (PPP) arrangement for the design, financing, construction, operation and maintenance of the WWTP, which will treat 1,382 million litres per day. With the use of dynamic software, WSP created a model of the plant’s process, mass balance, optimization of reactor sizes and operation parameters, biogas production, and automatization.

This model determined the final quality of the water discharged in different scenarios (primary and secondary treatment), aeration rates, and energy consumption. Also, we established the amount of sludge that will be obtained during the wastewater treatment and analyzed, at pre-feasibility level, different alternatives for the treatment and disposal of the sludge. Finally, WSP calculated the investment and operation and maintenance costs that the private contractor will incur through the PPP contract.

[Read more >](#)

Financial Position & Tax

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 [2022 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-8 of the 2022 Annual Report, which includes the Consolidated Financial Statements for the year ended December 31, 2022.

WSP’s revenues are allocated to geographic regions based on the geographical region of operations, and this information is presented on page F-37 of the 2022 Annual Report (in the Audited Consolidated Financial Statements). Our disaggregated revenues by geographic region, market sector and client category can be found on pages F-37 and F-38 of the 2022 Annual Report (in the Audited Consolidated Financial Statements).

A list of our principal subsidiaries is available on page 6 of our [2022 Annual Information Form](#). For more information on our Named Executive Officers’ compensation, please refer to our [2023 Management Information Circular](#).

Highlights related to WSP’s business development over the past three years are summarized in our 2022 Annual Information Form, starting on page 6. During 2022, WSP completed six acquisitions, a list of which may be found in the Table of Acquisitions on page 7 of the 2022 Annual Information Form. There were no other significant organizational changes to the business in 2022.

2022 Revenues by Market Sector



2022 Net Revenues by Segment



Income Tax Contribution

Large multinational corporations such as WSP have a duty 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 them 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”.

The following table summarizes our income tax contribution by geographical reportable segment. Although not broken down by country, our global cash taxes paid totalled \$185.2M for 2022, thus resulting in a cash tax rate of 31.5% for 2022.²¹

Income Tax Contribution by Reportable Segment²²

	Canada	Americas	EMEIA	APAC	Head Office	Total
Net revenues (\$M)	1,585.2	3,256.4	2,651.1	1,464.5	-	8,957.2
Earnings before income tax (\$M)	150.8	239.4	239.7	126.7	(169.1)	587.5
Income tax expense (\$M)	(32.5)	(58.2)	(65.3)	(36.0)	39.2	(152.8)
Effective tax rate	21.5%	24.3%	27.2%	28.4%	23.2%	26.0%

²¹ Although employee and sales taxes are a significant part of global tax contribution, these are not included in our reporting at the current time.

²² 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 for purposes of this Report.

CASE STUDY

Decarbonizing
Scottish Roads

SCOTLAND, UK



2,000

The replacement of 2,000 lanterns on the M8 with LED lighting reduced energy consumption by 70%

£25M

The new system represents savings of £25M over 25 years

As part of the Scotland TranServ partnership, WSP has devised innovative approaches to road infrastructure operations across Scotland, contributing to the country’s net zero objectives and to network resilience.

Our engineers worked closely with the supply chain to develop innovative techniques and solutions to reduce disruption, improve journey times and make the roads safer, while considering sustainability at every turn.

The project team delivered a significant change in the way Scottish motorways are lit, transforming the busy M8 corridor into an energy-efficient roadway. The new Central Management System (CMS) combined LED lighting with active monitoring and complete control over lighting levels, enabling instantaneous reporting of faults and the most efficient lighting levels.

Scotland TranServ replaced 2,000 lanterns on the M8 with LED lighting; with the CMS implemented, these cut energy consumption by 70% – enough to power the equivalent of 600 homes – and saved 1,261 tonnes of CO₂ in annual carbon emissions, the equivalent of 232 cars. Additionally, around 64 tonnes of steel were recycled in the process. When coupled with energy savings, replacing the lanterns will save approximately £25 million over roughly two decades, the lifetime of the complete system.

This successful program was subsequently extended to other important highways, and led to the replacement of over 12,000 lanterns in total.

Read more >

SDG-Linked Revenues

Companies have an important role to play in contributing to achieving the United Nations Sustainable Development Goals (SDGs). We have identified ten SDGs to which WSP makes the greatest contributions through our client work and in our own operations. Throughout this Report, we highlight examples of projects and programs that illustrate our contributions. We contribute to the objectives of SDGs 5 and 8 primarily through our people initiatives (see the section “Social Impact”).



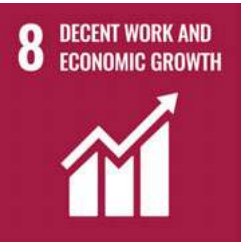
Achieve gender equality and empower all women and girls



Ensure availability and sustainable management of water and sanitation for all



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



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



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation



Make cities and human settlements 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



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

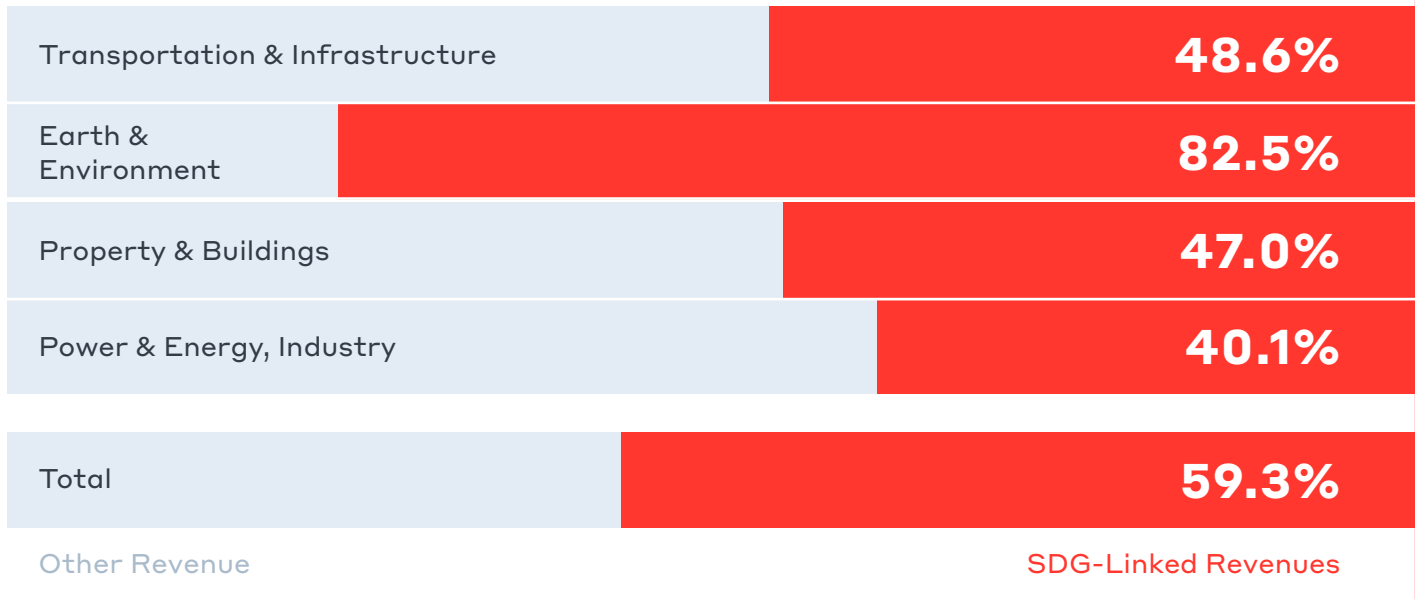
One method we use to measure our impact from client projects is to estimate our percentage of SDG-Linked Revenues, defined as revenues earned from services that support the SDGs.

We previously reported Clean Revenues, defined as projects that have an environmental benefit and contribute to the SDGs. In 2021, our Clean Revenues were approximately 51.4% of our total annualized gross revenues²³.

In line with industry practice, we have broadened our definition and enhanced our methodology to include projects that contribute to any of the SDGs and renamed this metric “SDG-Linked Revenues”. This includes projects that support social outcomes such as healthcare or education-related buildings. Our methodology enhancements also capture additional services that support the low-carbon transition such as active transportation, hydrogen production, storage and distribution and services supporting the extraction of minerals critical to clean energy. We are also including annualized revenues (12 months of revenues from businesses acquired during the year) to reflect the pro forma impact of our acquisitions.

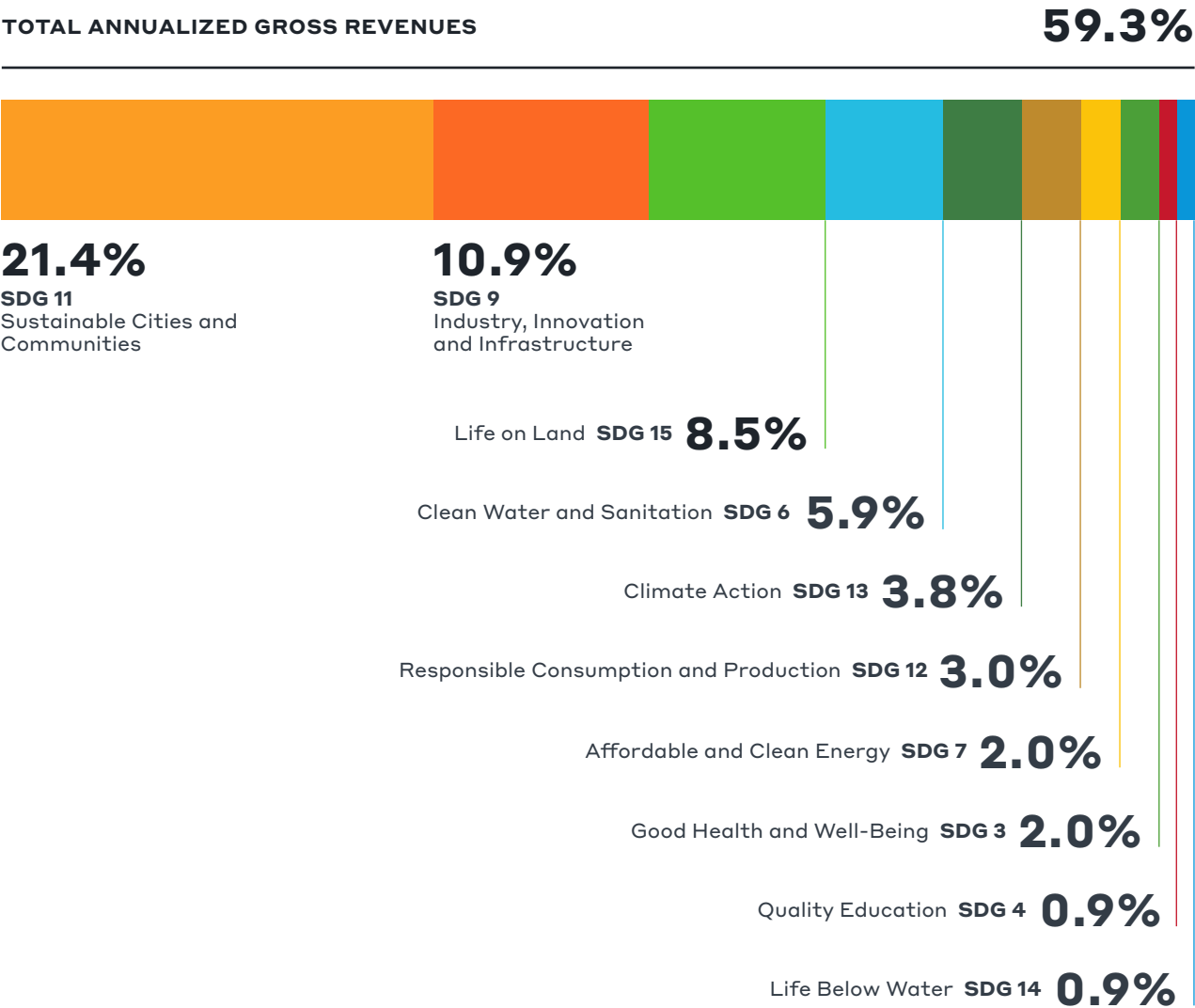
In 2022, approximately 59.3% of total annualized gross revenues was earned from these services in WSP’s global operations. We estimate that the definition and methodology enhancements we made for 2022 represent approximately 5.9 percentage points of the total 7.9 percentage point increase we noted between 2021 and 2022.

2022 SDG-Linked Annualized Gross Revenues by Market Sector²⁴



We have further categorized our 2022 SDG-Linked Revenues to match specific SDGs. While our projects may support multiple SDGs, for this exercise we mapped each of the subcategories identified above by market sector to one principal SDG that most closely aligned with the service provided. Over 50% of our SDG-Linked Revenues support SDGs 9 or 11, in relation to sustainable and resilient infrastructure and communities. As our Earth & Environment market has grown, we are also reporting a considerable percentage of work supporting SDGs 6, 13 and 15.

Percentage of 2022 Annualized Gross Revenues by SDG



23 We have restated our 2021 Clean Revenues to reflect annualized gross revenues, but also to reflect a decrease in estimated Earth & Environment market Clean Revenues. This restatement does not reflect the changes we have made to enhance our definition and methodology.

24 Our SDG-Linked Revenues are unaudited and are based on mapping WSP’s project taxonomy to services that align with the UN SDGs. As there is not a common project taxonomy across all of our subregions, the process varies across subregions. As we transition to a global ERP tool, we expect to enhance our ability to report revenues that align with the SDGs.

Examples of WSP Services Included in SDG-Linked Revenues

Transportation & Infrastructure	Earth & Environment	Property & Buildings	Power & Energy, Industry
— All water, stormwater and wastewater services — Waste and hazardous waste services supporting the responsible disposal, management, reduction and remediation of waste and hazardous waste — Most transit and rail services — Green/public space — Infrastructure development in developing countries — Urban or regional development plans — Disaster recovery, emergency response efforts, and avoidance and risk reduction efforts related to natural disasters (e.g., wildfire response, flooding, hurricanes) — Low-carbon infrastructure — Resilient infrastructure — Sustainable infrastructure certification services — Active transportation — Natural or cultural heritage preservation	— 100% of our Earth & Environment services (excluding certain types of conventional resource extraction projects). 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. As detailed in the International Energy Agency’s (IEA’s) World Energy Outlook Special Report: The Role of Critical Minerals in Clean Energy Transitions (May 2021), minerals are critical to clean energy and demand for these minerals will accelerate in line with clean energy deployment. According to the IEA, while recycling is essential, it is only estimated to reduce supply requirements by about 10% by 2040, and therefore, would not eliminate the need for the extraction of new minerals. The ESG services we provide to mining companies are essential to supporting the responsible mining of these critical minerals. For this reason, our definition includes projects helping secure critical metals and minerals that are essential to a low-carbon world.	— Mechanical, electrical and plumbing services supporting energy conservation, decarbonization and sustainable design — Specialist engineering services related to sustainability and façade design — Transportation buildings that support public transit — Building retrofit and rehabilitation services — Master planning and urban development services — Education-related buildings and facilities — Healthcare facilities — Natural or cultural heritage preservation	— All renewable power services, including construction of powerlines in support of green hydrogen production as well as reinforcement of the grid to transmit renewable energy — Industry services supporting air pollution reduction, waste management, renewable energy, energy efficiency and various other clean technology — Carbon capture and storage services — Hydrogen production, storage and distribution services — Decarbonization planning services — Hydroelectric dams (excluding new large-scale dam construction) — Geothermal energy



Sustainability Award

Singapore

Our team in Singapore was awarded the SGBC-BCA Business Leadership in Sustainability Award 2022 for its green transition towards a net-zero future. Co-organized by the Singapore Green Building Council (SGBC) and the Building and Construction Authority (BCA), the award recognizes organizations that have meaningfully embraced sustainability into business operations, products, services and solutions, while demonstrating impact, innovation, or transformation within the built environment sector. The award is recognition for numerous award-winning projects conducted by WSP in Singapore.

CASE STUDY

Restoring Vibrant Marine Life

 KØGE BAY, DENMARK

In response to years of deteriorating ecosystems and loss of biodiversity in Køge Bay, WSP is helping to build a series of stone reefs of great importance to the marine environment.



© Morten K H Hansen

7 reefs

will be constructed in total to benefit the marine environment

With an estimated 8 million m³ of stones having been removed from the waters since 1900, the project is aiming to replenish the barren seabed of Køge Bay and thus create a healthy ecosystem that will contribute to attracting and preserving vibrant and abundant marine flora and fauna.

WSP's involvement in the Køge Bay project includes the preparation of a holistic and ecosystem-based solution. New stone reefs, concrete reefs, educational reefs, biogenic reefs and artificial fish hotels will provide nursery areas and shelter for several fish species and facilitate microalgae filtration for the benefit of numerous aquatic plant species. Construction of the reefs will also enable the natural rejuvenation of kelp forests that ultimately contribute to species diversity in marine habitats.

Our team in Denmark is supporting the work of the Association of Køge Bay Stone Reef in this project, in close collaboration with the Technical University of Denmark (DTU Aqua and DTU Sustain); the Natural History Museum of Denmark at the University of Copenhagen; Den Blå Planet; and the municipalities of Stevns, Køge, Greve, Solrød, and Ishøj.

[Read more >](#)

Future Ready®

Our world is evolving faster than ever before. How do we prepare clients for these changes now and into the future? What will our future infrastructure and society look like? Future Ready® is WSP's approach to these challenges.

Infrastructure is designed to last for decades, but current codes and conventional design standards do not always fully account for future trends. Through our Future Ready® program, our experts evaluate emerging trends related to climate, society, technology and resources. We drive innovation and plan for the future by integrating these future trends into our designs and advice.



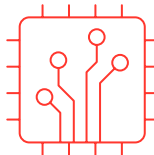
CLIMATE

Our climate is changing and having visible effects on the world, which increases the risks of heatwaves, floods, droughts and fires impacting our built and natural environment, our resources and society. Nearly every major economy has committed to be net zero by 2050 or 2060 – well within the design life of most of our schemes and the advice we provide.



SOCIETY

Society demographics are different across the globe, but all are in flux. In many developed countries, populations are getting older, and there is a greater focus on healthy living. In addition, we are researching the growth in awareness and understanding of neurodiversity. We consider the impacts of changing demographics and society as a whole in our projects and advice to clients.



TECHNOLOGIES

Technology is changing rapidly, with "smart" technology increasing data collection and sharing. Digital technology is facilitating new ways to deliver products and services. Innovation in new materials changes design options and efficiencies. Against that backdrop, we need to be alert to new cyber challenges in the systems we design.



RESOURCES

Natural resources are being consumed at an unsustainable rate. This impacts the natural environment and biodiversity, and increases costs. Considering a modular, flexible and resource efficient way of working, and enhancing biodiversity, are key to a sustainable future.

See the Future More Clearly

From advancements in digital delivery and strengthening climate resilience to integrating environmental justice into renewable energy procurement, WSP is applying Future Ready® to more closely understand where our world is headed.



WATER IN A CHANGING CLIMATE

In the US, WSP partnered with the Alliance for Global Water Adaptation to examine how the combination of two water industry frameworks can help organizations enhance their climate and water resilience. The approach allows organizations to facilitate critical discussions on climate change and walk away with a strategy to respond to future climate risks. +



ENVIRONMENTAL JUSTICE IN PROCUREMENT

To support Microsoft's commitments to environmental sustainability, diversity and inclusion, and racial equity, WSP supported the creation of a framework for incorporating environmental justice in renewable energy procurement. Upon creation of the framework, the power purchase agreement (PPA) language was made public in efforts to support model adoption across the renewable energy procurement industry. +



SAFER CITIES BY DESIGN

WSP in New Zealand partnered with the Helen Clark Foundation to consider future social trends and how these will impact how safe we feel. Recommendations were then given on how we can make our streets and public spaces safer, more accessible and more appealing to all. +



DIGITAL TWIN GUIDE

WSP in Australia has crafted a guide for utilizing "digital twins" — a digital representation of the built and natural environment — where project case studies can be explored by size, asset life cycle and data maturity. The guide demonstrates the vast applications of digital twins, and how they can vary depending on individual needs. It aims to assist users in determining how digital twin solutions could be best applied within their organization. +



Digital Transformation of Service Delivery

New Zealand

Hastings District Council was recognized at the 2022 Local Government Excellence Awards in the Transforming Service Delivery category for its use of digital twin technology on the Toitōi Arts and Events Centre. The technology enables real-time digital replicas of physical objects, and experts from WSP worked with Council staff to enable access to complete digital information at the click of a button for managing the building's performance. +

Designing for Tomorrow

Case studies highlighting our Future Ready® advice and designs are included in this Report. In 2022, we expanded our Global Future Ready® Program Team and continued to train employees. 2022 program highlights include:

GLOBAL ROLES

We established two new global Future Ready® roles—a Program Manager and Business Analyst—to support program implementation.

SPRINTING TOWARDS PROGRESS

We launched a series of 50-day sprints to achieve faster progress across all markets in key focus areas, such as net zero, case studies, training and updating trends.

FUTURE READY® TRAINING

Approximately 480 employees had completed our 6-hour Future Ready® project manager course and approximately 59% of employees globally had completed our Future Ready® e-Learning course by December 31, 2022.

FUTURE READY® WEBINARS AND INNOVATION LABS

Around 8,500 colleagues joined a Future Ready® webinar or innovation lab during the year. These internal educational sessions provide insight on Future Ready® topics from experts across our global business.

Global Climate Action Network

In 2022, we launched a Global Climate Action Network to focus on delivering net-zero action and climate resilience services in our designs and advice.

Key activities include:

EVALUATING THE CARBON FOOTPRINT OF OUR ADVICE

Developing a framework for measuring the carbon associated with our designs and advice.

CLIMATE SOLUTIONS ACCELERATOR COURSE

The network launched a Climate Solutions Accelerator Course developed by the Royal Scottish Geographical Society (RSGS) to enhance climate literacy. This 90-minute course, aimed at all employee levels, provides an overview of a range of climate solutions, and the associated opportunities and challenges. This year, we brought the course to employees in the US, UK, Poland, Netherlands, Denmark, Norway, Finland and the Middle East. Over 1,600 employees completed parts 1 and/or 2 in 2022. In 2023, we plan to launch the course in most countries where we have a presence.





Digital Integration

Hong Kong

WSP’s pursuit of digital excellence earned recognition in the Construction for Buildings category of the buildingSMART openBIM Awards 2022 for its openBIM-driven project, The Henderson, in Hong Kong. The globally recognized digital award validates WSP’s best practice approach of leveraging openBIM for project delivery and life cycle asset management in the global architecture, engineering, and construction industries.

Leading Through Innovation

WSP is an innovative organization driven by a culture of ingenuity, learning and excellence. Examples of our innovative approaches are included in this section.

> Refer to our **Managing our ESG Impacts** document to learn more about how we manage Innovation as a material topic.

GLOBAL TECHNICAL EXCELLENCE CONFERENCE

WSP’s Earth & Environment global team held an internal Global Technical Excellence Conference in April 2022, attended by over 250 employees from 18 countries. The theme of the conference was "Innovating for a Resilient Future" and featured over 190 technical presentations. Presentations focused on innovative approaches and resilient solutions in a broad range of topics ranging from natural capital to mining innovation.

DIGITAL TWINS CARBON CALCULATOR

WSP in the US developed an embodied carbon measurement tool, which incorporates reality data from 360 cameras, drones, mobile LiDAR and aerial mapping. The resulting 3D models, or digital twins, enable early consideration of sustainability aspects for a project. Carbon emission reduction opportunities can be highlighted, along with the corresponding cost implications. The tool received a 2022 Bentley Founder’s Honors Award. +

ACCEL PROGRAM

To propel the spirit of innovation, WSP in the US launched Accel, a 6-month incubation program that provides funding, mentoring and business support to teams passionate about solving our clients’ most complex challenges. This year, 11 teams were selected for the first Accel cohort. Projects ranged from a one-stop-shop service to advance sustainability across the sports industry to a transportation equity calculator that enables users to visualize transportation accessibility for different populations.

WINE AND DESIGN

In supporting Valdivieso Vineyard to determine the optimal location for a new vineyard and winery, our team in Chile created a tool for evaluating future water availability, flood risk, and other climate factors that considered the company’s unique assets and requirements for transportation, operational logistics and workforce. By creating an accessible and practical approach to evaluating sites as high-, moderate- or low-risk by geography, WSP supported Valdivieso Vineyard in taking a holistic approach to sustainable and resilient operations.

Partnerships

WSP’s regional/subregional 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.

CASE STUDY

Reusing and Repurposing Existing Buildings — The Kensington Building

📍 LONDON, UK

60%

More than 60% of the existing building structure was reused

Reusing 60% of the existing building structure allowed for a much larger development than originally anticipated. And by maximizing the area of the existing building, the design achieved structural embodied carbon levels that are better than LETI targets (LETI is a network of built environment professionals aiming to put the UK and the planet on the path to a zero-carbon future).

Replacing heavy concrete façade and other elements with lighter ones while retaining a large portion of the existing structure led to a reduction in construction noise and dust, and less disruption for the local community. With minimal structural strengthening required, there were also large savings in cost and program management compared to either demolition and rebuild, or extensive strengthening.

With the plates and bolts joining old structure to new visible for all to see, this is a building that celebrates a story of reuse and adaptation. It also shows the benefits that reusing existing structures can bring – for occupants, the community, the client and the environment.

[Read more >](#)

If you want to know why more buildings should be reused and repurposed, rather than demolished and built anew, look at The Kensington Building, in London, UK.

Our Future Ready® mindset and multidisciplinary engineering team helped transform a tired and bleak four-storey 1970s block into a six-storey mixed-use building providing next-generation office space and, through the creation of a new retail arcade, better connectivity to High Street Kensington Underground Station.



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 *How is WSP evolving in the current context of rapidly changing ESG regulations?*

ESG considerations feature strongly in WSP's corporate strategy. We are committed to safeguarding and enhancing built and natural environments, and the communities that live within them, through two distinct but complementary lenses: first, our work for our clients, and second, our own corporate ESG footprint and aspirations. Supported by the expertise within its own ranks, WSP has constructed and invested in a robust ESG program that steers the entire organization, with strong governance.

Countries around the world have started to introduce mandatory ESG disclosure requirements. For example, since 2022 large companies in the UK have been required to report climate-related risk in line with the TCFD framework; other countries are expected to follow. WSP has invested in aligning with the recommendations of the TCFD, and in March 2022 we released our first standalone TCFD Report.

Indeed, our expertise is being sought to help shape emerging ESG-related standards. We have contributed to the Taskforce on Nature-related Financial Disclosures (TNFD) forum, which will provide a framework for organizations to report and act on evolving nature-related risks. Other examples include advising the

Government of Canada on a Greenhouse Gas Offset Credit System, and input to the Guidebook for Just Financing, which was released during COP27 and focuses on climate investments for developing countries.

WSP is well positioned to adapt rapidly to the changing regulatory environment. We are committed to taking a leadership role and acting as a change agent in our own operations, as well as on behalf of our clients.

Q *Why did WSP develop a Biodiversity Statement?*

The world is at a decisive point in the journey to securing a more sustainable future; it is widely understood that tackling the climate crisis and halting and reversing the decades-long degradation of the earth's ecological systems go hand in hand. Without ecosystem protection and restoration, global society will not achieve its climate commitments.

WSP has been highlighting the essential role that biodiversity plays in a sustainable future, and driving initiatives to promote it, for many years. In late 2022, the UN's biodiversity conference (COP15) was an opportunity to formalize and publicly reiterate our



André-Martin Bouchard

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

INTRODUCTION		BUSINESS & STRATEGY		GOVERNANCE & ACCOUNTABILITY	SOCIAL IMPACT	ENVIRONMENTAL IMPACT	APPENDICES		
Our Global ESG Sponsor: An Interview		Governance & Risk Management		Climate Risks & Opportunities	Materiality & Stakeholders	Ethics & Integrity	Information Security & Privacy	Supply Chain Management	
focus by adopting a Biodiversity Statement. The statement represents a set of guiding principles aimed at enabling WSP to engage further with our clients to protect, restore and enhance ecosystems. Having established WSP as the leading environmental consulting firm with an unrivalled contingent of ecosystem and biodiversity experts, we believe it is our responsibility to ensure that wider discussions are grounded in a robust understanding of the science.		Q <i>How has the acquisition of Wood E&I strengthened WSP's ability to support the green transition?</i> Transitioning modern society to a cleaner future, with systemic changes in how energy is generated, transmitted and used, is an enormous challenge. Combined with ecosystem restoration and protection, water-related challenges, and climate change, society will most likely be significantly transformed in the coming decades. The acquisition of the Environment and Infrastructure business from Wood brought an exceptional team of 6,000 environmental consultants to WSP. E&I enhances and consolidates WSP's existing service offering with world-class expertise in water, environmental restoration, climate change advisory, and more. Given the importance of water-related renewables in the future energy mix, including hydropower, offshore wind and tidal power, these skillsets will be instrumental in accelerating the green transition. Our combined expertise means we can advise clients on every aspect of their operations, realigning them towards a low-carbon reality with ambitious near- and long-term strategies.		Q <i>WSP's net zero GHG emissions reduction target was approved by SBTi. How is WSP progressing on its net-zero journey?</i> In 2021, WSP committed to net-zero greenhouse gas emissions across our value chain by 2040, from a 2018 base year, supported with GHG emissions reduction targets approved by the SBTi. WSP's 2022 Climate Transition Plan provides a roadmap, detailing the actions we will take over the next two decades to reach those targets. We are already making significant progress against our SBTi-approved Near-Term Target, namely a 60% reduction in absolute scope 1 and 2 (market-based) GHG emissions and 30% reduction in scope 3 emissions by 2030. By 2024 we have an objective to reduce scope 1 and 2 emissions by 40%, and scope 3 emissions by 15%. In view of the urgency, we have intentionally frontloaded our efforts in the early years and we expect to see the greatest acceleration over the coming decade. Although we have had a slight rebound in scope 1 and 2 emissions since 2021, we remain confident in our ability to reach our targets through the initiatives detailed in this report and our Climate Transition Plan. For example, we are looking at how to source 100% of our office electricity from renewable energy, and electrification of our vehicle fleet, which collectively represent the majority of our scope 1 and 2 emissions. To address scope 3 emissions, we are starting to incentivize lower-carbon business travel and have implemented an engagement process with our business partners.²⁵		Q <i>What social areas is WSP focused on?</i> For a professional services firm like WSP, it is perhaps clichéd but nonetheless true to say that our people are our greatest asset. The health and safety of our people is our top priority, whether in the office, on site, in the field or working remotely. This includes their physical health and safety and also their mental well-being. Building interconnected global teams based on mutual respect is central to our ability to innovate and develop pioneering solutions for our clients. By driving a culture that fosters their emotional, psychological and social well-being, we create an environment where people feel empowered to express themselves, test ideas and push the boundaries. These principles are well established within WSP, but it is an ongoing journey; we are continually striving to be the best employer possible when it comes to holistically supporting our people. Furthermore, intentionally driving diversity, equity and inclusion within our ranks, and the projects we deliver for clients, is also integral to our corporate strategy. Finally, our responsibilities are not limited to internal activities, or those of our clients, but extend beyond our organization. In 2022, WSP supported numerous initiatives in the wider community, including Nature Conservancy of Canada, Bridges to Prosperity and Water for People. WSP is committed to prioritizing the well-being of our people, our stakeholders, the wider community and the health of the planet for the enjoyment of all.		25 Business partners means all persons engaged to act on behalf of WSP, including representatives or sponsors; joint venture, consortium, or equity partners; and service providers such as suppliers, vendors, consultants, subconsultants, contractors and subcontractors; and their employees or persons acting on their behalf.	

25 Business partners means all persons engaged to act on behalf of WSP, including representatives or sponsors; joint venture, consortium, or equity partners; and service providers such as suppliers, vendors, consultants, subconsultants, contractors and subcontractors; and their employees or persons acting on their behalf.

Governance & Risk Management

Corporate & ESG Governance

WSP Global Inc.'s Board of Directors ("Board") is responsible for the stewardship of WSP and oversees the management of WSP's business, including ESG matters. [WSP's Corporate Governance Guidelines](#) and 2023 Management Information Circular reflect WSP's corporate governance practices. The nomination and selection process for the Board and its committees is outlined in WSP's Corporate Governance Guidelines.

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](#) outlines WSP's current strategy. Within the plan, ESG is a driving force.

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 our principal subsidiaries, 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 provides a standardized risk management framework through the global enterprise risk management (ERM) program, which is deployed at the subregional level. 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. The risk universe areas are further divided into categories, from which key risks are identified and prioritized by management, and

reviewed by the Audit Committee. These key risks are aligned with subregional risks, alongside their respective mitigating mechanisms, 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 subregional 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 subregional 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 descriptions, including a summary of mitigation strategies, can be found [here](#). Further information on some of these risks may be found in section 20 (Risk Factors) of the [2022 Annual Report](#) (Management's Discussion & Analysis, beginning on page M-31).

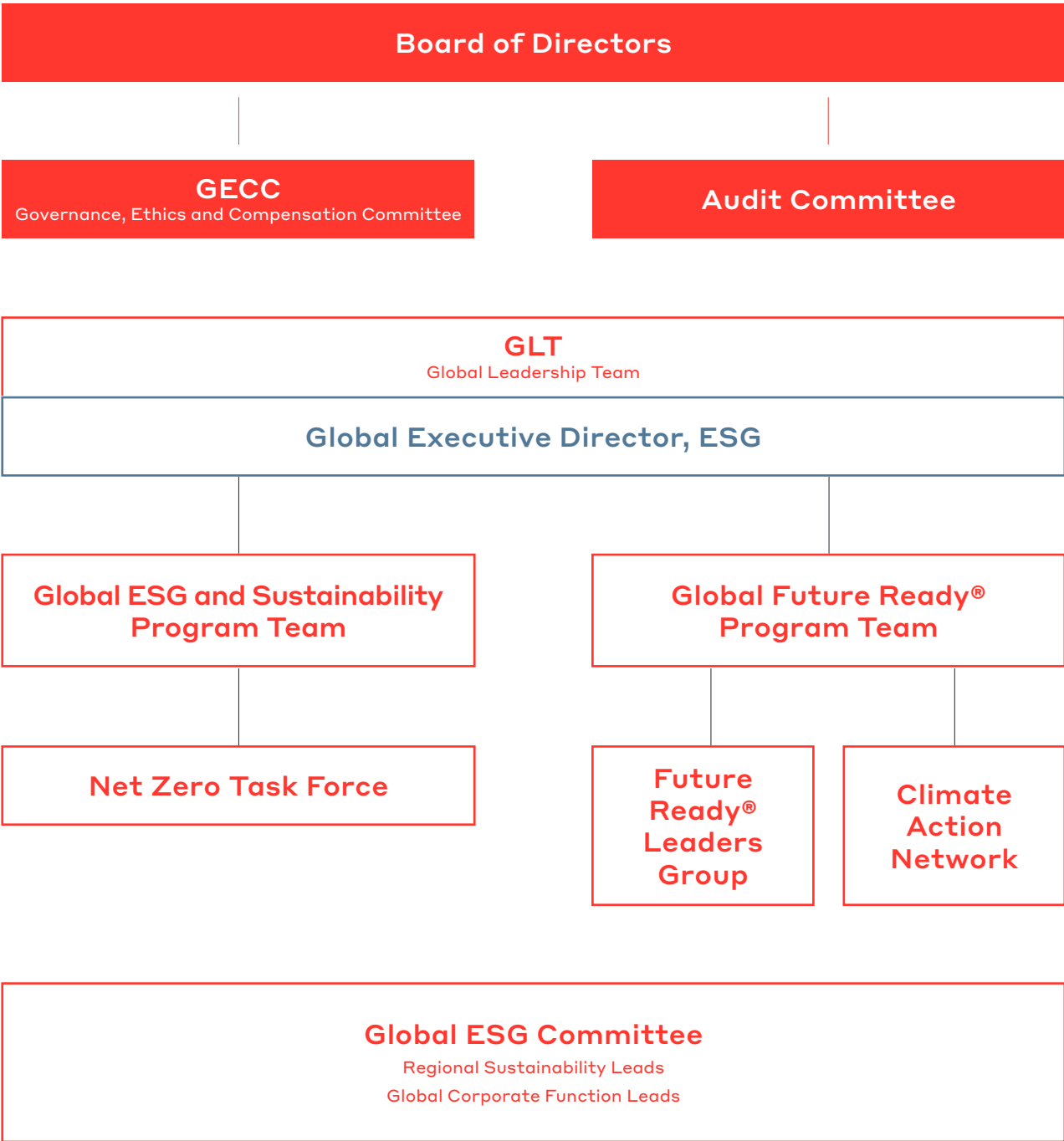
ESG Governance

Figure 1 shows our governance structure, which is summarized as follows:

- WSP's Board of Directors, together with the GECC, is responsible for overseeing and monitoring implementation of procedures, policies and initiatives in relation to its corporate, social and environmental responsibilities. In addition, in light of increasing stakeholder expectations and the evolving regulatory landscape, the Audit Committee has begun overseeing the work being conducted in the establishment of internal controls and data verification processes for ESG reporting purposes. The Audit Committee charter was updated in December 2022 to reflect this change.
- At the senior management level, our Global Director, Earth & Environment (who is also Global Executive Director, ESG), leads global ESG efforts, as well as coordination with other members of the Global Leadership Team.
- The Global ESG and Sustainability Program Team is responsible for developing and implementing WSP's ESG and sustainability strategy and plans regarding WSP's operations and supply chain.
- The Global Future Ready® Program Team is responsible for developing and implementing ESG and sustainability strategy and plans in relation to WSP's clients, designs and advice.
- The Global Executive Director, ESG, acts as the chair of WSP's Global ESG Committee, which is comprised of representatives from all regions/subregions and corporate functions, who are empowered to implement the Global ESG Committee's recommendations.

FIGURE 1

WSP's ESG Governance Structure



Climate Risks & Opportunities

WSP recognizes that aligning our business strategy with a low-carbon transition is imperative. We assess, manage and disclose our climate-related risks and opportunities in alignment with the Task Force on Climate-related Financial Disclosures (TCFD). Our [2022 TCFD Report](#) highlights our progress in understanding and managing our climate-related risks and opportunities.

2022 Highlights

QUANTITATIVE SCENARIO ANALYSIS

In early 2022, we conducted quantitative physical and transition climate scenario analyses. The physical scenario analysis was disclosed in our 2021 Global ESG Report, and evaluated the impact of acute and chronic climate risks on our offices and the regions where we operate. The analysis found that WSP had limited overall physical risk from climate change, due to our limited physical footprint globally and flexible working environment.

The transition scenario analysis focused on the impacts of a low-carbon transition on demand for WSP's services. The analysis approached impacts from a market-sector level, and found that WSP has considerable opportunity to support clients

with the transition to a low-carbon economy under both high and low-carbon scenarios. More information is provided in our 2022 TCFD Report.

ERM INTEGRATION AND EDUCATION

We have taken steps to begin integrating climate change risk awareness across the organization and provide education to our leadership and employees.

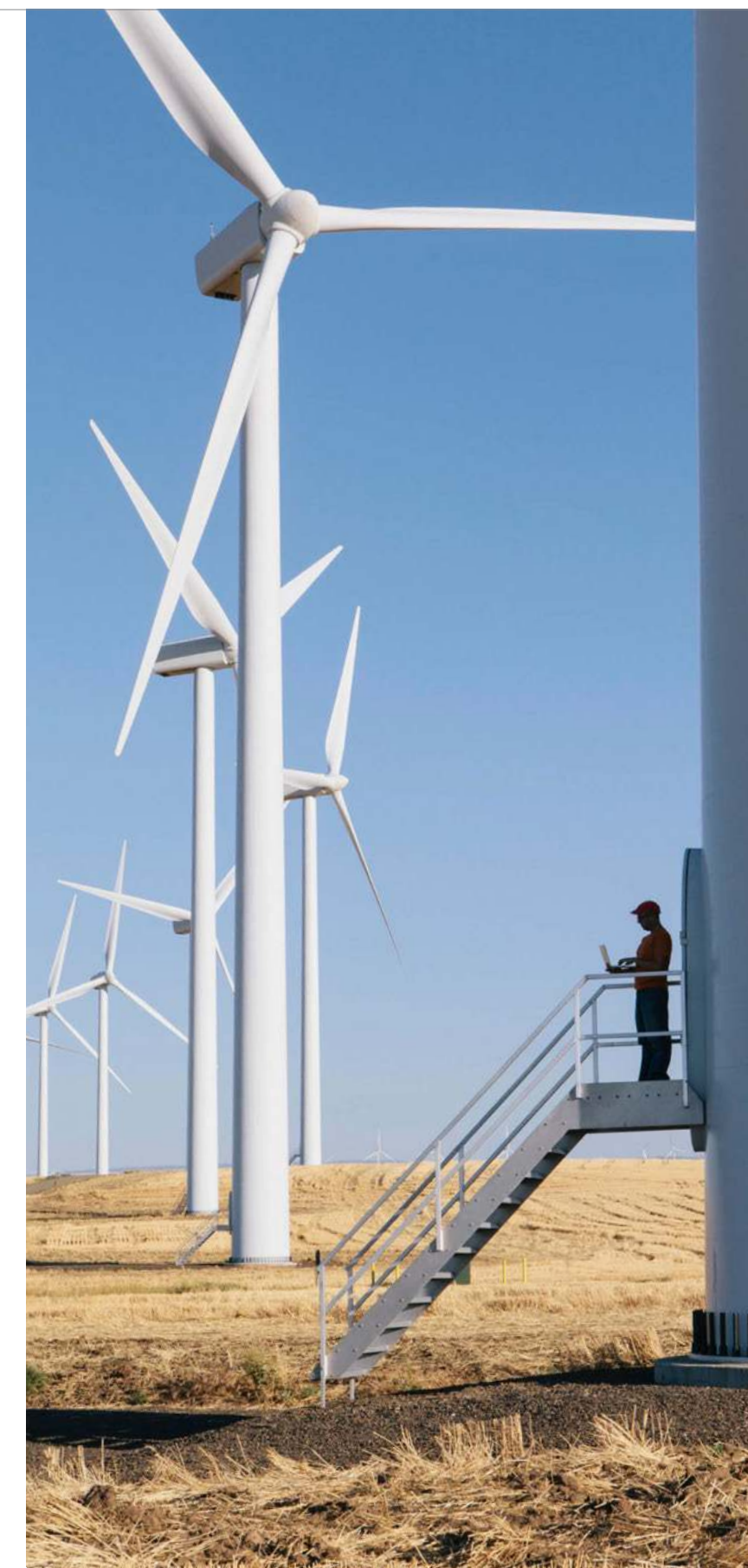
In 2022, we carried out the first full evaluation of two climate-related risks in our ERM program:

- **GHG Emissions:** failure to meet publicly disclosed GHG emissions targets, leading to reputational damage and increased operating costs.

- **Resilience and Transition to Low-Carbon:** failure to comply with our [Global ESG Statement](#) by not preparing our clients for climate change and the low-carbon transition, or not providing expert consulting services on climate change, leading to loss of revenue/market share and reputational damage.

Inclusion of these risks now mandates that subregional risk representatives attest to the adequacy of risk management activities to help mitigate the risks on a regular basis.

We also held Board and executive TCFD training sessions to provide information on WSP's climate-related risks and opportunities.





BUSINESS STRATEGY

Aligning with a low-carbon and resilient world is a clear opportunity for WSP, an organizational imperative, and a key part of WSP's strategic growth. The recent acquisitions of Golder, Climate Finance Advisors, Wood E&I and BG Consulting Engineers highlight how we are making it a priority to grow our capabilities. Our 2022 strategy highlights include:

- Publishing our [Climate Transition Plan](#), detailing how we intend to reduce GHG emissions and achieve net zero by 2040.
- Making our voice heard for strong climate regulation: WSP in Canada responded to the comment period for the Canadian Securities Administrators' (CSA) draft proposal NI 51-107 on climate-related disclosures, and WSP in the USA responded to the US Securities and Exchange Commission's (SEC) proposed rules: The Enhancement and Standardization of Climate-related Disclosures for Investors. In both responses, WSP advocated for robust, detailed and regular climate disclosures for the purposes of investor transparency on climate related risks.
- Signing Corporate Knights' [COP27 Action Declaration on Climate Policy Engagement](#), committing to support climate action aligned with the Paris Agreement and work with our major industry/trade associations to advance alignment.



Offshore Wind Award

United States

Our USA team received the 2022 Ventus Award in the Advancement in Project Siting and Development category for its Offshore Wind Cable Corridor Constraints Assessment, conducted in collaboration with VHB on behalf of the New York State Energy Research and Development Authority. Presented by the Business Network for Offshore Wind, the award recognizes trailblazers who advance offshore wind and spearhead innovation. WSP's work helps provide regulatory guidance for siting, installation and operation of undersea and overland cable corridors in New York and beyond. 

CASE STUDY

Paving the Road to Fossil-Free Steel

 OXELÖSUND, SWEDEN

WSP has been assisting SSAB Oxelösund, operators of an iron and steel manufacturing plant in Oxelösund, Sweden, to prepare for a major transition from ore-based production to iron and scrap-based production using an electric arc furnace.

Once the latter becomes fully operational, SSAB Oxelösund will realize a significant reduction in carbon dioxide, coal tar, blast furnace gas, coke oven gas, LD gas, and benzene emissions from its operations, while also significantly reducing its oil consumption.

WSP's expertise has been critical in ensuring compliance with both national and international documentation requirements and facilitation of the permit application process. WSP prepared a comprehensive environmental risk assessment for the electric arc furnace construction, as well as an additional risk assessment for a safety report required by the European Commission.

WSP also delivered a quantitative risk assessment for the transport of dangerous goods to the SSAB Oxelösund facility.

WSP is proud to be involved in a project that will enable SSAB Oxelösund to make a significant contribution to Sweden's national goal of being carbon neutral by 2045. WSP's deep understanding of the unique challenges and opportunities faced has been critically important to the project's success and has helped establish a solid relationship that lays the foundations for future collaborations.

[Read more >](#)

6

The project will greatly reduce or eliminate six dangerous manufacturing substances



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 2016 GRI Standards. Our material topics are listed to the right. We are planning to update our materiality assessment in 2023 to consider changes to WSP following the completion of acquisitions that have occurred since the last assessment, and to align with GRI’s updated materiality guidance, as well as emerging guidance from the International Sustainability Standards Board (ISSB) and the European Financial Reporting Advisory Group (EFRAG).

> 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
Health and Safety	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
	SDG-Linked Revenues
Ethics and Integrity	Ethics and Integrity
Information Security and Privacy	Information Security and Privacy
Supply Chain	Supply Chain

INTRODUCTION	BUSINESS & STRATEGY	GOVERNANCE & ACCOUNTABILITY	SOCIAL IMPACT	ENVIRONMENTAL IMPACT	APPENDICES	
Our Global ESG Sponsor: An Interview	Governance & Risk Management	Climate Risks & Opportunities	Materiality & Stakeholders	Ethics & Integrity	Information Security & Privacy	Supply Chain Management

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.

Stakeholders	Types of Engagement	Examples of Feedback
Employees	Employee surveys	— Employees believe GHG emissions should be managed, and that, where applicable, WSP should implement decarbonization solutions similar to those recommended to clients. In June 2022, we published a Climate Transition Plan detailing our strategy to achieve our science-based GHG emission reduction targets. A webinar was organized to present the plan and our 2021 ESG Report to employees.
	Townhall meetings and other information from leaders	
	Interactive webcasts with the CEO	
	Global and local internal communications	— We had feedback from 82% of employees invited to take part in our 2022 global engagement survey.
	Annual and ESG reports	— We carried out our first global employee commuting survey in 2022, which was used to estimate GHG emissions associated with commuting and remote work as well as to better understand employee remote work preferences, barriers to sustainable commuting and impacts from extreme weather.
	Social media campaigns	
Investors and analysts	Investor days, meetings, roadshows, conferences	— Attended several ESG conferences organized by Canada’s major banks, and met with key shareholders to discuss ESG matters.
	Financial reports	— Held various in-person investor events to showcase our ESG work with clients and ESG corporate progress.
	Press releases/media relations	— Proactively reached out to approximately 65% of our institutional investors in Canada/US/Europe, to discuss shareholder-related matters and to provide clarity on our governance practices.
	Annual Information Form	
	Annual meeting of shareholders	— Senior management took part in discussions with investors and analysts focused on our ESG initiatives, including I&D, Board diversity, corporate governance and executive compensation.
	Management Information Circular	— Other topics discussed with investors and analysts include climate ambitions; integration and culture following M&A; diversity beyond gender; new strategic plan targets; and biodiversity.
	Annual and ESG reports	
Clients	Project site visits	
	Project communications	— As a business partner, WSP regularly receives questionnaires from clients regarding our ESG program or performance.
	Project/portfolio feedback, including satisfaction surveys	— WSP regularly solicits feedback from clients both on a project and overall portfolio level, via interviews and surveys. Interview feedback is actioned either through our client care or quality activities. Survey feedback may be discussed in a follow-up interview. Information gathered is used to identify overall trends in the business, and shared between teams.
	Client interviews	
	Thought leadership	— Client satisfaction was evaluated as part of Net Promoter Score (NPS) surveys sent out by our subregions/countries.
Workshops/panels during events		— WSP regularly participates in third party benchmarking exercises that rank our market position in comparison to our peers. The output from these exercises is used in our strategic planning process. Clients often contribute via testimonials, referrals or project attestation.

Ethics & Integrity

Acting with integrity, honesty, and respect is at the core of how we operate, and WSP is committed to maintaining the highest ethical standards in our business practices. By ensuring our employees, clients, and business partners are engaging in a dignified and ethical workplace, we are promoting an inclusive and safe environment.

Following an audit of WSP’s Ethics and Compliance program conducted by Ethisphere, WSP was awarded with Compliance Leader Verification certification for 2020-2022, which attests to the quality of our Ethics and Compliance program. WSP is in the process of renewing this certification for 2023.

➤ To learn more about how we manage Ethics & Integrity, please see our [Managing our ESG Impacts](#) document and our [2023 Management Information Circular](#).

2022 PROGRAM ACHIEVEMENTS

Program Objectives

Achievements

Run an Ethics and Compliance program supported by proper governance and up-to-date policies

- Completed annual review of the Code of Conduct.
- Reviewed Third Party Code of Conduct and renamed it the “Business Partner Code of Conduct”.
- Reviewed Anti-Corruption Policy, Fair Competition Policy, Global Human Rights Statement, and High-Risk Countries and Sanctions Compliance Policy.

Empower leaders to better understand and communicate ethics-related issues

- Issued "Manager's Toolkits", which provide leadership tools for handling ethics-related topics in the workplace.

Provide ongoing training and learning opportunities to WSP employees

- Maintained onboarding and annual refresher trainings for WSP employees.
- Provided additional training to select groups of WSP employees on business integrity.
- Provided training to the Ethics and Compliance team on investigations to streamline the process across the organization.

Maintain a high level of awareness of the Business Conduct Hotline

- Conducted the annual Business Conduct Hotline campaign.
- Integrated the Speak-Up culture training in the Manager’s Toolkit.
- Circulated Speak-Up reports to leadership, outlining key metrics on internal reports and investigations.
- Conducted post investigation surveys with key investigations participants to assess quality of process.

Increase awareness of Ethics and Compliance

- Published internal ethics-related communications and reminded employees of our policies regarding business courtesy exchanges.
- Highlighted Anti-Corruption Day in 2022.

2022 Highlights

ANNUAL CODE OF CONDUCT AND POLICIES REVIEW

The annual review of the Code of Conduct and underlying policies related to business integrity was completed and the resulting policies communicated to all employees.

SPEAK-UP REPORTS

Quarterly reports were circulated to senior leadership with key metrics associated with our internal reporting and investigations process. These reports are generated quarterly and detail WSP’s Speak-Up culture, where employees are encouraged to bring questions or concerns to management.

INVESTIGATIONS

To continuously improve our investigations process, post-investigation surveys were circulated to key investigation participants to assess the quality of the process.

Latest Numbers

AS AT DECEMBER 31, 2022

31

31 members of the Ethics and Compliance team (approximately 1 member per 1,995 employees)

AS AT JANUARY 31, 2023

99%

of employees had completed the Code of Conduct onboarding training²⁶

Breaches of the Code

In 2022, we received 387 reports through our established reporting channels. Of these reports, 74 were either substantiated or partially substantiated policy breaches.

DISCRIMINATION AND HARASSMENT

Of the 74 substantiated or partially substantiated policy breaches, 1% contained discrimination allegations and 15% contained harassment allegations, for a total of 12 reports. In full compliance with WSP’s Ethics and Compliance program policy and in a commitment to transparency, remedies implemented for those 12 reports are as follows (some reports led to more than one remedy):

- 2 resulted in termination
- 7 resulted in discipline
- 3 resulted in training
- 2 resulted in policy, procedure or controls updates
- 2 resulted in remediation



²⁶ Code of Conduct onboarding completion rate based on number of employees assigned training, subject to certain exclusions and limitations. 2022 statistics are subject to a margin of error estimated at 3%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP.

Information Security & Privacy

A secure data management system is critical to the work that WSP undertakes. By consistently maintaining a high degree of information security and privacy throughout all of our functions, we are able to deliver high-quality services for our clients, employees, and business partners.

➤ To learn more about how we manage Information & Security, please see our [Managing our ESG Impacts](#) document.

2022 Highlights

CREATION OF GLOBAL SECURITY TEAM

We merged our Information Security Office and Security Operations Centre into one global security team to provide cohesive handling and better remediation and risk management services.

ISO 27001 CERTIFICATION

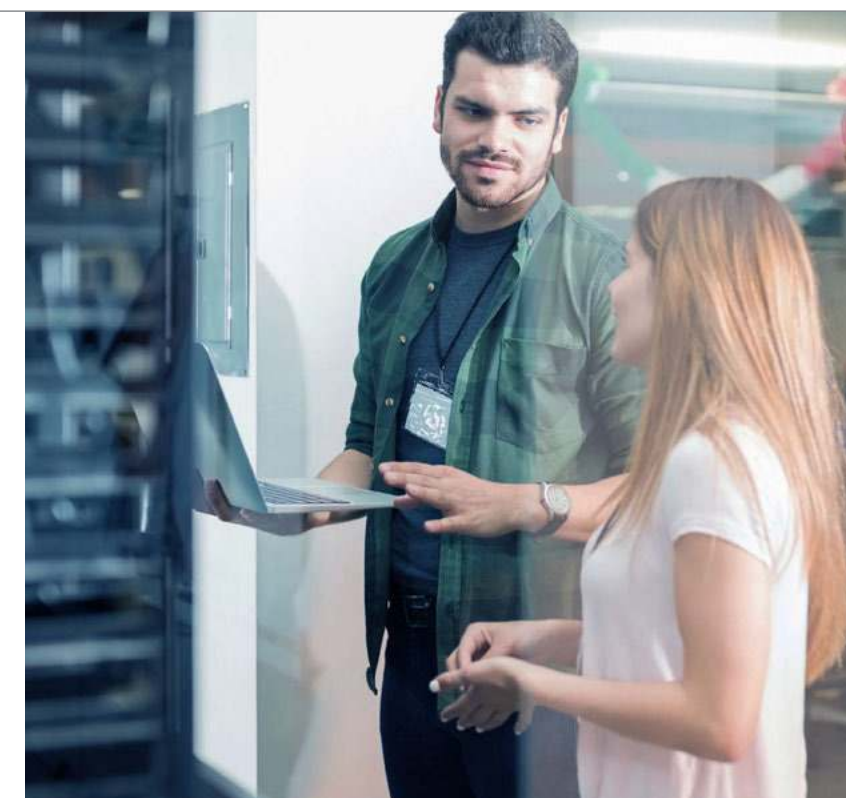
We successfully renewed certification in our Asia, Australia and New Zealand operations and select sites in Colombia, India and the UK.

ESTABLISHMENT OF CORPORATE DATA LEAK MONITORING TOOLS

WSP established tools and processes to detect and respond to any sensitive information being stored on the internet without our permission.

ENHANCEMENT OF OUR CYBER DEFENSIVE CAPABILITIES

We replaced disparate security tools with a holistic system that provides greater protection and visibility into email, internet and workstation-based threats.



GLOBAL INFORMATION SECURITY AND PRIVACY AWARENESS CAMPAIGN

In efforts to raise awareness and facilitate a culture of proactive information security, we conducted our annual refresher training on best practices and anti-phishing and privacy awareness during October's Cybersecurity Awareness month.

EXPANDED CYBERSECURITY TRAINING

WSP's expanded cybersecurity efforts improved our anti-phishing success rate to 95% (i.e. only 5% of employees did not spot the phishing attempt), due to increased frequency of training and availability of support.

Looking Ahead

As WSP looks to 2023, we are committed to further accelerating information security and privacy in an ever-evolving landscape. Our priorities for next year include:

- **Continuing our ISO 27001 certification:** Move forward the certification of our Canada, US and Nordics operations, and our Global Security Operations Centre, and expand certification in the UK.
- **Reinforcing technology risk management:** Formalize and enhance our technology risk management approach and partner with the business in protecting our most valuable assets and systems.
- **Launching the "One IT" Project:** Realign end-to-end technology services to improve the experience and productivity of our front-line employees, from onboarding through ongoing project support.

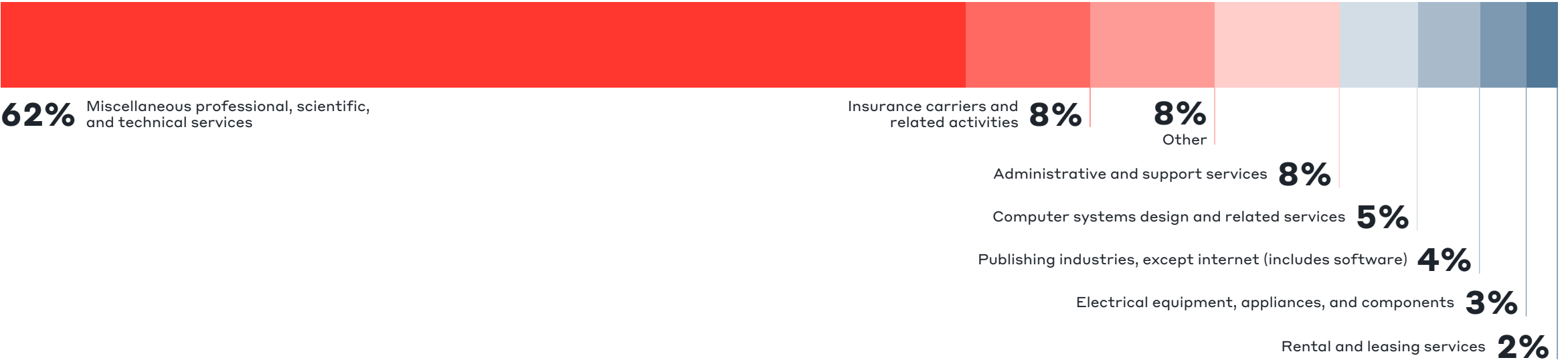
Supply Chain Management

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 2022. We counted Microsoft, Autodesk, Atos, Accenture and Bentley Systems among our largest suppliers over the year.

> To learn more about how we manage our supply chain, please see our [Managing our ESG Impacts](#) document.

Suppliers and Spending	2021	2022
Approximate number of suppliers globally	40,000	40,000
Lease payment spending (mainly for office space)	\$303 million	\$341 million
Operational Costs (including information technology, professional fees, travel, etc.)	\$745 million	\$794 million
Goods, specialized equipment, and specialized services spending	\$550 million	\$650 million
Subcontractor spending for project work	\$1.86 billion	\$2.33 billion

Spending by Category for 2022



2022 Highlights

DEVELOPED A LOW-CARBON SUPPLIER ENGAGEMENT PLAN

We developed a Low-Carbon Supplier Engagement Plan with the aim to obtain supplier-specific scope 1, 2 and 3 emissions data via the CDP Climate Change Questionnaire, and engage suppliers to commit to a level of climate ambition aligned with WSP’s. This involves setting science-based targets and committing to using 100% renewable electricity by 2030. These expectations have been included in WSP’s Business Partner Code, and will be included in other procurement documents such as RFP templates, and Terms and Conditions. Execution of the plan is expected to enable WSP to improve scope 3 emissions calculations over time and work with suppliers to reduce their emissions to achieve our scope 3 emissions reduction target. We began implementation of the plan in 2023, prioritizing engagement with around 350 of our largest suppliers.

UPDATED SUPPLIER VETTING SYSTEM

Our third-party vetting system was updated to facilitate tracking of our suppliers’ agreement to abide by the Business Partner Code.

DEVELOPED GLOBAL SUPPLY CHAIN ESG SUPPORT

A dedicated procurement role supporting ESG objectives was approved to be put in place in 2023.

Third-Party Vetting

- Our global business partner vetting system²⁷ has 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. In 2022, we launched the system in Peru and Mexico, bringing coverage to approximately 87% of our operations.
- Over 28,800 active business partners have been vetted since system implementation in late 2019.
- Through the process, WSP is alerted to risks, for example environmental crime or human rights issues related to each business partner, which are then addressed directly with the business partner.
- We are currently in the process of developing a methodology to report on our target of more than 90% of our business partners accepting our Business Partner Code or equivalent by 2024.



27 Our UK business uses a different vetting system, which was fully operational in 2022.

Social Impact

IN THIS SECTION

Inclusion & Diversity: *An Interview*

About Our People

Inclusion & Diversity

Indigenous Relations

Community Engagement

Health & Safety

Our Projects & Society

Inclusion and Diversity: *An Interview*

Jane Grant has been steering WSP's learning, development and Inclusion and Diversity (I&D) activities in the UK for over a decade. In April 2022, she was appointed WSP's inaugural Global Director of I&D. Leveraging her experience in the UK, Jane reflects on the milestones and achievements during her first year in the role.

Q *What are your takeaways from your new role so far?*

With growing awareness of the correlation between diversity and outcomes, we are starting to see concerted efforts to create a more equitable environment across our industry – even though historically, our sector hasn't been at the forefront of the drive for inclusion and diversity. It's certainly an exciting time to be appointed to the role.

I am proud of the uncompromising approach WSP has taken to this issue in recent years, both through our internal changes and by championing it externally. To be able to address our client projects holistically with full appreciation of the challenges and opportunities, it is imperative that teams working on design and delivery reflect the clients, communities and other stakeholders

involved. WSP understands that diversity of any kind brings a broader range of perspectives to our thinking.

WSP as a whole is steered in this regard by our Global I&D Policy, but at the same time we recognize that there are notable variations in the maturity and priorities around different I&D aspects at the regional level. We strive to be progressive, while also respectful of the cultural distinctions and legal requirements across regions and countries.

During the past twelve months, I have connected with I&D leaders in all WSP regions and discussed the realities that they face in driving the I&D agenda on the ground. My role is to pull those threads together and set the direction going forward, providing a platform to stimulate dialogue, share best practices and accelerate related efforts worldwide.



Jane Grant

Global Director,
Inclusion & Diversity

Q *What are the key objectives of the 2022-2024 Global I&D Strategy?*

WSP is resolute in seeking to build a diverse organization with an authentic and inclusive culture in which every person's unique contribution is celebrated and channelled no matter where they are and how they describe themselves. However, in a geographically diverse organization such as WSP, it would be misguided to assume a one-size-fits-all approach. It is imperative that when we drill down, our global aspirations can be reflected across our regions and countries. The challenge is to implement objectives that are ambitious but at the same time appropriate across a rich tapestry of geographic, cultural and social settings.

With that context in mind, we adopted key metrics as part of the strategy, which simultaneously aim to embed and accelerate our I&D aspirations from the top down and the bottom up. These include our measurement of "sense of belonging" and "sense of trust" at WSP, and our challenge to each WSP region to deliver an annual 5% improvement in the proportion of employees from women and Under-Represented Groups. To measure this, we determined a baseline at the end of 2021 for this metric, which includes our middle management and business leaders. The approach accommodates local cultural norms and legislative positions, while enabling us to assess the composition of our workforce and track progress around recruitment, retention and promotions. We can then identify any gaps and help the regions to identify ways to improve the diversity of their business. In 2022,

I'm happy to say that globally we secured the minimum 5% year-on-year improvement.

Q *How is the Global I&D Community of Practice helping to embed all aspects of I&D into WSP globally?*

Setting up the Global I&D Community of Practice was a top priority for my role. WSP already had teams of dedicated people focused on I&D around the world, but they lacked a forum through which to connect. With an annual program of meetings, the community has established links between our I&D leads, enabling them to exchange knowledge and highlight projects in their respective regions, and facilitating smaller working groups to progress areas of mutual benefit or interest. The feedback I received from our I&D leads is that this group provides much needed mutual support in this area.

One initiative introduced via the community is a quarterly schedule of I&D Spotlights. These virtual events enable individual regions to present on their regulatory contexts, local employment characteristics and broader activities. In an area where regulatory frameworks are evolving rapidly, they also provide roadmaps for other regions less advanced on their I&D journeys. Driving the I&D agenda is often championed by passionate individuals, so these forums bring them together as a community.

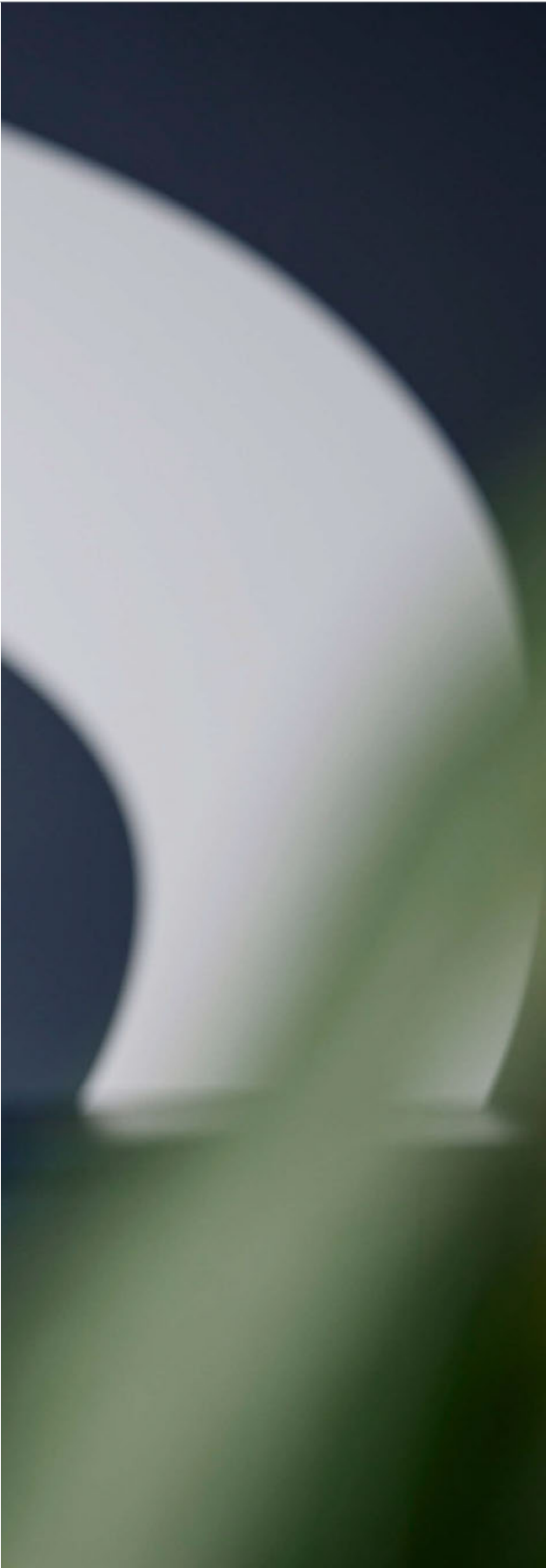
Nevertheless, while the community has proved instrumental in championing I&D issues across

the business, undoubtedly the biggest push for true parity and inclusion is coming from our employees themselves, notably our early careers cohort and ERGs (employee resource groups).

Across society generally we have seen how companies have sought to address their environmental footprints in response to the sustainability agenda, driven not least by their own employees. The I&D agenda is now similarly gathering momentum, fueled from the ground up. A concrete and actionable commitment to creating a more equitable workplace is integral to good corporate citizenship.

Q *What approach is WSP taking to increase diversity at the senior management level?*

In challenging times, such as we have all experienced in the past few years, we need to pay particular attention to the diversity of our senior management as a differentiator for WSP. We will continue to strive for increased diversification, not least because our stakeholders - our employees, clients and investors - challenge us to seek further progress. Broadening the senior leadership composition of any organization the size and scale of WSP takes time, but we have put in place a range of measures that will lead to further diversification going forwards. Fundamentally, it's about levelling the playing field, creating an equitable environment that ensures we get the best person for each role.



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 providing an inclusive workplace where employees thrive and have career opportunities aligned with their ambitions.

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.

The information in this section is an overview of our people by gender, contract type and region, including data on our hiring and employee turnover rates, and benefits provided to employees.

Total Workforce as at December 31 ^{28,29}

BY REGION AND GENDER

		2020		2021		2022 ³⁰	
Canada	Male	4,743	68%	6,054	64%	6,291	64%
	Female	2,247	32%	3,424	36%	3,613	36%
	Total	6,990	100%	9,478	100%	9,904	100%
Americas	Male	8,571	67%	10,669	67%	11,218	67%
	Female	4,283	33%	5,357	33%	5,575	33%
	Total	12,854	100%	16,026	100%	16,793	100%
EMEIA	Male	13,058	71%	14,132	70%	14,560	69%
	Female	5,437	29%	6,057	30%	6,694	31%
	Total	18,495	100%	20,189	100%	21,254	100%
APAC	Male	5,787	68%	6,485	67%	7,080	66%
	Female	2,768	32%	3,155	33%	3,642	34%
	Total	8,555	100%	9,640	100%	10,722	100%

28 Where data represent less than 100% of employees, the available percentage breakdown is applied to the total number of employees.

29 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.

30 Data represent 99% of total employees, excluding acquisitions.



CASE STUDY

Improving Transit Services in the Greater Toronto Area

📍 ONTARIO, CANADA



The biggest transit project in Canadian history, the GO Expansion – On-Corridor Works Project will create the capacity for two-way, all-day, 15-minute service in corridors throughout the extensive commuter rail network in the Greater Toronto and Hamilton Area.

In April 2022, ONxpress Transportation Partners consortium was awarded the contract for the project, after successfully receiving First Negotiation Proponent a few months earlier. WSP Canada is a member of the consortium's Construction, Design, and Engineering team, alongside Aecon Infrastructure Management Inc., ALSTOM Transport Canada Inc., FCC Construcción S.A., and Hatch Corporation.

The complex transit project includes a series of key deliverables, including:

- Design, construction, and integration of the GO railway corridor.
- Construction of new train maintenance, storage, and layover facilities.
- Reconstruction of Union Station platforms and tracks.
- Delivery of the train service including train driving, train service planning and supporting activities at the Network Operations Control Center.
- Additional activities related to the maintenance of the entire GO network.

ONxpress is delivering the project as a “Progressive DBOM”, which includes the design, build, operation, and maintenance of the new infrastructure and trains for a 25-year period.

Completion of the project will result in a significant reduction in carbon emissions throughout the rail corridor, more frequent service to and from downtown Toronto for commuters, and new employment opportunities in the transit sector.

15-minute

All-day, frequent metro-style service, operating in both directions

Talent and Workforce Management

Across our global business, WSP continues to develop a culture focused on empowerment and adaptability, allowing us to deliver on commitments and adapt to everchanging environments. Over the past year, we have focused on creating a fulfilling and inclusive environment for our people; investing in career and professional development; and on placing an emphasis on leveraging our collective talent to debate ideas and mobilize delivery to clients.

➤ Learn more about how we manage talent attraction, engagement, and retention in our [Managing our ESG Impacts](#) document.

2022 PERFORMANCE

Our global average retention rate in 2022 increased by over 1%, meeting our year-over-year target. Retention remains a top priority for all our teams at WSP, and we will strive to increase our retention rate each year. We prioritize internal employees' opportunities before hiring new talent. We do this through programs which focus on redeployment initiatives, performance development and career paths, using our globally aligned job architecture and succession planning for career advancement. Additionally, to support our growth, we were also successful at attracting new talent, with a new hire rate of 25% in 2022, compared to 22% in 2021.

EMPLOYEE ENGAGEMENT SURVEY

We had an 82% participation rate in our 2022 global engagement survey³¹, resulting in a score of 7.7/10 on our global engagement index, which benchmarks us against peer organizations utilizing the same survey vendor. The engagement has improved by 0.1 from 7.6 in 2021, moving WSP from the bottom to the middle of the Professional Services benchmark. Our employee net promoter score has also increased by 5 points since the 2021 survey. Our subregions have developed action plans to positively respond to feedback.

NEW HIRES AND EMPLOYEE TURNOVER³²

	Canada			Americas			EMEIA			APAC			Total		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Number of New Hires	637	1,633	2,149	1,502	3,072	3,787	2,250	4,352	5,307	1,264	2,035	2,786	5,653	11,092	14,029
New Hire Rate	9%	19%	22%	13%	23%	25%	13%	23%	26%	15%	24%	28%	13%	22%	25%
Number of Employees Who Left the Company	487	1,646	1,812	1,079	2,814	3,373	3,289	3,797	4,240	1,354	2,048	1,973	7,620	10,305	11,398
Turnover Rate	14%	19%	18%	15%	21%	22%	18%	20%	20%	17%	23%	19%	17%	21%	20%
Voluntary Turnover Rate	7%	17%	16%	10%	15%	16%	10%	16%	16%	13%	21%	17%	10%	17%	16%

31 Approximately 94% of employees were invited to complete the survey in 2022.

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

2022 Highlights

The increase in overall employee satisfaction, as measured by the survey, shows that our various initiatives have had a positive impact on our employees' experience. These include:

TALENT RETENTION AND ENGAGEMENT

We focused our talent retention activities in all regions with the benefit of insights from the engagement survey feedback. Some regions have implemented specific programs:

- Canada “Change Infrastructure” program, to involve employees in strategic change initiatives.
- US “Are You Ready?” career campaign, aimed at helping employees discover their next steps at WSP.
- APAC programs including onboarding buddies, employee of the month, and “Cheers for Peers” to express appreciation.
- Supporting the Women of WSP (WOW) network in New Zealand, providing training, advice and a safe space for employees.

TALENT MANAGEMENT

We continued to progress implementation of a global Enterprise Resource Planning (ERP) tool, which will support global and standardized talent management and development programs, increasing team effectiveness and reducing administrative tasks.

TALENT ATTRACTION

We expanded our talent attraction programs, including:

- Enhancing our employee referral programs in India and Asia.
- Improving job posting language in terms of inclusivity in Latin America and the Caribbean (LAC) and India.
- Launching a recruitment campaign in the UK highlighting our corporate purpose, well-being commitments, development opportunities and culture.

MATCHING TALENT TO BUSINESS NEEDS

We established redeployment teams in the US and Canada, and based on the success in these countries we launched a global resource mobility team in 2023, with representatives from each region. In addition, in Sweden we have developed an organizational heatmap based on turnover and utilization data to focus our recruiting efforts on the most critical needs.

All Hands on Deck

NEW ZEALAND

In August 2022, rare heavy rainfall in the Nelson, Tasman, and Marlborough regions of New Zealand triggered hundreds of landslides and flooding, affecting state highways, infrastructure and nearly 600 properties. The Maitai River overflowed, and hillsides showed signs of stress.

After relocating two WSP families, we provided professional support to the Emergency Operations Centre for Civil Defence decision-making. WSP experts evaluated damages and identified future risks in the affected area, providing geotechnical skills and coordination for repairs. The involvement of so many WSP professionals enabled an exceptional emergency response. Our people’s support was vital in addressing immediate repair needs and planning for the future. This enabled us to give back to our community when it needed our assistance the most.



Early Career Development

United Kingdom

WSP has been awarded gold membership of *The 5% Club*, a professional UK organization promoting “earn and learn” positions within company workforces. WSP works to continuously improve the quality of professional training available to its workforce, while investing in the skills of the future economy. WSP was recognized for its support of early-career professionals, and approximately 10% of its UK workforce currently hold earn and learn positions.

CASE STUDY

Breakfast with a Country Manager

 LATIN AMERICA AND THE CARIBBEAN

Aligned with our employee engagement strategy, our LAC region sponsors a monthly breakfast with 8-10 employees to discuss current projects, client strategy, people initiatives and I&D topics.

The feedback is then shared with the regional leadership team to consider for future initiatives. This initiative has provided our employees with a broader insight into the regional business, an understanding of future career opportunities and the ability to network across countries and lines of business.

2022 EMPLOYMENT BENEFITS

We continue to leverage our regionally empowered model to offer competitive benefits and rewards to ensure a positive employee experience, including physical and mental well-being. The table below summarizes benefits available to full- and part-time employees in our significant locations of operation.³³

	Canada*	USA	UK	Sweden	Mainland China and Hong Kong	Australia	New Zealand	India
Life Insurance	F,P*	F,P**	F,P	F,P,T	F	-	-	F
Healthcare	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, T****	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
****	Only provided in Hong Kong per Mandatory Provident Fund regulation

³³ Benefits are reported for significant locations of operation, defined as those countries with over 1,500 employees (Canada, US, UK, Sweden, Mainland China and Hong Kong, Australia, New Zealand and India). Colombia also reached over 1,500 employees in 2022, however benefits data are not available at this time.



Future Leaders

Finland

Anni Laurila, deputy unit manager of WSP’s Urban Architecture practice, was awarded second place in the Future Leaders competition, presented by the European Federation of Engineering Consultancy Associations. EFCA, an umbrella organization of European employers in the engineering and consulting sectors, recognized Anni Laurila’s contributions as WSP project manager for a regional planning project in Lielähti, Finland. WSP developed land use and traffic master plans and conducted six separate studies, including a climate study.

Talent Development

Investing in our people is essential. We are committed to promoting career development and internal 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.

2022 PERFORMANCE

64%
of global leadership roles were filled internally.

22 hours
Employees spent an average of 22 hours on learning and development activities, an increase of 10% from an average of 20 hours in 2021.³⁴

5%
In 2022, we exceeded our annual target of a 5% increase in promotions per year.

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

2022 Highlights

Talent development was a key focus in most subregions in 2022. In addition, global collaboration has enabled preparation to be completed that will provide a platform for future activities to be deployed globally from 2023 onwards.

PRACTICE AREA NETWORKS

Technical capabilities are a key driver in our organization, and a global example is our Practice Area Networks. In 2022, 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.

DEVELOPMENT PROGRAMS

Formal development programs are offered to employees in the early stage of their careers, across the majority of our operations. Supported by leadership mentoring, technical training and professional development, these programs aim to ensure our employees meet their career goals while building our future success.

Example programs include:

- Early Career Professional Rotational program in Canada, which is a two-year program where new graduates rotate through all sectors with focused learning plans to decide which sector they would like to select as their area of practice.
- Nordic Taskforce program, where early career professionals and senior sponsors collaborate for 9 months to create a final presentation and a report on a specific theme such as “How can we increase collaboration and cross selling in the Nordic organization?”.
- “Supporting the Growing Greatness in New Zealand”, a targeted training course for future female leaders.

CASE STUDY

Transport and Infrastructure Interns



In 2022, the Transport & Infrastructure team in Africa appointed 10 Digital Engineering Interns.

The interns were provided with training, focused on improving their digital engineering capabilities. They were then integrated into project teams to get practical experience. Each intern was also paired with a mentor to guide them through the program. The successful outcome led to each intern being offered a permanent contract with us.



CASE STUDY

A Building of the Future

NEW SOUTH WALES, AUSTRALIA



1st

Q Building is the first mass timber structure in Newcastle

WSP helped deliver the first mass timber structure in Newcastle, with a 100% reduction in operational carbon, 92% reduction in whole-of-life carbon, and a 96% recycle rate during construction.

The University of Newcastle envisioned achieving a sustainable state-of-the-art building to house its creative disciplines. Today, Q Building is the home of the Future Arts and Science and Technology Lab, a living lab and translational research centre, as well as the Integrated Innovation Network Hub dedicated to the incubation, start-up, scale-up, and launch of new commercial ventures.

Q Building features a concrete core, with its internal structure built using sustainably sourced, glue-laminated timber. The facility is encased in 344 Sage thermal glass panels – the largest installation of this highly technical and innovative material in the southern hemisphere.

This feature will greatly impact the building’s climate and temperature moderation, where the glass tints according to the intensity of the sun and retains the design principles of openness and transparency.

Along with Hansen Yuncken and EJE Architecture, WSP delivered a building with a 6-Green Star rating, an internationally recognized rating system setting the standard for healthy, resilient, and positive buildings. Q Building also positioned the University well ahead of the targets set in its Environmental Sustainability Plan, a significant step towards being carbon neutral by 2025.

Using WSP’s Future Ready® framework, we provided holistic sustainability advice on waste management, solar PV system design, an innovative electrochromic façade, as well as a rainwater capture, storage, and reuse system. Our Future Ready® vision has created a healthy, accessible, and world-leading building that encourages environmental, social, and community prosperity.

Q Building won numerous sustainability and building awards in 2022.

Read more >

Well-being

Well-being was identified as a key initiative in the People and Culture core pillar of WSP’s 2022-2024 Global Strategic Action Plan. In 2022, we developed a well-being framework that includes five dimensions: psychological health, physical health, social connectedness, growth and purpose and financial well-being. Information was gathered about well-being initiatives currently provided in each WSP region and the findings were shared globally to highlight our best practices and resources.

> Learn more about how we manage well-being in our [Managing our ESG Impacts](#) document.

2022 Highlights

The following are examples of well-being initiatives under the five-dimensional framework:

PSYCHOLOGICAL HEALTH

- Mental health first aid training programs launched in the US and India.
- Stress management e-learning training for leaders and employees, with 86% participation in Canada.

PHYSICAL HEALTH

- Support in Peru to promote healthy habits on topics including healthy eating, influenza prevention, breastfeeding, stress management, and maintaining a healthy weight.
- Commitment to becoming a “Hearing Accredited Workplace” in New Zealand.

SOCIAL CONNECTEDNESS

- “Synergy spots” in Brazil and Colombia to enable employees to connect around hobbies and personal preferences.
- Group activities organized in Asia and India such as hiking, badminton, cricket and yoga.

GROWTH AND PURPOSE

- Inspirational speaker session with England and Harlequins rugby player Joe Marler in the UK, attended live by 442 colleagues.
- “Well-being Sprints” in Australia, providing participants practical advice on well-being topics.

FINANCIAL WELL-BEING

- “Financial Wellness Month” was held during the month of April in the US. Four webinars were provided on topics ranging from understanding your financial standing to retirement readiness.
- Webinar sessions on financial matters run by our pensions partner in the UK.

In 2023, we plan to focus on assessing the impact of our well-being initiatives, developing a standardized process for sharing well-being resources, and delivering holistic well-being initiatives for our people. A new [Global Well-being Policy](#) has also been made available.

CASE STUDY

WHOHU!

📍 SWEDEN

Health and Sustainability Challenge

Around 1,000 employees in Sweden took part in a challenge where they collected points for making healthy and/or sustainable choices and for engaging in social activities with colleagues. The winning team received a reward. For all the points collected, WSP also sent a donation to support the United Nations High Commissioner for Refugees’ work in Ukraine.



Inclusion & Diversity³⁵

WSP enthusiastically supports an inclusive workplace culture and drives towards a more diverse and balanced workforce. By creating an agile working environment globally, we support personal vitality, work-life balance and diversity by making WSP 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 2022-2024 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 and in our [2023 Management Information Circular](#).

2022 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 and following the May 11, 2023 Annual and Special Meeting of Shareholders, assuming all Nominee Directors are elected, 33.3% of Board members will be women.

WSP has set a target in its 2022-2024 Global Strategic Action Plan of a 5% year-over-year increase in the representation of women, Indigenous Peoples, persons with disabilities, ethnic minorities, LGBTQIA2S+, and veterans (collectively the "Under-Represented Groups") globally in middle management and business leaders. It is applied in each region, allowing for local diversity laws, data protection and cultural sensitivities. In 2022, WSP achieved its 5% target increase in women and Under-Represented Groups globally in middle management and business leaders.



Community-Minded Business Recognition

United States

WSP was added to Fast Company's 2022 Brands that Matter list, an annual honour bestowed on companies and nonprofits for their cultural impact, social engagement, and authentic messaging. Recognized as a Community-Minded Business, WSP was lauded for growing its business with a focus on both communities and the environment, noting that in 2022 the company derived more than 50% of its revenues from services and projects that have positive environmental impacts and support the UN Sustainable Development Goals. 🌱

³⁵ Diversity data in this document rely on voluntary self-identification by our employees and therefore only represent the information of individuals who have chosen to self-identify. WSP has not made any determination on behalf of its employees.

INTRODUCTION		BUSINESS & STRATEGY		GOVERNANCE & ACCOUNTABILITY		SOCIAL IMPACT		ENVIRONMENTAL IMPACT		APPENDICES						
Inclusion & Diversity: An Interview		About Our People		Inclusion & Diversity		Indigenous Relations		Community Engagement		Health & Safety		Our Projects & Society				
Further details are provided in the table below:																
As of March 30, 2023		Current Directors		Nominee Directors		Members of Senior Management Executive Officers		Global Leadership Team								
Total		8		9		11		22								
Women		3 (37.5%)		3 (33.3%)		4 (36.4%)		6 (27%)								
Indigenous peoples		—		—		—		—								
Members of ethnic minorities		—		1 (11%)		1 (9%)		2 (9%)								
Persons with disabilities		—		—		1 (9%)		1 (5%)								
Number of individuals who are members of more than one Designated Group		—		—		1 (9%)		2 (9%)								
DIVERSITY BY EMPLOYMENT CATEGORY AS AT DECEMBER 31 ^{36,37}																
		Business Leaders			Middle Management			Engineers & Consultants			Business Support			Total		
		2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
Gender	Male	83%	81%	80%	78%	76%	75%	70%	70%	69%	29%	31%	30%	69%	68%	67%
	Female	17%	19%	20%	22%	24%	25%	30%	30%	31%	71%	69%	70%	31%	32%	33%
Age	30 and Under	<1%	<1%	<1%	2%	1%	1%	35%	33%	35%	19%	19%	20%	23%	22%	23%
	31 – 50	45%	43%	43%	62%	62%	63%	51%	52%	51%	54%	56%	55%	54%	54%	54%
	51 and Over	55%	57%	56%	36%	37%	36%	14%	15%	14%	27%	26%	25%	23%	24%	23%
36 Business Leaders are defined as top level managers, or members of the regional leadership team, minimally at director level, but principally at vice-president level. Leaders in a Business Support role are included. Middle Management employees report to a business leader or to a director. Middle Management employees include all managers, senior project managers, and senior professionals/experts. It also includes Middle Managers in a Business Support role. Engineers/Consultants are all other professionals who do not fall into the other three categories Business Support employees provide support services to the business. They include employees from the support functions, as well from operations, such as administrative assistants. 37 Gender breakdown data represent 99% of total employees excluding acquisitions.																

2022 Highlights

I&D TRAINING

I&D Training is now accessible in the majority of subregions, with the goal to build a baseline of I&D awareness across WSP. Employees are also encouraged to take the training during their onboarding.

GLOBAL I&D COMMUNITY PRACTICE

Governance was strengthened through the creation of our Global I&D Community Practice, comprised of HR professionals and senior-level representatives, who meet every six weeks to share knowledge and provide training on I&D topics.

THE I&D GLOBAL NETWORK

The I&D Global Network continued in 2022, consisting of an expanded group of approximately 245 members, who are actively engaged in I&D across WSP, including those in ERGs. In 2022, quarterly I&D spotlights were held by India, Canada, the Middle East and LAC.

GLOBAL WSP PRIDE CAMPAIGN

The global WSP Pride Campaign was held in June, led by the WSP Visibility in the Built Environment Network (VIBE).

Our global approach was strongly supported by our regional businesses and their local strengths:

I&D SURVEYS IN LATIN AMERICA

I&D surveys were conducted in Latin America to learn about employee attitudes, perceptions and beliefs in Chile, Colombia, Panama, Peru, Mexico and Brazil. As a result, a partnership was initiated that helped the hire of our first employee with Down's syndrome.

I&D COMMITTEE

An I&D Committee was formed in Asia, with local initiatives for each country where we have a presence.

NEURODIVERSITY FOCUS

- Discussion held in New Zealand with the group DivergenThinking, with the goal of having greater consideration of neurodiversity in all aspects of our work.
- Sessions and townhalls held in the UK recognizing neurodiverse talent.

INCLUSIVE & DIVERSITY IMPACT REPORT

Inclusive & Diversity Impact report published in Canada - our 2nd annual transparency report to share progress and areas for improvement.

“RAINBOW TICK” ACCREDITATION STATUS

“Rainbow Tick” accreditation status renewed in New Zealand – with related activities including an I&D survey with rainbow community questions, an “Active Allyship” webinar and introduction of a Transitioning at Work Policy.



Indigenous Relations

We aim to engage with Indigenous communities in a respectful and mutually beneficial manner. Our region-specific approaches to Indigenous Relations are described in this section.

> Learn more about how we manage Indigenous Relations in our [Managing our ESG Impacts](#) document.

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 well-being.

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.

We believe that reconciliation is a means to bring about mutual understanding and learning that will ultimately serve to create a holistic future for all Australians. We are proud to be the only engineering firm in Australia to have achieved STRETCH Reconciliation Action Plan status with Reconciliation Australia – the third-highest level. This was endorsed by Reconciliation Australia in late 2021 and demonstrates our

ongoing commitment to build relationships and communities that value Aboriginal and Torres Strait Islander Peoples' histories, cultures and futures.

An Indigenous Mindset

NEW ZEALAND

In the lead-up to Waitangi Day, commemorating the signing of the Treaty of Waitangi, regarded as New Zealand’s founding document, WSP’s Māori Business Services team launched a new app for our people to use called He Pūrerehua. Co-developed with digital agency KIWA, the app helps users build their confidence, knowledge, and capability in Te Reo Māori and Tikanga (customary practices). The app helps to remove some learning barriers and support our people to feel more confident in including Māori phrases in everyday life, both at work and in the community.

Creating a Place of Healing

AUSTRALIA

In Western Australia, WSP is collaborating with the Sister Kate's Home Kids Aboriginal Corporation (SKHKAC), an Aboriginal Not-for-Profit, Charitable Status Stolen Generations organization. SKHKAC provides programs that address the intergenerational trauma and recovery of the Sister Kate's Home Kids and their descendants, other Stolen Generations groups and the wider Aboriginal and Torres Strait Islander community.

Together we are creating a Place of Healing in Perth, where those impacted by past policies of child removal can seek solace, pride, and cultural healing. It will also provide a basis for SKHKAC's future operations including the delivery of their cultural awareness programs, of which WSP has been a beneficiary.

Canada

WSP in Canada'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 and have become a CCAB Procurement Champion.

WSP in Canada 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 in Canada 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.

Our Canadian team is led by the National Director, Indigenous Relations and Social Sciences, in collaboration with regional leaders 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 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).

RIGHTS OF INDIGENOUS PEOPLES

We recognize the collective Rights of local communities, and we strive to contribute positively to the communities where we work. We aim to engage with Indigenous communities in a respectful, appropriate and mutually beneficial manner.

WSP has been made aware of one instance of allegations of a potential violation involving Rights of an Indigenous person in 2022. As there are ongoing legal proceedings, WSP cannot comment further. WSP remains committed to respecting the Rights of Indigenous Peoples in all aspects of its operations.



CASE STUDY

Supporting the Growth of Renewable Energy

 AUSTRALIA

To support the growth of renewable energy in Australia, Transgrid and ElectraNet are partnering to deliver an energy interconnector transmission line between the power grids of three states – New South Wales (NSW), South Australia, and Victoria.



180 million

Annual savings of approximately AUD 180 million on energy bills by households in NSW

Known as EnergyConnect, this project involves the construction of 900 kilometres of new high voltage, above-ground transmission line, with approximately 800MW transfer capacity. This interconnector will enable energy to be transported from the South-West Renewable Energy Zone to major demand centres across the country.

Due to the project's sheer size and scale, WSP called on multi-disciplinary experts from its offices across Australia to provide specialized advice. These professionals brought with them a Future Ready® mindset to envision a sustainable energy system that can meet the needs of consumers while protecting the environment and mitigating location-based challenges.

Our team worked to incorporate various factors that aligned with this philosophy and delivered a more sustainable and socially responsible project that set a new standard for sustainable infrastructure development in Australia.

1,700

Creation of approximately 1,700 new construction jobs in SA and NSW

With the project spanning many hundreds of kilometres across three states, we undertook extensive biodiversity assessments to help guide the final corridor alignment, advised on how to mitigate impacts and developed a comprehensive strategy for biodiversity offsets in NSW and Victoria.

We also took action to ensure that the cultural heritage of local Indigenous communities was respected and protected throughout construction. We engaged in extensive consultation, conducted site surveys, and supervised a large-scale test excavation program of works in order to understand the local environment and identify the mitigation measures required to minimize impact on local cultural sites.

[Read more >](#)

Community Engagement

Inspired by our belief that for societies to thrive, we must all hold ourselves accountable for tomorrow, we give back to the communities in which we live, work and play through time and resources.

Our commitment to elevating our communities aligns with our Global ESG Statement and our engagement towards the UN Sustainable Development Goals and reflects our values and purpose: We exist to future-proof our cities and environments.

\$3.9M³⁸

WSP’s estimated global charitable donations to communities in 2022

Our efforts, both at the global and regional levels, are directed in the form of investments, partnerships, volunteering, and pro-bono expertise. Using our passion and expertise to support communities, our diverse initiatives focus broadly on protecting the environment and biodiversity, supporting future STEM talent, looking out for those in need in our communities, and engaging with Indigenous Peoples.

The stories that follow provide a glimpse of our 2022 community activities, from investing in biodiversity initiatives in Canada, to building bridges in Rwanda and empowering people with disabilities to realize their full potential.



³⁸ This figure covers all subregions of our global business. Improvements in our data collection process have resulted in increased coverage relative to previous years. This figure does not include pro-bono services, in-kind donations, or volunteer service days. The percentage of operations with local community engagement programs has not been quantified.

Protecting the environment and biodiversity

Canada

HELPING CANADA MEET ITS CONSERVATION TARGETS

Protecting biodiversity is a natural extension of WSP’s commitment to mitigate climate change. In 2022, WSP donated \$700,000 to the Nature Conservancy of Canada (NCC), the country’s premier organization in delivering tangible and permanent nature conservation. WSP’s donation will fund three NCC conservation initiatives over the next three years. These initiatives aim to:

- Address landscape degradation through habitat restoration using web-based, analytical tools that use spatial data to assist in decision-making.
- Support Indigenous-led conservation efforts, including Indigenous Protected and Conserved Areas, and Indigenous-led land trusts.
- Help Canada reach its conservation targets and support landscape conservation nationwide.



Latin America and the Caribbean

IMPROVING THE LOCAL ENVIRONMENT IN LATIN AMERICA

Throughout the year, WSP teams in Latin America participated in various volunteering activities focused on generating awareness and actions that positively impact the communities in which we work.

In Colombia, WSP employees and their families planted trees in Cajicá to restore a lower montane forest impacted by human activity and mining. The event promoted community engagement and positive environmental impact.

In Mexico, the WSP Sustainability team joined the 2022 Forestry Crusade in Mérida to plant 500 trees in one single day alongside the city’s Sustainable Development Unit.

In Peru, professionals from WSP collaborated in a volunteer event to clean Villa de Chorrillos beach, removing 100 kilograms of waste. This was one of the first in-person events after pandemic restrictions and aimed to collect litter including organic, paper and glass waste.



Global

INCREASING ACCESS TO CLEAN WATER AND SANITATION

WSP has made a global commitment to Water For People, an international non-profit organization that promotes access to clean water and sanitation services for everyone. In 2022, WSP in the US, Canada and the UK led the initiative with various awareness-building and fundraising activities.

In 2023, WSP continues to support the organization, and we are pleased to have a strong network of champions from around the world believing in Water For People's mission. This initiative aligns with our commitment to SDG 6 - access to clean water and sanitation for all.



United Kingdom

SAFEGUARDING FOX CUBS IN THE UK

Teams from our Basingstoke and Guildford offices volunteered at Brent Lodge Wildlife Hospital in May 2022. They built and refurbished outdoor enclosures for orphaned fox cubs and constructed playground toys to support their development before releasing them back into their natural environment. Fox cubs need to be separated from human interaction to avoid becoming domesticated and vulnerable in the wild.

The volunteers also gardened and removed excess vegetation, and prepped and painted wooden exteriors of enclosures. The event was part of WSP's social value commitments, and future activities with local charities and schools are planned.

Looking out for people in need

Global

BUILDING BRIDGES TO PROSPERITY

Since 2010, WSP has been collaborating with Bridges to Prosperity (B2P), a US-based non-profit organization, to better lives in rural communities by providing volunteer design and construction services.

Over the years, WSP employees from different countries have designed or constructed 15 footbridges in Bolivia, El Salvador, Nicaragua, Panama and Rwanda. The bridges enable thousands of residents to safely cross often dangerous rivers, transforming their lives by connecting them to education, healthcare and economic opportunities. We estimate that over 60,000 people benefit from our work with B2P.

In 2022, WSP volunteers from the US completed two bridges in Rwanda:

- The Kagarama Trail Bridge across the Kiraro River, providing 3,800 people with safe access to schools, work, markets, and healthcare facilities.
- The 98-meter Hanika Suspended Bridge, enabling over 4,900 residents to cross the Kirigi River to reach essential services.

Our dedication to creating connections and a way out of poverty has led to the renewal of our US team's three-year partnership with B2P. We have recently made a stronger commitment, with two teams: one with employees from the US and one composed of employees coming from the UK, Australia, New Zealand, Sweden, Spain and South Africa.



Canada

HELPING THE HOMELESS THROUGH HOCKEY

In Canada, Hockey Helps the Homeless (HHH) assists those in need with housing projects and supports emergency housing, recreation, meals, mental health services and education. The annual HHH Tournament raises awareness and funds for the cause, partnering with local homeless support agencies.

At the December 2022 tournament, Team WSP in Canada raised close to \$20,000 and played alongside former NHL (National Hockey League) players. Despite tough competition, the WSP team claimed the championship. It was a great way to enjoy Canada's most popular sport while at the same time helping the homeless in the community.



Latin America and the Caribbean

PROVIDING LIFE'S ESSENTIALS TO PEOPLE IN LATIN AMERICA

WSP employees in Brazil, Chile and Argentina participated in a variety of volunteer activities to help their local communities. In Brazil, volunteers brought homemade lunch boxes to people in need with the help of the Franciscan Solidarity Service. In Chile, colleagues collected non-perishable food for the Fundación Cristo Especial and successfully gathered more than 300 kilograms of food. In Mendoza, Argentina, the team donated clothing and shoes for people of all ages to the “Pancitas Llenas” soup kitchen and the “Finca Bettel” Children’s Home, as well as food items such as oil, flour, sugar, rice and noodles.



Australia

MAKING PROSTHETIC HANDS FOR LANDMINE VICTIMS

Inspired by shaping the future of less fortunate communities and making a social impact, WSP participated in the *Helping Hands* program in Australia, a corporate team development activity that involves building prosthetic hands for amputee landmine victims in developing countries. The initiative was part of the WSP Energy Leadership Team’s forum in Brisbane, providing participants with the opportunity to contribute to the Helping Hands objective of building 30,000 hands before the end of 2030. The activity thus allowed every participant to feel engaged in a purposeful and inspiring project, looking at challenges from new angles and creating a better future for all.



Inspiring with time
and passion

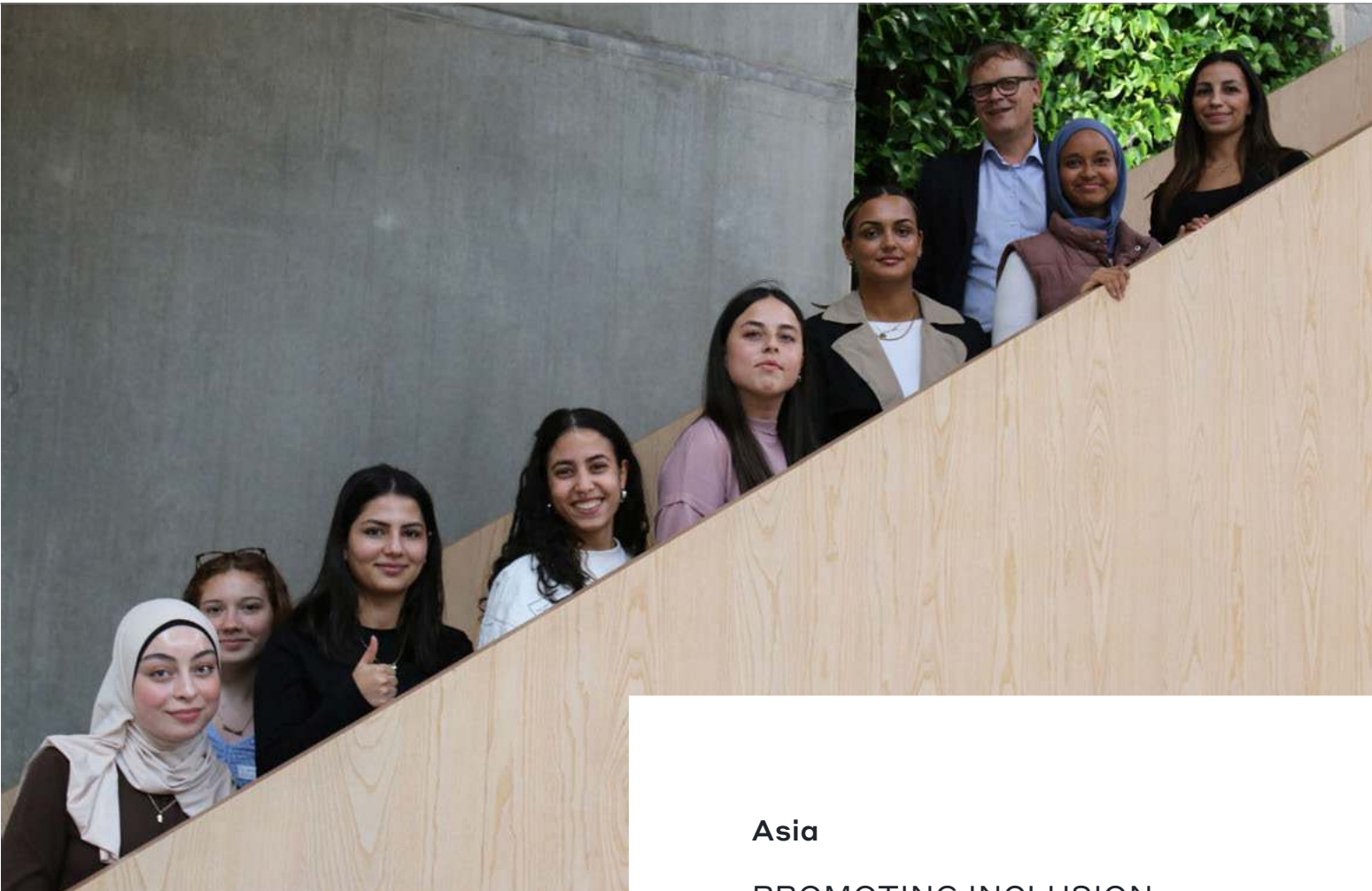
Global

SUPPORTING FUTURE TALENT

Today’s students have great potential to excel in science, technology, engineering, and math (STEM), and we strive to ensure they have the motivation and guidance to succeed. In 2022, WSP provided scholarships and bursaries for promising students studying STEM subjects and related disciplines, and our employees continued to inspire the next generation by delivering inspirational talks and being visible examples of people with successful careers. We selected a few to demonstrate how we help.

At a Toronto (Canada) event to honour International Women’s Day, Jennifer Verellen, a Senior Vice President of Transportation Systems, shared her personal story about becoming a female leader in a male dominated industry with a group of aspiring professionals. The event was themed #BreakTheBias, and sponsored by WTS International, an organization dedicated to the professional advancement of women in transportation.

In October, 22 high school students came to our offices in Denmark as part of Girls Day in Science, an annual nationwide event during which organizations welcome thousands of girls from primary and secondary schools to promote STEM careers. The students met with some of WSP’s



female scientists and had productive sessions with several women, including a geologist specializing in the marine environment, and a structural expert who involved the girls in calculating the bearing capacity of buildings.

Our team in Germany provides four scholarships to promising STEM students through their participation in Deutschlandstipendium, an initiative of the Federal Ministry of Education and Research investing in the future of high-performing students. WSP employees attended ceremonies at two universities to hand out the scholarship certificates for rail and civil engineering.



Asia

PROMOTING INCLUSION
THROUGH SPORTS

As part of our commitment to inclusion, our team in Hong Kong supports sporting events to empower persons with disabilities to realize their full potential.

For over a decade, our volunteers have enjoyed the thrill of the Dragon Boat Race with the intellectually disabled, in collaboration with The Neighbourhood Advice-Action Council. The teams blend WSP employees and young disabled participants, and as the boat creates a level playing field, an inclusive community emerges through camaraderie and the shared experience of training together.

In 2022, WSP volunteers also joined a local community association to provide wheelchair users with a rock-climbing experience. WSP employees pulled the rope, lifting participants using a system designed to secure wheelchairs, allowing them to enjoy the sensation of floating. In addition to promoting inclusion, this activity helps increase the self-confidence of the people with disabilities and offers social benefits for all.

As part of WSP’s vision to create thriving communities, we will continue our efforts to bring out the personal best in people with different needs.

Health & Safety

WSP is a people business, and our dedication to maintaining a high degree of health, safety and environmental compliance is why in 2022 we launched an expanded Health, Safety, Environmental and Quality (HSEQ) program.

From our worksites to the boardroom, WSP continuously evaluates opportunities to further our impact, progress towards goals, and drive continuous improvement. By adding Environment and Quality to our Health and Safety program, we are ensuring consistency across the globe by establishing minimum requirements and guidelines at the regional level, while also working towards global ISO certifications.

> To learn more about how we manage health, safety, and environmental compliance, please see our [Managing our ESG Impacts](#) document. Our environmental compliance is also discussed in the "[Environmental Performance](#)" section of this Report.

2022 Highlights

With the recent acquisitions of Golder and Wood E&I, we now have an increased number of professionals within our Earth & Environment market sector. As a result, our risk profile has shifted, with many more employees working in the field on project sites.

Our expanded program builds on our commitment to reducing risk and maintaining dedication to our guiding vision: We value our people by embedding safety every time, with everyone, in everything we do. By unlocking new resources and streamlining core processes, our new program builds on last year's progress and deepens our support at the global level.

This year's highlights include:

POLICIES AND ROADMAP

As part of our restructured HSEQ program, we developed an [HSEQ Policy Statement](#), which was adopted by the Board in December 2022. We also developed a new Health & Safety Policy and roadmap.

HSEQ TEAM

By the end of 2022, we more than tripled our global team, as compared to the previous year, providing the capacity needed to integrate Environment and Quality and serve the growing organization.

SIGNIFICANT RISK FRAMEWORK

A key initiative in 2022 was the deployment of a Significant Risk Framework, which centered on nine lifesaving actions to help concentrate our efforts in areas of high risk, such as working at heights and working around mobile equipment.

TARGETED PROGRAMMING

2022 offered an opportunity to evaluate our health and safety data and prioritize impact areas. We are transitioning away from a one-size-fits-all program approach to focusing on high-impact areas that have the greatest potential for consequential events.



Safety Awards

Middle East

Our team in the Middle East was honoured by five International Safety Awards from the British Safety Council in 2022. The prestigious awards recognized WSP's commitment to the highest levels of health and safety standards in the execution of its projects, thus ensuring the safety of its people and its stakeholders.



2022 Performance^{39,40}

Our H&S performance metrics cover all directly employed staff under management of WSP in 2022, and do not include sub-contractors or sub-consultants. Incident rates are calculated as per the Recording and Reporting Requirements Standard, an internal WSP standard.

In 2022:

- WSP reported no fatalities or high-consequence work-related injuries.
- Our global Lost Time Incident Rate (LTIR) remained the same as in 2021.
- Our global Total Recordable Incident Rate (TRIR) increased to 0.32 from 0.30 in 2021. Four regions/subregions did not meet their annual TRIR target and action plans were developed to address specific improvement areas.

We acknowledge that we still have work to do to meet the goal of reducing our incident rates. We remain committed to providing a safe work environment for all and have taken significant steps to improve our overall safety performance, including increased attention to leadership engagement and revising our Health and Safety Standards to ensure our operations follow clear and consistent guidance.

Looking Ahead

In 2023, our primary emphasis will be developing and operationalizing a new HSEQ Management System Manual and beginning to implement a new HSEQ data management system to enhance data quality. We will also deploy a digital tool to enhance our ability to manage travel within countries that have higher health and safety risks, to complement our High-Risk Countries and Sanctions Compliance Policy. The tool allows a consistent global approach to managing the security and medical risks associated with international travel.

³⁹ We have improved how we report and classify incidents. Therefore, we have restated our 2021 numbers to reflect additional/reclassified incidents. Numbers from 2020 were removed due to changes in the methodology for acquisitions.

⁴⁰ Numbers reported for 2022 include 2022 acquisitions except for Wood E&I, Capita REI, GL Hearn and Greencap Holdings.

NUMBER OF INCIDENTS⁴¹

Region/Subregion	Lost Time Incidents		All Incidents ⁴²		Total Recordable Incidents	
	2021	2022	2021	2022	2021	2022
Canada	9	8	235	229	43	63
United States	16	15	128	119	50	52
Latin America and the Caribbean	8	12	20	18	12	13
EMEIA	10	12	40	64	16	18
Asia	6	4	8	5	7	5
Australia-New Zealand	6	4	139	113	18	13
Global	55	55	570	548	146	164

RATE OF INCIDENTS (PER 200,000 HOURS)⁴³

	Lost Time Incident Rate (LTIR) ⁴⁴		All Incident Frequency Rate (AIFR) ⁴⁵		Total Recordable Incident Rate (TRIR) ⁴⁶	
Region/Subregion	2021	2022	2021	2022	2021	2022
Canada	0.11	0.15	2.94	2.86	0.58	0.79
United States	0.15	0.10	1.19	1.07	0.47	0.47
Latin America and the Caribbean	0.21	0.28	0.53	0.41	0.34	0.30
EMEIA	0.06	0.06	0.22	0.35	0.09	0.10
Asia	0.18	0.12	0.24	0.15	0.22	0.15
Australia-New Zealand	0.12	0.07	2.68	2.05	0.36	0.24
Global	0.11	0.11	1.16	1.08	0.30	0.32

41 In 2022, we did not have any high-consequence work-related injuries. In 2021, we had two high-consequence work-related injuries in the US. 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.

42 "All incidents" includes all work-related injuries and illnesses regardless of severity or injury type. 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.

43 Rates are calculated per 200,000 hours worked by region, with a global total of 101,756,030 hours worked in 2022. Note that WSP has undergone growth through acquisitions. Year-on-year comparisons should therefore be viewed with caution.

44 LTIR is the number of fatalities and injuries/ illnesses with more than one day lost, per 200,000 hours worked.

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

46 TRIR is the number of work-related injuries/illnesses classified as lost time, restricted work and/or medical treatment beyond first aid per 200,000 hours worked.

Our Projects & Society

The transition to green technologies is essential for meeting our climate ambitions. The challenge for society is that the energy transition requires significant inputs of critical minerals. This means the role of responsible mining in the coming years will be more important than ever.

Supporting Society Through the Green Transition

The need to keep global temperature rise to a minimum is well documented. To accomplish this the world must transition from fossil fuels to renewable energy over the next two decades. This is no small effort, but the technologies to make the transition are well established, and include wind, solar and hydropower. Examples of implementation of these renewables on an industrial scale are becoming more common, and continued technological advancements are accelerating adoption.

Once renewable energy is established, and the initial infrastructure is complete, the maintenance of these systems will require far less inputs than what is required to sustain today's fossil fuel-based power generation. It is easy to imagine a future where a circular economy can support and maintain renewable energy infrastructure.

The challenge we face as a society is moving from what we have today to get to that stage. The mineral inputs for wind and solar power, and for the associated electrification and battery storage infrastructure, will require significant inputs of certain critical minerals, generally including lithium, copper, nickel, cobalt and other rare earth elements. Recycling alone will only provide approximately 10% of supply requirements by 2040, according to the International Energy Agency. Recognizing the importance to future ambitions, many governments have developed critical mineral strategies to support the responsible development of these raw materials.

To put it plainly, we, as a society, need more critical minerals if we are to meet our climate ambitions. And the crucial role of mining companies is to responsibly produce these elements, which are essential to the energy transition.

Mining companies are gearing up to provide the raw materials our cities and communities need, while reducing their own carbon footprint. With 4,400 people in WSP's global mining business, we also have an important contribution to make. Whether it's developing new mines for critical minerals or increasing the efficiency or longevity of existing mines, we partner with companies who have strong ESG commitments to deliver the resources our world needs.



Kevin Beauchamp
Global Director, Mining

Environmental Impact

IN THIS SECTION

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The Decarbonization Journey: *A Discussion*

Q *What advice do you have for clients setting off on their decarbonization journey?*

The impacts of climate change are no longer a distant prospect - we are experiencing them now across the globe. There is global consensus regarding the need to accelerate our decarbonization efforts urgently to limit future impacts, but taking the first step on any journey, especially one that will last decades, can seem daunting. Fundamentally, if an activity can be calculated in monetary terms, it must also be calculated in climate terms. This means having a “climate budget” alongside the financial budget.

The first hurdle is to establish the baseline of carbon emissions; this will form the foundation for a solid strategy and a road map that can be integrated across an organization. A marginal abatement curve exercise (i.e. looking at costs or savings from emissions reduction activities) can help identify easy wins which are cost neutral or require small investments. This will also guide clients to thinking about how they can simultaneously interweave decarbonization outcomes into future, bigger investments.

As we start these journeys, a level of pragmatism is required. There is much that can be done with a good degree of certainty now; however, looking ahead to the next five or ten years and beyond, there are uncertainties. On this journey, it will be necessary to stop regularly, take stock of progress, and ask ourselves if everything is still the same as it was twelve months earlier - and accompanying our clients every step of the way in this process is vital.

Finally, decarbonization requires significant collaboration. It's crucial that clients think about the levers they hold with their staff and wider stakeholders, and what influence they can exert more broadly, for example through their supply chains. Everyone has to be accountable for that climate budget; it is no longer the responsibility of one or two people.

Q *How does WSP's global strategy support your client work?*

WSP has been unequivocal in its ambition to lead the green transition through the provision of sector-leading advisory services. That ambition has been realized through a strategy of carefully

constructing a global body of experts with a wealth of expertise and experience that is unrivalled in our industry. We have gathered the right people with the right expertise and the credibility to tackle any project.

With approximately 67,300 employees across our global business, ensuring that we share experience across the entire business is the reason Operational Excellence has been made a core strand of our current global strategic action plan. Creating networks of experts through the Practice Area Networks has been critical to this, together with knowledge-sharing programs such as the Global Technical Excellence Conference (GTEC), the Snack and Learn webinars and the Net Zero Changemakers initiative. It ensures



Fundamentally, if an activity can be calculated in monetary terms, it must also be calculated in climate terms.

Christine Ambell

Lead Advisor, Climate Change and Sustainability Consultant (Sweden)



The Decarbonization Journey: A Discussion

Environmental Performance

Climate Transition Plan Progress

Our Projects & Environment

that our decarbonization experts are connected, collaborating and sharing best practices, not just amongst themselves but also amongst the countless other disciplines within WSP, to achieve the best outcomes for our clients.

By way of example, net zero teams in the Nordics have made great strides in digitally embedding greenhouse gas emissions into modelling practices. The experience they have gained is being shared with colleagues around the world so that the best digital tools are deployed onto projects globally.

Given our leading position as a global environmental consulting firm, WSP must lead by example and apply a similar level of ambition to its own organization as it does for its clients. We have committed to achieving net zero across our value chain by 2040, for which the key strategies and actions have been detailed in WSP's Climate Transition Plan.

Furthermore, while each of WSP's regional operations is steered by the global strategy, our organizational structure allows them the flexibility to leverage the momentum within their own geographies, and to define and advance their own strategic goals. For example, WSP in the UK, Sweden, Denmark, Finland, New Zealand and Australia have all committed to halving the carbon footprint in their designs and advice by 2030⁴⁷. Harnessing the prevailing sentiment in those countries, it shows a level of accountability to our clients, while also acting as an inspiration for other regional operations.

Q *What differentiates WSP's decarbonization advice and ultimately client outcomes?*

Our biggest differentiator is the ability to offer decarbonization advisory services as part of a wider engineering service offering. We have pan-sector expertise covering all stages of the project life cycle, through design, construction, operation and demolition. We can connect and embed those decarbonization strategies and solutions from beginning to end, and as the green transition gathers pace, increasingly every project will have some level of decarbonization outcome associated with it.

WSP has advised many clients on their high level decarbonization plans in recent years; many of them are now in the implementation phase. They particularly value the fact that, having worked with them at the strategic design phase, we are able to deploy our wider engineering capability to deliver and manage those projects for them.

We're going to see increasing demand for that holistic offering, as firms start acting on their commitments around decarbonization in the next decades.

Q *What do you see as the biggest challenge in this area over the next five years?*

Time is running out, and as a society, we are simply not moving fast enough. The scale of the work required to unpick the entrenched carbon-

heavy practices of the past century, and the capital required to fund those decarbonization projects, is going to put a huge strain on the global economy in the coming years. Hampering the delivery will be an industry-wide shortage of expertise capacity. We must take steps now to ensure that we seed, nurture and retain the brightest minds to meet the exponential growth in demand for environmental and sustainability services, if we are to hit our net zero targets.

However, while deep expertise in the hands of core teams is going to be critical to solving the most challenging and complex problems, at the same time we need to mainstream this knowledge. We have to ensure that our workforce has a level of greenhouse gas literacy, so that we all understand and are able to support those decarbonization outcomes, regardless of our specific role. An unparalleled program of training and knowledge development is necessary so that each one of us can take responsibility for that carbon budget.



Our biggest differentiator is the ability to offer decarbonization advisory services as part of a wider engineering service offering.

Bernadette Fitzgerald
Director, Sustainability, Precincts and Infrastructure (Australia)



47 <https://www.wsp.com/en-gb/news/2020/wsp-leading-sector-in-halving-carbon-emissions-by-2030>

CASE STUDY

Using Modular Integrated Construction to Improve Efficiency

HONG KONG

40%

Delivery time was cut by 40%

70%

Harmful air particles and noise were reduced by 70%

>30%

Construction waste was reduced by >30%

WSP’s structural engineers put their ingenuity forward to realize InnoCell, the first multi-storey modular integrated construction (MiC) project using steel in Hong Kong.

Its successful completion is a major achievement in the Hong Kong construction market. It inspired the government to encourage the adoption of MiC for more projects moving forward, and our involvement in this pioneering project is helping the city’s Buildings Department to develop statutory guidelines for MiC designs.

To address the increasing problem of social isolation and need for flexible spaces, InnoCell comprises 15,300 m² of smart living space distributed over 17 storeys, with the goal of fostering innovation and inspiring interaction and collaboration amongst residents. Nonlinear structural analysis and advanced technologies, including Building Information Modelling (BIM) and Finite Element Analysis (FEA), were used to design this building, which was over 70% modularized.

Addressing the Future Ready® trends of modern methods of construction and automation, modules were prefabricated in a factory with all building services provisions, interior finishes and furniture installed before being transported and installed on-site. By using this method, project delivery time was cut by 40%.

The use of MiC also reduced construction waste by at least 30% and harmful air particles and noise by 70%, supporting the need for air quality protection and resource use reduction. Additionally, just over 40% of materials for the project were manufactured within 800 km of the site and 13% of the outside surface was made from recycled materials.

During the design phase, there was significant consideration for energy efficiency throughout the project life cycle. The final layout reduced energy consumption by lowering the demand for air conditioning, and ventilation was enhanced by locating windows in opposite directions and perpendicular to each other. Lastly, InnoCell’s off-site design and construction approach addressed the growing need to protect water quality, reducing site discharge water suspended solids by 50%.

Read more >



CASE STUDY

Breaking New Ground With an All-Electric Hospital

 CALIFORNIA, USA

Building on its clinical expertise and in keeping with its unique academic medical organization, UCI Health envisioned a state-of-the-art hospital to consolidate its medical campus in Orange County, California.



1st

University of California, Irvine (UCI) is set to be the first UC medical center to be powered entirely by electricity

The hospital is being delivered as a progressive design build project, in a highly collaborative process to encourage and facilitate innovation. Since the University aims for carbon neutrality by 2025, our approach was to avoid the use of fossil fuels entirely and implement electrification throughout the hospital, including for heating, hot water and steam systems for humidification and sterilization, combining all the equipment and functions in an approach that has not been used before.

Carbon neutrality is notoriously difficult to achieve in healthcare, due to its extensive and continuous energy needs, and the project therefore necessitated an ambitious and novel approach.

The new UCI Medical Center will be a specialized acute care, ambulatory care and cancer treatment and research facility. It will provide 24-hour emergency care, personalized cancer treatments and specialist care in a range of other fields, from neuroscience to orthopedics.

2025

The University has the ambitious goal of achieving carbon neutrality by 2025

To add to the complexity of the project, California is a seismic zone with strict codes to observe which, due to the acute nature of the hospital, meant that all the equipment needed to be seismically certified. Furthermore, we had to contend with California's undersized electrical grid, which struggled to provide the capacity for the electricity required for this equipment.

Since there was no existing data to draw upon, we performed significant modelling, made innovative estimates and established numerous firsts. Excitingly, this means this project has the potential to be used as a case study for engineers in the future. The hospital is being delivered as a progressive design-build project, with tk1sc, a WSP company, playing an important role in a highly collaborative process to encourage and facilitate innovation.

[Read more >](#)

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. We manage our environmental impact at WSP in a variety of ways.

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 is measured across all of our owned and leased offices. Locations where WSP operates but does not own or lease space (e.g. client offices) are not included in our environmental reporting. Our 2018 through 2021 performance figures have been restated to include 2021 acquisitions and reflect improved data quality and methodology changes. 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

- In 2022, SBTi approved our 2040 net zero commitment under the recently published SBTi Corporate Net-Zero Standard.
- We appointed two new global experts to manage sustainability and environmental performance. The Global VP, Corporate Sustainability and ESG reports to the Global Executive Director, ESG and is responsible for developing and implementing WSP's ESG and sustainability strategy and plans for WSP's operations and supply chain. The Global Environmental Management Lead will be responsible for identifying and managing environmental risks and opportunities related to projects, premises and people, including managing EMS certifications.
- Where feasible, we continue to seek green leases, which are a type of lease agreement designed to align landlord and tenant interests around energy and resource efficiency. In the UK, we have a target of 94% of floor space to be covered by green leases by 2025, and we had coverage of 62% at the end of 2022.
- We created a global workplace strategic plan with a focus on supporting hybrid working; decreasing individual seating while increasing collaboration space; and optimizing office locations.
- We continued to deploy a desk management tool to enable employees to reserve desks and meeting rooms in advance; create “buddy” lists to see when their colleagues are coming to the office; and support an agile workspace.



Consultancy and Design Excellence

Singapore

The Association of Consulting Engineers Singapore (ACES), representing 70% of Singapore's consulting engineers, presented its *Design Excellence Award* and *Young Consulting Engineer of the Year* honours for 2020-2022. Among the numerous presentations, the ACES *Design Excellence Award 2020* went to WSP for its mechanical and electrical design and engineering excellence for Sengkang General & Community Hospital. Additionally, five WSP engineers were awarded ACES *Young Consulting Engineer of the Year* designations.



Cultural Buildings
Excellence

Denmark

WSP received the distinguished *Engineering News-Record* Global Best Projects Award in the Cultural Buildings category, in recognition of its engineering contributions to the Viby Library and Culture Center, a vibrant community gathering place in the town of Viby Sjælland, near Copenhagen, Denmark. The international award recognizes the engineering excellence of projects making a difference for local communities, and WSP’s collaboration with the project’s architects helped realize numerous environmental, economic, and social sustainability objectives.

Sustainable Workplaces

In 2022, we reduced our total rentable square footage that was due for renewal by 42% (excluding acquisitions), and corresponding real estate costs by 14%. We consolidated several office locations into agile and sustainable workplaces, with a focus on reducing resource consumption and improving well-being. Our workplace sustainability guidelines apply to all of our office fit-outs, and include specifications for LED lighting and occupancy sensors, low-VOC paint and consideration of other sustainability features such as access to transit and electric vehicle charging.

2022 highlights of our workplace activities include:



TORONTO, CANADA

We relocated two offices to “25 York” in Toronto, which was the first office building in Canada to receive Fitwel certification. The building also achieved BOMA BEST® Platinum certification with the highest score globally at 99.2%. This office building consumes approximately 34% less energy than the average Canadian office building, and provides access to Canada’s largest transit hub.



PORTLAND, OREGON, US

Four legacy firms were integrated into our new Portland office, and the office achieved a Fitwel 1 star certification. The office interior was thoughtfully designed to support a hybrid work model to allow flexibility and offer variations of seating spaces for both internal and external collaboration.



PERTH, AUSTRALIA

We welcomed 500 employees to our new Perth office. The building features a 5-star Green Star rating and is targeting a Fitwel rating to showcase a holistic approach to sustainability and occupant well-being. WSP embraced a net zero pathway for the office fit-out. In addition, the design pays tribute to Australia’s traditional heritage. We engaged local Noongar artist, Peter Farmer, to bring an Indigenous narrative to the office. Peter’s artwork has been used in the lift lobby, meeting rooms and focus rooms. +

Biodiversity

In 2022, we released our Biodiversity Statement, which is a set of guiding principles aimed at enabling WSP to engage with our clients to protect, restore, and enhance ecosystems. Protecting biodiversity is a natural extension of our commitment to mitigate climate change, two interrelated issues that need to be tackled simultaneously. We will do this by embedding and applying the mitigation hierarchy in the advice and designs we bring our clients, by using the following sequential method:

-  **AVOID**
Avoid negative impacts on the natural world.
-  **MINIMIZE**
Minimize any such impacts.
-  **RESTORE**
Restore damaged sites.
-  **OFFSET**
As a last resort, if any residual impacts remain, we will help our clients offset them.

Additionally, we will assess the impacts we have – both positive and negative – on biodiversity and, once they are better understood, set targets to address them, take action, measure progress, and report on our initiatives using recognized guidance and frameworks such as those being developed by Science-based Targets for Nature and the TNFD.

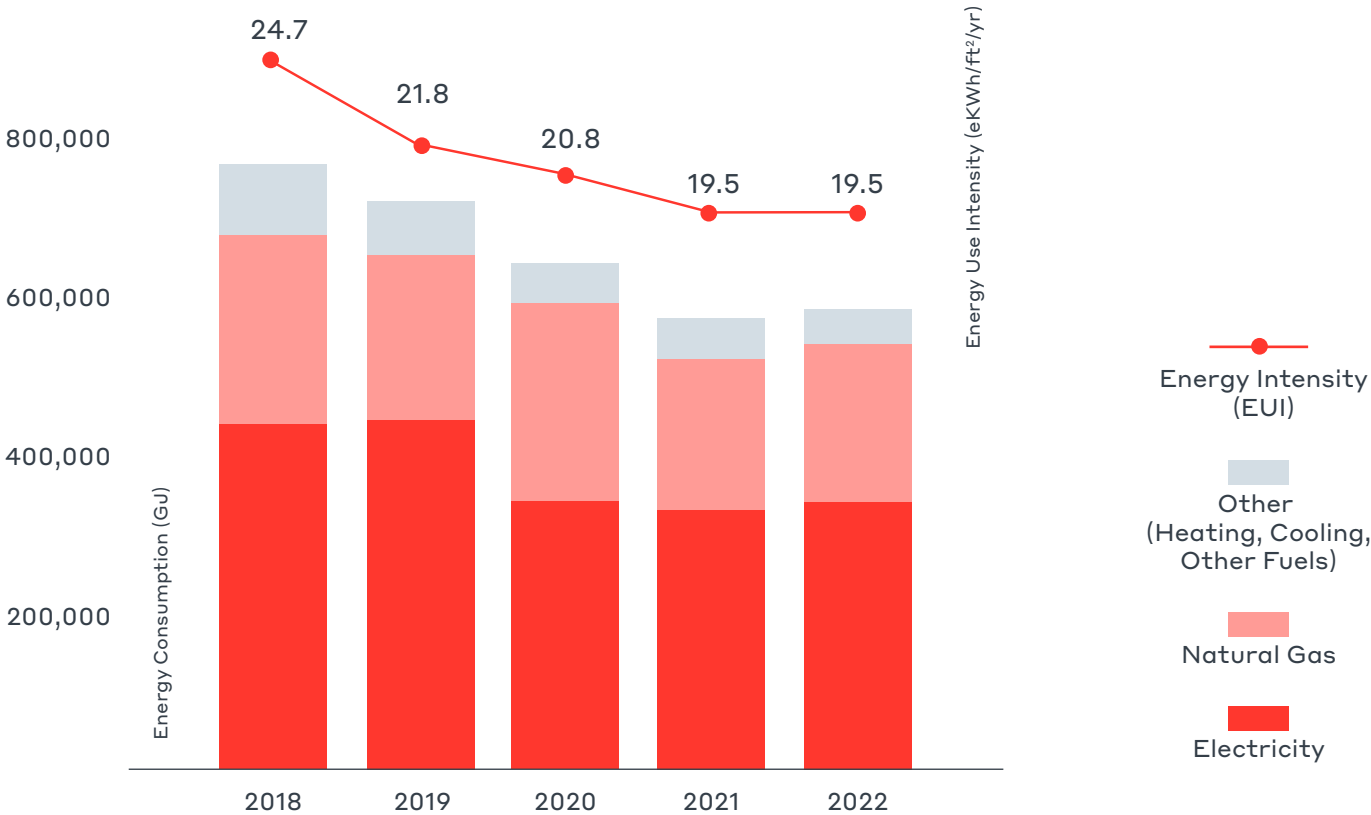


Energy Consumption

2022 PERFORMANCE

In 2022, WSP's offices consumed approximately 589,354 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 2022 was approximately 19.5 kWh/ft²/year, a 21% decrease from our 2018 base year. 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 309,278 GJ of fuel.

Total Office Energy Consumption and Energy Intensity



Greenhouse Gas Emissions

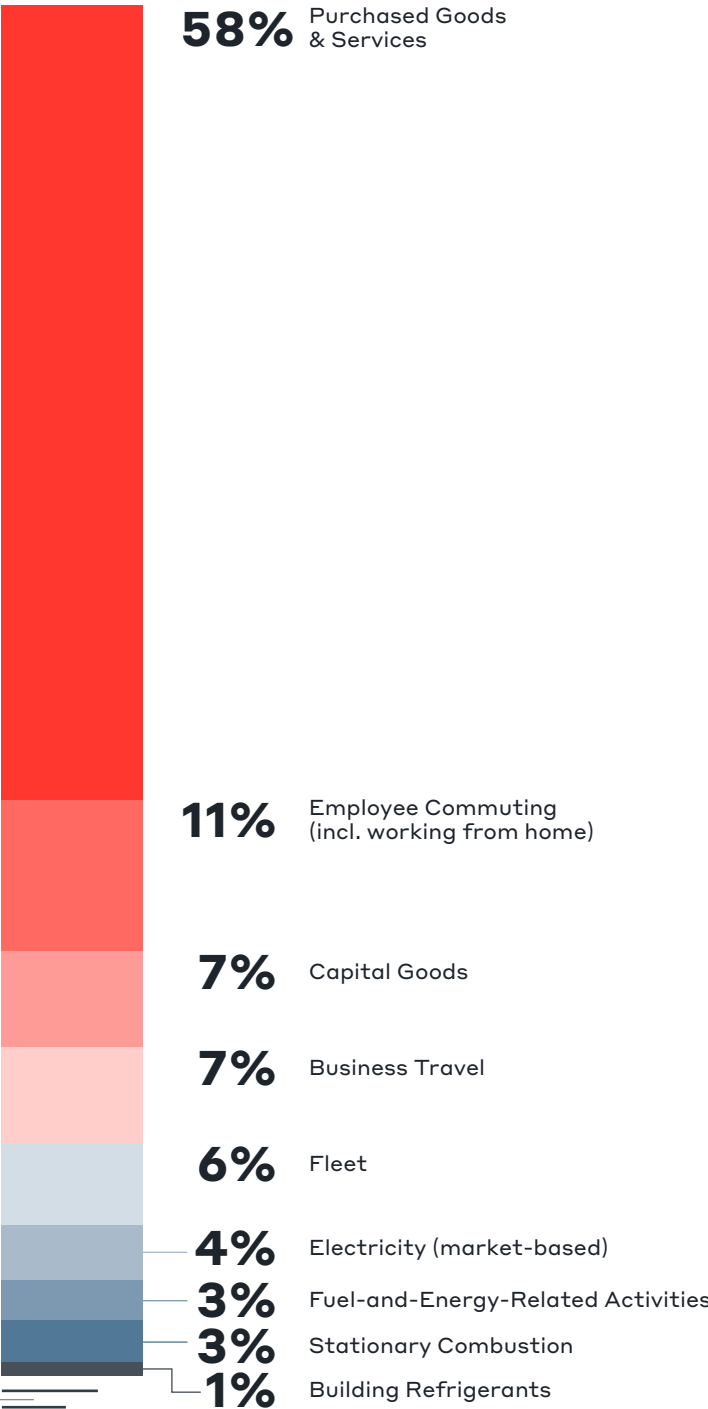
2022 PERFORMANCE

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 2022, WSP’s operations emitted a total of approximately 386,452 metric tonnes of carbon dioxide equivalent (tCO₂e) GHG emissions, across scope 1, 2 (market-based) and all relevant scope 3 emissions sources. In 2022, scope 3 emissions represented approximately 87% of our total GHG emissions, with approximately 67% of scope 3 emissions resulting from purchased goods and services. The figure below shows the breakdown of GHG emissions by activity type in 2022.

Under 1% — Heating and Cooling, and Waste Generated activity types are not illustrated in the graph.

2022 GHG Emissions by Activity Type

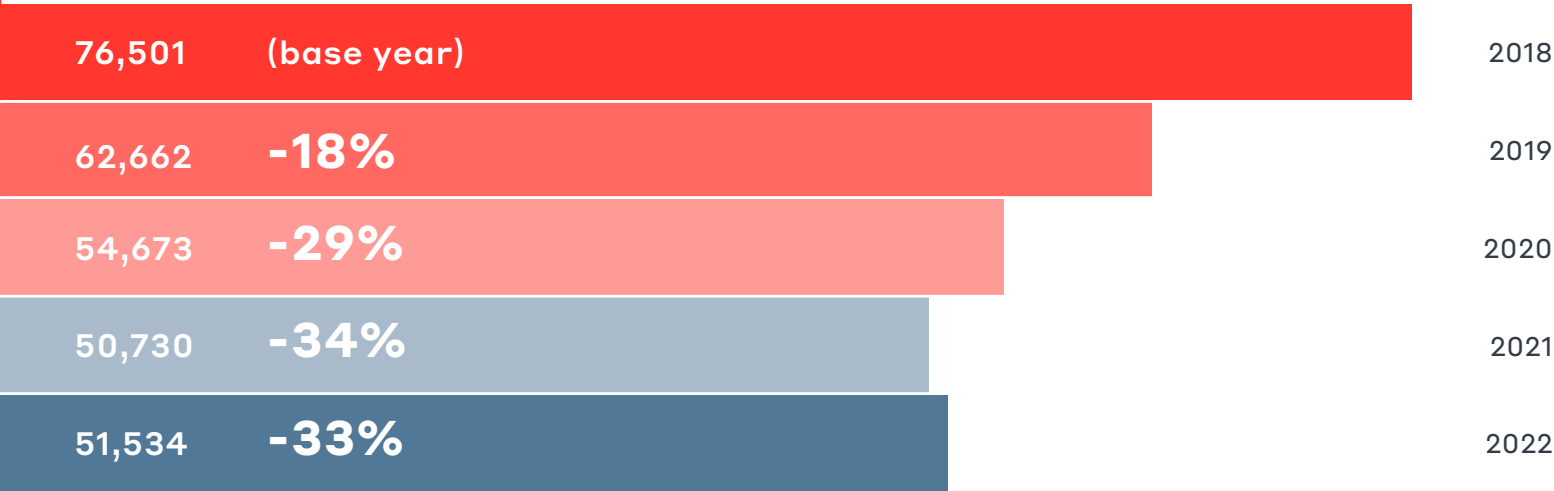


PROGRESS TOWARDS OUR GHG EMISSIONS REDUCTION TARGETS

The figures below show progress towards our 2030 targets.

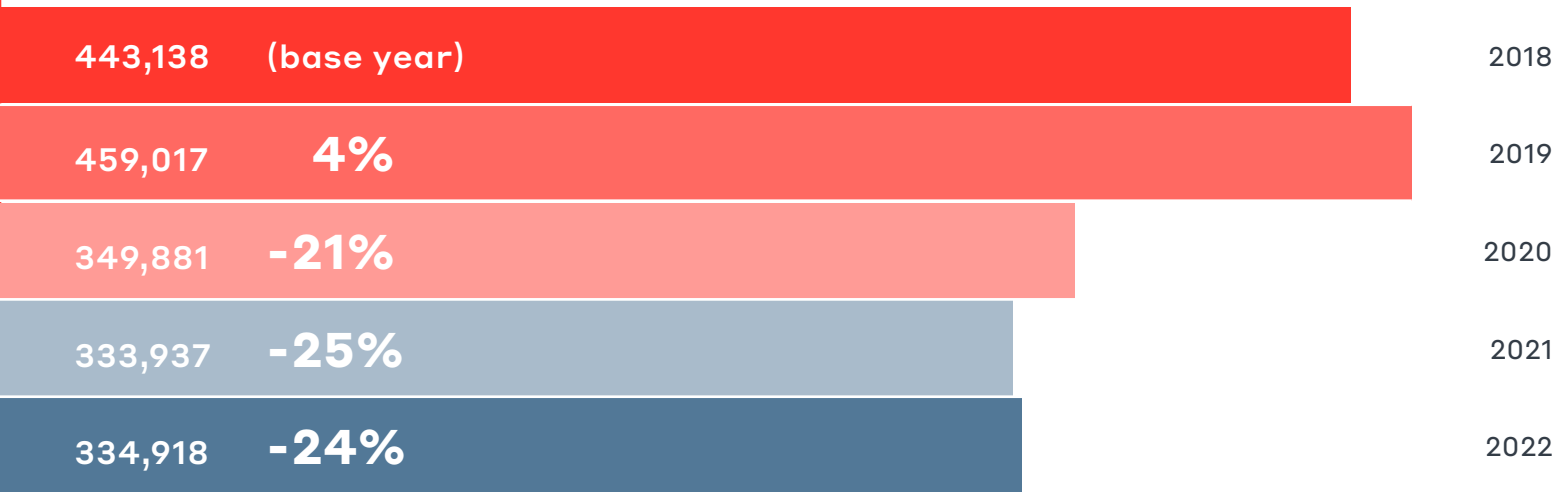
Scope 1 and Scope 2 (market-based) Emissions Reduction Progress

Emissions (tCO₂e)



Scope 3 Emissions Reduction Progress

Emissions (tCO₂e)



We expect more variability in our scope 3 emissions over the next few years as we integrate data from corporate acquisitions, improve data quality, and begin incorporating actual GHG emissions data from our suppliers. We have been improving the completeness and breakdown of the internal data we can collect for purchased goods and services and capital goods to better estimate emissions using a spend-based method. In line with the GHG Protocol and best practice, we will begin transitioning to a hybrid method using a mix of spend-based data and supplier-provided emissions as we start receiving data through our CDP Supply Chain partnership. We will strive to increase the proportion of data provided by suppliers over time.

Between 2018 and 2022, we observed:

- 33% reduction in scope 1 and 2 market-based emissions, driven by renewable energy procurement, continued improvements in building consolidation and energy efficiency.
- 24% reduction in scope 3 emissions. This was driven by a significant decrease in emissions from purchased goods and services, business travel and employee commuting.
- 39% reduction in global average GHG intensity per full-time equivalent (FTE).

Apex Companies, LLC completed an independent limited verification of WSP's 2022 scope 1, scope 2 and scope 3 quantified GHG emissions as well as our 2022 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 2022 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](#).

Bringing Solar Expertise to a Good Cause

HAITI

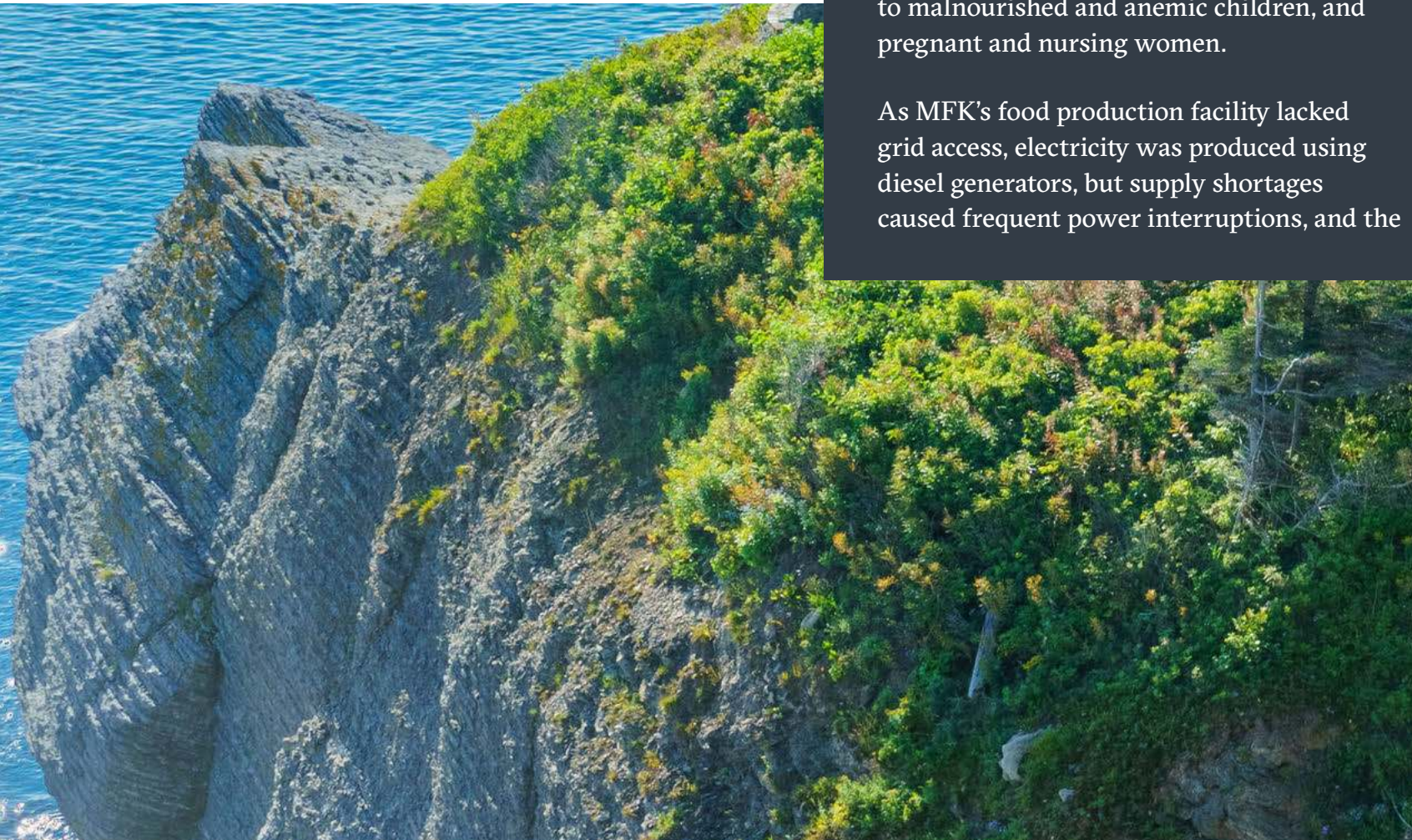
Our USA business partnered with power systems innovator WestGen Power Solutions to provide a reliable and renewable energy supply to the Meds & Food for Kids (MFK) factory in Cap Haitien. A non-profit organization in Haiti, MFK aims to produce and deliver therapeutic treatment to malnourished and anemic children, and pregnant and nursing women.

As MFK's food production facility lacked grid access, electricity was produced using diesel generators, but supply shortages caused frequent power interruptions, and the

resulting production shutdowns impacted approximately 49,000 children who were not treated for over 18 months.

When MFK decided to switch 70% of its power needs to solar, they turned to WSP and WestGen to design a hybrid solar/storage microgrid system. The microgrid significantly reduced emissions and fuel consumption, offering much higher energy efficiency with no wasted power. The new system not only eliminates downtime, but also lowers production costs, with the savings being better used to enhance the health and well-being of Haiti's people in need.

The collaborative effort was an outgrowth of WestGen's participation in WSP's Emerge program, a strategic innovation partnership program for emerging and growth-stage technology companies.



Waste

- In 2022, our offices generated 2,406 tonnes of non-hazardous waste, including:
- 1,880 tonnes sent to landfill
 - 146 tonnes sent to incineration (with energy recovery)
 - 21 tonnes sent to incineration (without energy recovery)
 - 330 tonnes diverted to recycling
 - 29 tonnes diverted to composting

Where actual landfill and recycling information was available, our average diversion rate was approximately 32%. Responsible disposal of approximately 8 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 2022, we estimated waste generation in proportion to average office occupancy over the year.

Water

In 2022, our offices withdrew approximately 317 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.

Carbon Neutral Olympic Athlete

CANADA

WSP is partnering with Canadian freestyle skier and Olympic medalist Marion Thénault to support her dreams of returning to the Olympics in 2026, becoming an engineer and being one of Canada's first carbon neutral athletes. WSP's Earth & Environment team will work with Marion to determine the carbon footprint of her skiing activities and find ways to reduce it. The goal is also to support Marion in developing a plan to reduce emissions generated in her journey to the 2026 Winter Olympics in Milan. The partnership aims to deliver practical solutions for offsetting emissions and in turn help other athletes reduce their carbon footprint. +



Environmental Compliance

Since late 2022, environmental compliance has been managed under the global HSEQ program according to the HSEQ Policy Statement. A new Environmental Policy and roadmap were developed in 2023. WSP currently has approximately 50% of its operations globally covered by the Environmental Management System (EMS) standard ISO 14001: 2015. Regions/subregions that are not certified employ similar practices to identify and manage environmental risks and opportunities.

WSP's Global Environmental Management Committee (GEMC), which includes EMS representatives from approximately 18 countries, meets on a quarterly basis to share environmental management best practices and facilitate environmental protection and performance improvements.

In 2022, the GEMC developed guidance on how to identify, manage and report environmental incidents, near misses, and observations. This guidance aims to ensure that WSP takes a consistent and accessible approach across our organization globally.

As we look to 2023, WSP will be rolling out further HSEQ expectations and implementing our environmental roadmap to further shape and inform our environmental compliance program.

Climate Transition Plan Progress

Our [Climate Transition Plan](#), which was published in June 2022, provides an overview of our 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. This graphic provides key highlights of progress since the plan was launched.

1 OFFICE ENERGY

- Continued office consolidations
- Expanded green tariff/REC purchasing in Canada and Norway

3 BUSINESS TRAVEL

- Expanded the existing UK business travel carbon levy program to apply to all ground transportation
- Developed a business travel budget and dashboard in Australia

2 FLEET

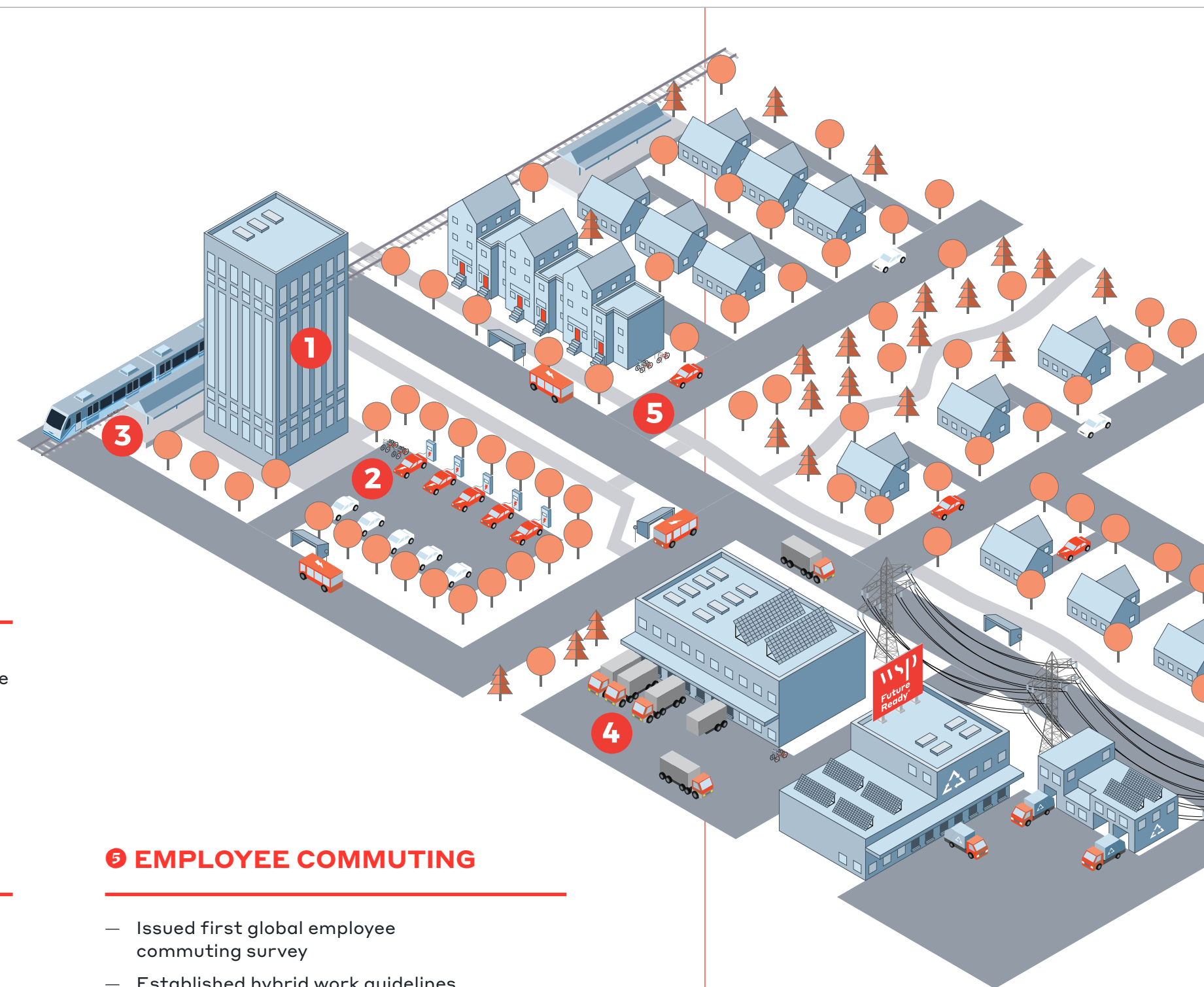
- Expanded the number of electric vehicles (EVs) used in our fleet in Netherlands. EVs are also used in our fleet operations in Norway, Sweden and Switzerland
- Planned to start developing an EV strategy in the US in 2023

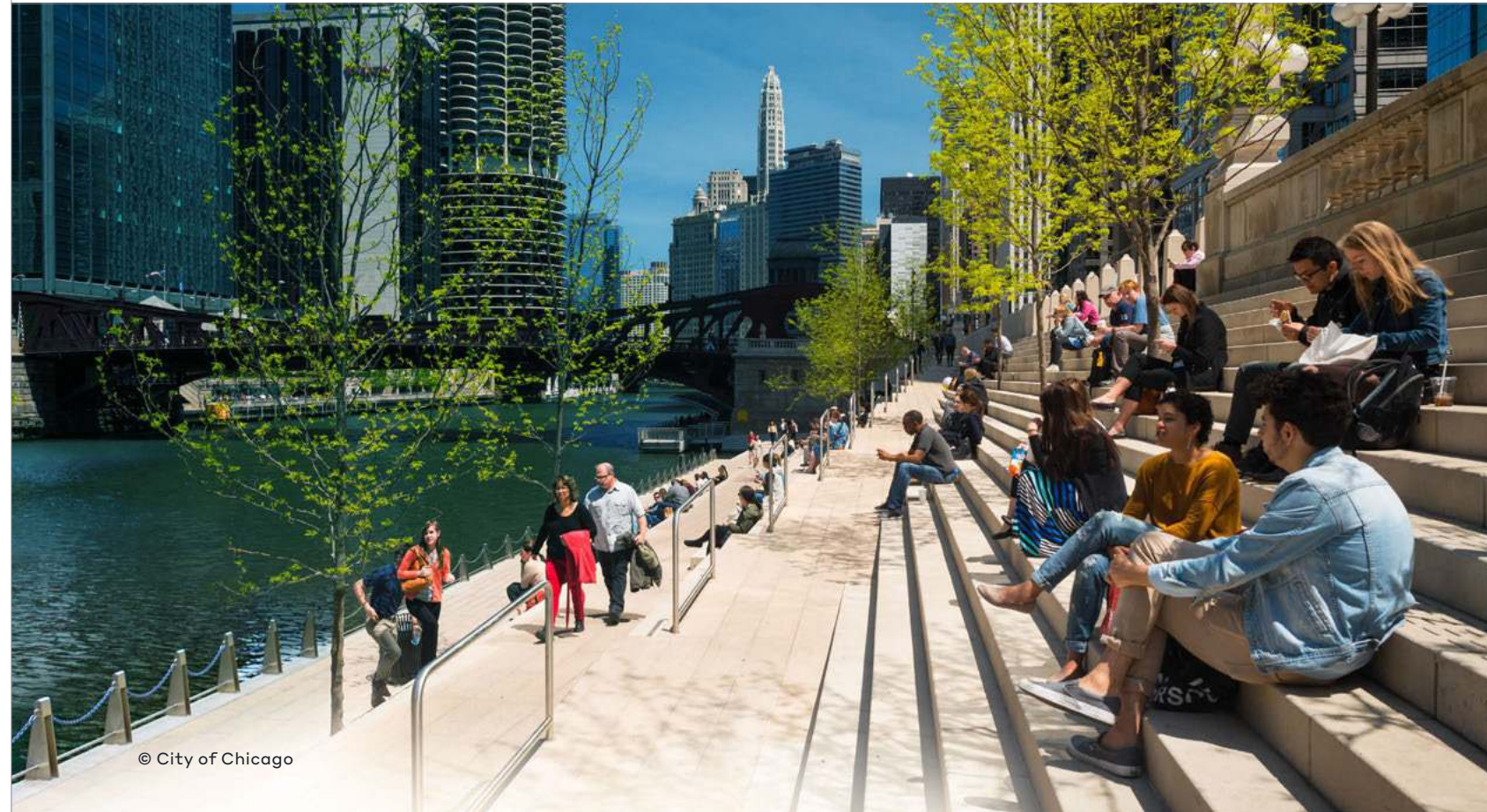
4 PROCUREMENT

- Developed our Low-Carbon Supplier Engagement Plan and became a CDP Supply Chain partner
- Finalized a new global business travel platform contract, which will provide information on GHG emissions associated with air and rail travel

5 EMPLOYEE COMMUTING

- Issued first global employee commuting survey
- Established hybrid work guidelines in a number of subregions





© City of Chicago

CASE STUDY

Working on Climate Action in Chicago

 CHICAGO, USA

In 2008, Chicago became the first major US city to develop a Climate Action Plan (CAP) for mitigating GHG emissions, targeting an 80% reduction by 2050. In 2017, the city committed to the Paris Agreement, and two years later made a commitment to transition all city buildings to 100% renewable energy.

In 2022, the City of Chicago revised its CAP and developed a unique approach to climate action centered on core strategies of equity and environmental justice. After a year of public engagement, including virtual town halls, online surveys, and meetings with community leaders, the plan was designed through the lens of equity and the inclusion of historically marginalized Chicagoans.

WSP served as a technical advisor and trusted partner to the City, providing key services including strategy and action plan development that form part of the final climate plan. WSP also conducted iterative modelling of GHG mitigation and co-benefits as part of that process, as well as integrated stakeholder input, evaluation of implementation viability, and graphic design and content development for the published CAP.

The plan will deliver meaningful benefits to more than 2.8 million residents in 77 distinct communities. This is notably by increasing access to utility savings and renewable energy; building circular economies to create jobs and reduce waste; delivering a robust zero-emission mobility network to connect communities and improve air quality; driving equitable development of a clean-energy future; building community resilience and protecting health. The resulting plan serves as a roadmap for the city, as well as a model for next generation CAPs anchored in inclusion and collaboration.

[Read more >](#)

2.8M

More than 2.8 million people will benefit from the new inclusive plan

80%

The City of Chicago is targeting an 80% reduction in GHG emissions by 2050



Our Projects & Environment

At WSP, we know that successful projects with positive 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 approximately 20,000 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 are part of 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 brought into the group has strengthened our specialist expertise. Of these, two in particular represent significant milestones in that journey. The acquisition of Golder in April 2021 secured 7,000 professionals. The addition of E&I in September 2022, comprising 6,000 environmental and earth sciences professionals predominantly across North America and the UK, further consolidated our global offering, not least with its world-class expertise in water.

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.



CASE STUDY

Restoring Tuk Base to its Natural State

 TUKTOYAKTUK, CANADA

10X

Up to 10X GHG emission reduction was achieved as a result of on-site soil bioremediation and through the alternate disposal option being evaluated

40

people, mostly Inuvialuit, work on-site in the summer

WSP has undertaken the comprehensive remediation of a former staging and storage site near Tuktoyaktuk, on the shores of the Arctic Ocean in northern Canada. The site is leased by Imperial Oil Limited, an affiliate of ExxonMobil, and was used to support exploration drilling in the Beaufort Sea in the 1970s and 1980s.

To restore Tuk Base to its natural state, WSP contributed to the overall management strategy by overseeing permitting, demolition, and

remediation services, treating contaminated soil and disposing of hazardous and non-hazardous materials.

Throughout the project, WSP worked closely with local contractors, businesses, regulators and the water board to keep the community engaged. Remediation work has included marine shore stabilization and the restoration of a former dock, a long-term benefit for locals to use for fishing, storage and other purposes.

A key element at Tuk Base was protecting permafrost during excavation and other works. Permafrost, already vulnerable due to global warming, is essential to maintain the stability of the tundra ecosystems. To restore the ecosystem and enhance biodiversity on the remediated

site, WSP took measures to improve the water quality and drainage, and replanted the area with indigenous plants.

Another focus has been to ensure the community derives benefits from the project. During the summers, around 40 people are on-site, with at least two-thirds being Inuvialuit. The community is also making good use of the concrete that was left by cutting it into slabs and hauling it over to the village to create flood defences.

Overall, the remediation project has contributed to the local community's economic development, protected the environment, and reduced climate risks in a remote area.

[Read more >](#)



Appendices

IN THIS SECTION

Appendix A: ESG Data Tables

Appendix B: GRI Content Index

Appendix C: SASB Index

APPENDIX A

ESG Data Tables

Table A-1: Environmental Performance⁴⁸

CATEGORY	INDICATOR	UNIT	2022	2021	2020	GRI STANDARD
Energy	Total Office Energy Consumption	GJ	589,354	576,900	647,584	302-1
	Natural Gas	GJ	202,411	194,082	254,188	302-1
	Other Fuels (Diesel, Kerosene, Liquified Petroleum Gas)	GJ	660	156	674	302-1
	Electricity	GJ	342,355	331,631	343,566	302-1
	Heating	GJ	42,409	49,760	47,868	302-1
	Cooling	GJ	1,519	1,271	1,288	302-1
	Renewable Energy Procured	GJ	116,174	70,435	80,974	302-1
	Transportation Fuel	GJ	309,278	204,440	260,106	N/A
	Office Energy Intensity	kWh/ft²/year	19.5	19.5	20.8	302-3

⁴⁸ Due to rounding, the sum of some numbers may yield slightly different results from the totals reported here.

CATEGORY	INDICATOR	UNIT	2022	2021	2020	GRI STANDARD
GHG Emissions	Scope 1 Direct Emissions	tCO ₂	31,860	26,707	31,063	305-1
		tCH ₄	0.45	0.68	0.70	305-1
		tN ₂ O	0.29	0.36	0.39	305-1
		HFC 134-A	1.9	2.2	2.2	305-1
		tCO₂e	34,665	29,912	31,788	305-1
	Scope 2 Indirect Emissions (Location-based)	tCO ₂	27,780	25,816	28,709	305-2
		tCH ₄	1	1	2	305-2
		tN ₂ O	0.4	0.4	0.4	305-2
		tCO₂e	27,935	25,959	28,758	305-2
	GHG Emissions	Scope 2 Indirect Emissions (Market-based)	tCO ₂	16,786	20,709	22,863
tCH ₄			0.5	0.9	0.9	305-2
tN ₂ O			0.2	0.3	0.3	305-2
tCO₂e			16,869	20,818	22,885	305-2

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ESG Data Tables		GRI Content Index		SASB Index							
GHG Emissions	CATEGORY	INDICATOR	UNIT	2022	2021	2020	GRI STANDARD				
		Total Scope 3 Indirect Emissions	tCO ₂ e	334,918	333,937	349,881	305-3				
		Scope 3 Indirect Emissions – Category 1 – Purchased Goods and Services	tCO ₂ e	223,989	246,065	265,799	305-3				
		Scope 3 Indirect Emissions – Category 2 – Capital Goods	tCO ₂ e	28,988	24,114	22,535	305-3				
		Scope 3 Indirect Emissions – Category 3 – Fuel- and Energy-Related Activities	tCO ₂ e	11,874	10,197	9,853	305-3				
		Scope 3 Indirect Emissions – Category 4 – Upstream Transportation and Distribution	tCO ₂ e	Included in Scope 3 – Category 1 & 2			305-3				
		Scope 3 Indirect Emissions – Category 5 – Waste Generated in Operations	tCO ₂ e	1,351	1,486	1,214	305-3				
		Scope 3 Indirect Emissions – Category 6 – Business Travel	tCO ₂ e	26,464	26,629	20,873	305-3				
		Scope 3 Indirect Emissions – Category 7 – Employee Commuting	tCO ₂ e	42,251	25,446	29,606	305-3				
		Scope 3 Indirect Emissions – Category 8 – Upstream Leased Assets	tCO ₂ e	Included in Scope 1 & 2			305-3				
		Gross Total Scope 1, Scope 2 (Market-based), Scope 3 GHG Emissions	tCO ₂ e	386,452	384,668	404,553	N/A				
		Carbon Offsets	tCO ₂ e	25,623	23,576	12,897	N/A				
		Net Total GHG Emissions (Scope 1, Scope 2 – Market-based, Scope 3; less Carbon Offsets)	tCO ₂ e	360,829	361,092	391,656	N/A				
		Transportation Emissions (Scope 1 – Mobile Combustion, Scope 3 – Business Travel, includes refrigerants)	tCO ₂ e	48,473	44,420	37,265	N/A				
		GHG Emissions Intensity	tCO ₂ e/FTE/year	6.9	8.2	9.0	305-4				

CATEGORY	INDICATOR	UNIT	2022	2021	2020	GRI STANDARD
Water	Total Water Withdrawn (Third-Party Providers)	m³	316,676	419,228	320,320	303-3
Waste	Total Non-Hazardous Waste	Tonnes	2,406	3,148	2,133	306-3
	Landfill	Tonnes	1,880	1,854	1,685	306-5
	Recycling	Tonnes	330	772	404	306-4
	Compost	Tonnes	29	34	39	306-4
	Incineration (with energy recovery)	Tonnes	146	236	-	306-5
	Incineration (without energy recovery)	Tonnes	21	251	-	306-5
	Diversion Rate	%	32%	31%	68%	306-4
	Hazardous/Special Waste	Tonnes	8	12	10	306-3
Management System Coverage	Environmental Management System (EMS) 14001	%	50	54	59	N/A
	Quality Management System (QMS) 9001	%	80	90	NR ⁴⁹	N/A
	Health and Safety Management System ⁵⁰	%	84	87	NR	N/A

49 Not Reported (NR)

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

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ESG Data Tables		GRI Content Index		SASB Index																			
Environmental Calculation Methodologies DATA COLLECTION The reporting year for our resource consumption data and GHG inventory is January 1, 2022 to December 31, 2022. For as many sources as possible, data are collected to align with this time period, which corresponds with the calendar year and WSP’s fiscal year. However, in order to report data in time for the publication of the 2022 Global ESG Report, data for some resources were collected for October 2021 through September 2022. This approach is used so a quarter of the year’s data does not need to be estimated. ENERGY WSP collected energy consumption data from our facilities. We did not sell any energy in 2022. 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 Natural Resources Canada Comprehensive Energy Use Database province averages for Canada and in all other locations from the US Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.						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 (CO₂, 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 CO₂e are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report. We restated our 2018 (base year), 2019, 2020 and 2021 GHG emissions to reflect emissions from acquisitions made in 2022, data quality improvements and corrections and methodology changes.						These changes include, but are not limited to: — Incorporating GHG emissions from our 2021 Golder acquisition, as well as other 2021 acquisitions. In some cases, we have actual GHG emissions or source data from acquisitions. In cases where we do not, or data are incomplete, we estimate these emissions back to our base year using accepted methodologies. — In 2022, we conducted our first global employee commuting survey. We recalculated employee commuting and work-from-home emissions for all years back to 2018 based on this updated methodology. — We have continued to improve the data completeness and granularity of our purchased goods services and capital goods data and applied these adjustments to all years back to 2018. Our recalculated base year (2018) GHG emissions in tCO₂e are: Scope 1 – 32,846; Scope 2 (market-based) – 43,655; Scope 3 – 443,138. 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 subregion.						WATER We collected water withdrawal information from our facilities. Actual water consumption information was available for approximately 28% 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 2022. 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 only available for approximately 6% 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 2022. Recycling and other non-landfill waste output were not estimated where data were unavailable.					

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ESG Data Tables		GRI Content Index		SASB Index								
Employees	CATEGORY	INDICATOR	UNIT	2022	2021	2020	GRI STANDARD					
		Temporary Employees by Region	Number	3,594	3,405	2,459	102-8					
		CANADA	Number	185	368	169	102-8					
		AMERICAS	Number	1,907	1,642	1,326	102-8					
		EMEIA	Number	768	849	624	102-8					
		APAC	Number	734	546	340	102-8					
		Total Turnover Rate	%	20	21	17	401-1					
		Voluntary Turnover Rate	%	16	17	10	401-1					
		Employees Covered by Collective Bargaining Agreements ⁵⁴	%	11	13	14	102-41					
		Training Hours	Hours	1,212,046	1,045,646	815,435	404-1					
		Training Hours per Employee	Hours/FTE	22	20	18	404-1					
	Gender Diversity		Women on Board of Directors	%	37.5 ⁵⁵	37.5	37.5	405-1				
			Women in Global Leadership Team	%	27 ⁵⁶	23	22	405-1				
			Women in Workforce	%	33	33	31	405-1				

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ESG Data Tables		GRI Content Index		SASB Index									
CATEGORY		INDICATOR		UNIT		2022		2021		2020		GRI STANDARD	
Occupational Health and Safety ⁵⁶		Lost Time Incident Rate (LTIR)		Incidents per 200,000 hours worked		0.11		0.11		NR		N/A	
		Total Recordable Incident Rate (TRIR)		Incidents per 200,000 hours worked		0.32		0.30		NR		403-9	
		Recordable All Work-related Incident Rate (AIFR)		Incidents per 200,000 hours worked		1.08		1.16		NR		403-9	
		Fatalities		Number		0		0		0		403-9	
Ethics & Integrity		Code of Conduct onboarding training completed by employees ⁵⁷											
		CANADA		%		100		100		100		205-2	
		USA		%		100		99		100		205-2	
		LATIN AMERICA AND THE CARIBBEAN		%		100		100		100		205-2	
		EMEIA		%		98		100		97		205-2	
		APAC		%		100		100		99		205-2	
		Total		%		99		99		99		205-2	
Customer Satisfaction		Net Promoter Score (NPS)		Number		49.5 ⁵⁸		41		34		N/A	

⁵⁶ We have improved how we report and classify injuries. Therefore, we have restated our 2021 numbers to reflect additional/reclassified incidents. Numbers from 2020 were removed due to changes in the methodology for acquisitions.

⁵⁷ Code of Conduct onboarding completion rate based on number of employees assigned training, subject to certain exclusions and limitations. 2022 statistics are subject to a margin of error estimated at 3%, while prior years may have a higher of margin of error. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP. Numbers over 99.5% are rounded to 100%

⁵⁸ NPS is a measure of the likelihood a client would use WSP for future work using a rating scale of 1-10. The NPS is calculated by subtracting the percent of detractors (ratings of 1-6) from the percent of promoters (ratings of 9 or 10). In 2022, certain WSP countries/subregions collected NPS data that was combined to calculate a global NPS of 49.5. Based on revenue, 58% of WSP's business is represented by the 2022 NPS score. More countries/subregions were included in the global NPS score in 2022 (17 countries/subregions provided data), compared to 2021 (10 countries/subregions provided data).

APPENDIX B

GRI Content Index

WSP has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards. The GRI 1: Foundation 2021 was used to prepare the report. 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).

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	About WSP
	2-2 Entities included in the organization’s sustainability reporting	Reporting Scope
	2-3 Reporting period, frequency and contact point	Reporting Scope ; Back Cover
	2-4 Restatements of information	Health & Safety ; SDG-Linked Revenues ; Environmental Performance ; Appendix A
	2-5 External assurance	Reporting Scope , Environmental Performance
	2-6 Activities, value chain and other business relationships	About WSP ; Supply Chain Management
	2-7 Employees	About Our People , Appendix A
	2-8 Workers who are not employees	About Our People
	2-9 Governance structure and composition	Governance & Risk Management ; 2023 Management Information Circular
	2-10 Nomination and selection of the highest governance body	Governance & Risk Management ; 2023 Management Information Circular
	2-11 Chair of the highest governance body	2023 Management Information Circular
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance & Risk Management ; GECC Charter

GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	Governance & Risk Management
	2-14 Role of the highest governance body in sustainability reporting	Governance & Risk Management
	2-15 Conflicts of interest	Corporate Governance Guidelines ; 2023 Management Information Circular
	2-16 Communication of critical concerns	Code of Conduct , Business Partner Code of Conduct
	2-17 Collective knowledge of the highest governance body	Climate Risks and Opportunities
	2-18 Evaluation of the performance of the highest governance body	2023 Management Information Circular
	2-19 Remuneration policies	2023 Management Information Circular
	2-20 Process to determine remuneration	2023 Management Information Circular
	2-21 Annual total compensation ratio	Not disclosed
	2-22 Statement on sustainable development strategy	Global Strategic Action Plan ; Global ESG Statement
	2-23 Policy commitments	Managing our ESG Impacts
	2-24 Embedding policy commitments	Managing our ESG Impacts
	2-25 Processes to remediate negative impacts	Global Reporting and Investigation Policy ; Managing our ESG Impacts
	2-26 Mechanisms for seeking advice and raising concerns	Global Reporting and Investigation Policy
2-27 Compliance with laws and regulations	WSP recognizes that compliance with laws and regulations is a critical aspect of its business operations. WSP faces regular claims and disputes of varying significance alleging non-compliance, however no incidents of fines or non-monetary sanctions occurred in 2022 that were considered sufficiently material to require disclosure in its 2022 Annual Report. WSP takes each of these matters very seriously and addresses them promptly. WSP relies on a strong risk management team and is committed to continuously improving its practices to ensure that claims and disputes are addressed appropriately.	

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GRI STANDARD			DISCLOSURE			LOCATION											
GRI 2: General Disclosures 2021			2-28 Membership associations			Future Ready											
			2-29 Approach to stakeholder engagement			Materiality & Stakeholders											
			2-30 Collective bargaining agreements			Appendix A											
GRI 103: Management Approach 2016			103-1 Explanation of the material topic and its Boundary			Managing our ESG Impacts											
			103-2 The management approach and its components			Materiality & Stakeholders											
			103-3 Evaluation of the management approach			Managing our ESG Impacts											
GRI 201: Economic Performance 2016			201-1 Direct economic value generated and distributed			About WSP											
			201-2 Financial implications and other risks and opportunities due to climate change			Climate Risks and Opportunities ; TCFD Report											
GRI 205: Anti-corruption 2016			205-2 Communication and training about anti-corruption policies and procedures			Ethics & Integrity ; Appendix A											
GRI 207: Tax 2019			207-1 Approach to tax			Managing our ESG Impacts											
			207-2 Tax governance, control, and risk management			Managing our ESG Impacts ; Financial Position & Tax											
			207-3 Stakeholder engagement and management of concerns related to tax			Managing our ESG Impacts											
			207-4 Country-by-country reporting			Financial Position & Tax											
GRI 302: Energy 2016			302-1 Energy consumption within the organization			Environmental Performance ; Appendix A											
			302-3 Energy intensity			Environmental Performance ; Appendix A											
GRI 303: Water and Effluents 2018			303-1 Interactions with water as a shared resource			Managing our ESG Impacts											
			303-2 Management of water discharge-related impacts			Managing our ESG Impacts											
			303-3 Water withdrawal			Environmental Performance ; Appendix A											

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ESG Data Tables		GRI Content Index		SASB Index							
GRI STANDARD		DISCLOSURE		LOCATION							
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		Environmental Performance; Appendix A								
	305-2 Energy indirect (Scope 2) GHG emissions		Environmental Performance; Appendix A								
	305-3 Other indirect (Scope 3) GHG emissions		Environmental Performance; Appendix A								
	305-4 GHG emissions intensity		Environmental Performance; Appendix A								
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		Managing our ESG Impacts								
	306-2 Management of significant waste-related impacts		Managing our ESG Impacts								
	306-3 Waste generated		Environmental Performance; Appendix A								
	306-4 Waste diverted from disposal		Environmental Performance; Appendix A								
	306-5 Waste directed to disposal		Environmental Performance; Appendix A								
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		About Our People; Appendix A								
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		About Our People								
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		Managing our ESG Impacts								
	403-2 Hazard identification, risk assessment, and incident investigation		Managing our ESG Impacts								
	403-3 Occupational health services		Managing our ESG Impacts								
	403-4 Worker participation, consultation, and communication on occupational health and safety		Managing our ESG Impacts								
	403-5 Worker training on occupational health and safety		Managing our ESG Impacts								

About Our People

Managing our ESG Impacts

Managing our ESG Impacts; Appendix A

Health & Safety; Appendix A

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Inclusion & Diversity; Appendix A; Appendix C

Inclusion & Diversity; Managing our ESG Impacts

Ethics & Integrity

Indigenous Relations

Community Engagement

Appendix C

APPENDIX C

SASB Index

Table C-1: Engineering & Construction Services

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	While WSP has experienced a few incidents of environmental non-compliance in 2022, none were considered sufficiently material to require disclosure in our 2022 Annual Report . Regardless of materiality, WSP is committed to responsible and sustainable practices, considers non-compliance events seriously and prioritizes prompt and appropriate action to address them, in addition to implementing measures to prevent future incidents.
	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 document 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 2022 Annual Report , WSP secures 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 of the Corporation ("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	

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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. Our TRIR does not include subcontractors or consultants (e.g., independent contractors and those employed by third parties). In 2022, our global TRIR was 0.32 per 200,000 hours worked. No employee fatalities occurred in 2022.					
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 under-represent the number of projects we support that have achieved or will pursue a sustainability certification.					
						(1) The number of projects completed in 2022 that achieved or are expected to achieve a sustainability certification include: 133 BREEAM 88 LEED 31 Beam Plus 28 GRESB 13 Green Star 7 WELL 5 China Green Building Label (CGBL) 5 ISCA 3 EEWB 2 CEEQUAL 1 NABERS 1 DGNB 12 projects achieved/seeking other sustainability certifications			(2) The number of projects that were still active at the end of 2022 and seeking a sustainability certification include: 291 LEED 288 BREEAM 121 Beam Plus 86 China Green Building Label (CGBL) 73 Green Star 63 WELL 26 ISCA 24 Envision 17 Green Mark 13 Fitwel 10 DGNB 10 NABERS 9 EEWB 18 Minergie 45 Projects using other sustainability certifications		

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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) WSP's expertise provided to the oil & gas industry is almost completely focused on Earth & Environment support, helping clients mitigate, minimize and resolve their social and environmental footprint, as well as supporting their transition to a low-carbon world (services such as soil and water characterization, remediation, site closure of end-of-life assets, and environmental permitting and compliance, GHG emissions control and reduction, and decarbonization). These services account for approximately 4% of our total backlog. Hydrocarbon-related backlog that actually supports new assets development accounts for less than 1% of total WSP backlog. Services include engineering and design of new O&G related assets, and/or Project Management services. This value excludes our work in the mining sector, however only a small portion of the mining development projects we support involve hydrocarbons, primarily metallurgical coal. We continue to support our clients by leveraging our technical knowledge of the technologies, policies and economic factors involved in making a successful energy transition. 2) As at December 31, 2022, renewable energy project-related backlog represented approximately 3 to 4% of total WSP backlog. This value includes all renewable power (on-shore and off-shore) engineering and studies, environmental permitting, renewable power to buildings, transmission lines and sub-station work. Note: The backlog numbers provided are unaudited. We track backlog through our financial systems, but not all project details are fully integrated at a global level.					
		Amount of backlog cancellations associated with hydrocarbon-related projects		IF-EN-410b.2		As at December 31, 2022, WSP estimates that we had gross revenues backlog cancellation notices for approximately \$14 million of hydrocarbon-related work due to project cancellations, delays and contract reconfigurations. WSP's work in the oil & gas industry is predominantly supporting environmental and energy transition services, including, but not limited to, remediation, site closure, environmental permitting, decarbonization planning, carbon capture and transition to lower-carbon fuel sources. We expect our services in the oil & gas and mining sectors to increase as we support these sectors in the low-carbon transition. Note: The backlog numbers provided are unaudited and only reflect backlog cancellations in our US, Canada and Australia operations.					

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TOPIC		ACCOUNTING METRIC		CODE		RESPONSE					
Climate Impacts of Business Mix		Amount of backlog for non-energy projects associated with climate change mitigation		IF-EN-410b.3		We are not able to quantify the total amount of backlog but expect that the percentage would be similar to our estimated 2022 revenues for non-energy climate change mitigation services, as this is a growing service area for WSP. As at December 31, 2022, our best estimate of revenues for non-energy projects associated with climate change mitigation is 18.7% of total annualized gross revenues, which includes 12 months of revenues from businesses acquired during 2022 to reflect the pro forma impact of our acquisitions. The estimate captures the following services: low carbon infrastructure, public transit, sustainable infrastructure certifications, building retrofit and rehabilitation, green and/or sustainable building design services and certifications, sustainable industrial projects, decarbonization planning, carbon capture and storage, climate change mitigation, energy efficiency, ecology & biodiversity and sustainability & ESG strategy. This estimate excludes services associated with climate change adaptation and resilience.					
						Note: The estimated revenue percentage is unaudited and based on a subset of the SDG-Linked Revenues we report.					
Business Ethics		(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index		IF-EN-510a.1		WSP had negligible presence in and revenue/backlog from countries listed in the 20 lowest rankings in Transparency International's Corruption Perception Index at December 31, 2022.					
		Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption practices, and (2) anticompetitive practices		IF-EN-510a.2		(1) \$0 (2) \$0 Monetary losses disclosed relate to legal actions for bribery, corruption, anti-competitive behaviour and professional integrity resulting from fines, penalties and/or damages required to be paid following the conclusion of formal legal proceeding instituted before a court or administrative body against WSP in relation to allegations of corruption, bribery and anti-competitive conduct.					
		Description of policies and practices for prevention of bribery and corruption		IF-EN-510a.3		See our Managing our ESG Impacts document.					

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TOPIC		ACCOUNTING METRIC		CODE		RESPONSE					
Business Ethics		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 150,000 active projects as at December 31, 2022. ⁵⁹					
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 \$13.0 billion as at December 31, 2022. ⁶⁰					

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 2022, we had no data breaches of customer confidential business information or personally identifiable information that required a notification to our customers.
Workforce Diversity & Engagement	Percentage of gender representation for (1) executive management and (2) all other employees	SV-PS-330a.1	(1) As at December 31, 2022, 27% of the members of WSP’s Global Leadership 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, 2022.

INTRODUCTION				BUSINESS & STRATEGY				GOVERNANCE & ACCOUNTABILITY				SOCIAL IMPACT				ENVIRONMENTAL IMPACT				APPENDICES			
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TOPIC				ACCOUNTING METRIC				CODE				RESPONSE											
Workforce Diversity & Engagement				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 more than 50% of our global workforce, 23% of the employees in these countries have self-identified as a minority. As at December 31, 2022, 17% of our executive management team within WSP in the United States, defined as individuals within two reporting levels of the Regional CEO, and 28% of all other employees within WSP in the US self-identify as racially/ethnically diverse. Racial/ethnic group representation is provided below for all United States employees as of December 31, 2022.											
												RACIAL/ETHNIC GROUP				% OF UNITED STATES TOTAL WORKFORCE							
												American Indian or Alaskan Native				0.4%							
												Asian (not Hispanic or Latino)				11.4%							
												Black or African American (not Hispanic or Latino)				7.0%							
												Hispanic or Latino				6.8%							
												Native Hawaiian or Other Pacific Islander				0.3%							
												Two or More Races (not Hispanic or Latino)				2.4%							
												White (not Hispanic or Latino)				64.5%							
												Employee chose not to disclose				7.2%							
												Grand Total				100%							
												Other Reporting Categories for WSP in the United States as of December 31, 2022											
												CATEGORY				% OF UNITED STATES TOTAL WORKFORCE							
												Employee with a Disability				3.6%							
												Veteran				2.3%							
				(1) Voluntary and (2) involuntary turnover rate for employees				SV-PS-330a.2				(1) Our global voluntary turnover rate for 2022 was 16%. (2) Our total global turnover rate (voluntary and involuntary) for 2022 was 20%.											
				Employee engagement as a percentage				SV-PS-330a.3				In 2022, approximately 94% of employees were invited to participate in an engagement survey, and in this group the overall participation rate was 82%. The result was a score of 7.7/10 on our global engagement index.											

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 2022, our billable employees worked a total of 79,738,443 hours. 2022 acquisitions are included. This figure excludes corporate and support staff.

FORWARD-LOOKING STATEMENTS

In addition to disclosure of historical information, WSP may make or provide statements or information in this report that are not based on historical facts and which are considered to be forward-looking information or forward-looking statements under Canadian securities laws. Forward-looking statements relate to future events or future performance and may include, but are not limited to, estimates, plans, expectations, opinions, forecasts, projections, guidance or other statements that are not statements of fact, including in particular, our ESG objectives which include, without limitation, our objectives concerning measuring and disclosing our ESG performance (including with respect to the objectives and targets described in our 2022-2024 Global Strategic Action Plan and our Biodiversity Statement), increasing external auditing of ESG metrics for future global ESG reports, in line with regulatory requirements and stakeholder expectations, earning over 50% of total annualized gross revenues from SDG-Linked Revenues, reducing our greenhouse gas (GHG) emissions in accordance with established scope 1, 2 and 3 reduction targets, sourcing 100% renewable electricity, decreasing our real estate footprint and cost, filling at least 75% of global leadership positions (and those of their direct reports) by internal candidates, increasing retention, increasing promotions, achieving an upper quartile employee sense of trust and belonging at work, measuring employee sense of trust and belonging at work in 2023, increasing the percentage of women and underrepresented groups, decreasing our total recordable incident rate (TRIR), achieving 100% completion rate of the Code of Conduct onboarding training, over 90% of our business partners and suppliers signing our Business Partner Code, increasing client satisfaction ratings, updating our materiality assessment, complying with local and international tax legislation, maintaining open and constructive relationships with the tax authorities, adhering to high standards of tax governance, further enhancing our SDG-Linked Revenues reporting as we transition to a global ERP, planning to launch the Climate Solutions Accelerator Course in most countries in 2023, potential sustainability benefits arising from WSP’s project work for clients, WSP’s capacity to adapt rapidly to the changing regulatory environment, driving a culture that fosters employees’ emotional, psychological and social welfare, striving to be the best employer possible when it comes to holistically supporting our people, intentionally driving diversity, equity and inclusion within our ranks, and the projects we deliver for clients, prioritizing the well-being of our people, our stakeholders, the wider community and the health of the planet, embedding ESG matters in our services and advice to clients, in our operations, and in our communities, assessing, managing and disclosing our climate-related risks and opportunities in alignment with the TCFD, aligning with a low carbon and resilient world, maintaining the highest ethical standards in our business practices, ensuring our employees, clients and business partners are engaging in a dignified and ethical workplace, promoting an inclusive and safe environment, continuously improving our investigations process, running an ethics and compliance program supported by proper governance and up-to-date policies, empowering leaders to better understand and communicate ethics-related issues, providing ongoing training and learning opportunities on compliance and ethics, maintaining a high level of awareness of the Business Conduct Hotline, increasing awareness of ethics and compliance, maintaining a high degree of information security and privacy, delivering high quality services for our clients, employees, and business partners, committed to further accelerating information security and privacy in an ever-evolving landscape, progressing ISO 27001 certification, reinforcing technology risk management, realigning end-to-end technology services, obtaining GHG emissions data from our suppliers, engaging suppliers to commit to a level of climate ambition aligned with WSP, adding supplier climate expectations to WSP’s procurement documents, adding suppliers to our supplier vetting inclusion & diversity objectives, developing a culture focused on empowerment and adaptability, standardizing talent management and development programs, ensuring employees receive competitive benefits, promoting career development and internal mobility, well-being objectives, initiatives, processes and outcomes, creating an agile working environment, engaging with Indigenous communities in a respectful and mutually beneficial manner, enhancing our capacity to recruit, train and retain Indigenous employees, tracking and monitoring workforce diversity and hiring from workforce development and skills training programs, maintaining a high degree of health, safety and compliance, continuously evaluating opportunities to further our health and safety impact, ensuring consistency in HSEQ across the globe, working towards global ISO certifications, committing to reducing risk, developing and operationalizing a new HSEQ Management System Manual, implementing a new HSEQ data management system, deploying a digital tool to enhance travel management in high-risk countries, achieving net zero across our value chain by 2040, halving the carbon footprint in our designs and advice in six countries, measuring and improving environmental performance and practices in our operations and within our supply chain, collecting environmental performance data and establishing targets, implementing resource efficiency and waste diversion initiatives, engaging with suppliers on value chain impact reductions, embedding and applying the mitigation hierarchy in our advice and designs, assessing the biodiversity impacts we have, setting targets to address them, taking action, measuring progress and reporting using recognized frameworks, experiencing variability in our scope 3 emissions, improving the completeness of our purchased goods & services and capital goods data, transitioning to a hybrid method of estimating supply chain emissions, striving to increase the proportion of data provided by suppliers, managing environmental risks and opportunities, implementing an environmental roadmap, implementing our Climate Transition Plan, and leading society to a more prosperous, resilient and sustainable future. A statement made is forward-looking when it uses what we know and expect today to make a statement about the future. Forward-looking statements can typically be identified by terminology such as “may”, “will”, “should”, “expect”, “plan”, “anticipate”, “believe”, “estimate”, “predict”, “forecast”, “project”, “intend”, “target”, “potential”, “continue” or the negative of these terms or terminology of a similar nature.

Forward-looking statements, by their very nature, are subject to inherent risks and uncertainties and are based on several assumptions, both general and specific, which give rise to the possibility that actual results or events could differ materially from our expectations expressed in, or implied by, such forward-looking statements and that our business outlook, objectives, plans and strategic priorities may not be achieved. These statements are not guarantees of future performance or events, and we caution you against relying on any of these forward-looking statements. Forward-looking statements are presented in this report for the purpose of assisting readers in understanding, in particular, certain key elements of our ESG objectives, and in obtaining a better understanding of our anticipated operating environment. Readers are cautioned, however, that such information may not be appropriate for other purposes.

We have made certain operational and other assumptions in preparing the forward-looking statements contained in this report. In particular, our ESG objectives are based on a number of assumptions including, without limitation, the following principal assumptions:

FORWARD-LOOKING STATEMENTS	KEY ASSUMPTIONS		
Measurement and Disclosure of ESG Performance	— Sufficiency of internal and external resources — Our ability to implement and maintain effective ESG management systems and processes — The continuation of supportive stakeholder engagement and collaboration		
Environmental Management and Performance including Climate Resilience, GHG Targets, Biodiversity and Real Estate	— Continued effective management of environmental risk — Our ability to collect data on spills that occur at project sites — Our ability to develop and implement various corporate and business initiatives, including new procedures, policies and targets to decarbonize our operations and supply chain, reduce our energy consumption and foster a new culture of low carbon behavioural change and choices — Our ability to consolidate office space — Our ability to reduce business travel	— Our ability to purchase sufficient credible carbon credits and renewable energy certificates to offset or further reduce our GHG emissions, if and when required — Sufficient supplier and business partner engagement and collaboration in setting their own SBTs and reducing their own GHG emissions — Our ability to replace our vehicle fleet with low/zero emission vehicles — Our ability to access and implement all technology necessary to achieve our science-based GHG emissions reduction targets (SBTs), as well as the development and performance of such technology	— No new business acquisitions or technologies, investments or joint ventures that would materially increase our anticipated levels of GHG emissions — No negative impact on the calculation of our GHG emissions from refinements in or modifications to international standards — No required changes to our SBTs pursuant to the Science Based Targets initiative (SBTi) methodology that would make the achievement of our updated SBTs more onerous — Our ability to evaluate our biodiversity impacts and set targets
Inclusion and Diversity (I&D) and Culture Objectives	— Our ability to attract and retain skilled people — Our ability to identify qualified diverse talent for vacant positions, including in leadership positions and on our board of directors and with the requisite skill set or expertise	— Sufficient diverse labour market availability — The implementation of corporate and business initiatives to increase awareness, education and engagement in support of our I&D targets — Our ability to measure employees' sense of belonging and trust	— The effectiveness of our policies, procedures and initiatives in positively impacting employees’ sense of belonging and trust — The ability and willingness of candidates, employees and members of the Board of Directors to self-identify to enable a diverse representation of qualified candidates

FORWARD-LOOKING STATEMENTS	KEY ASSUMPTIONS		
Health & Safety Objectives	— Continued effective management of health & safety risk — No significant shift in our health and safety profile		
Ethics & Integrity and Information Security and Privacy Objectives	— Continued effective management of ethics & integrity — Continued effective management of information security and privacy		
Community Engagement and Indigenous Relations Objectives	— Our ability to effectively engage with Indigenous communities — Our ability to support the communities where we live and work		
ESG Governance and Compliance with Laws, including Auditing	— We will have sufficient time and resources to prepare for new ESG regulatory requirements in the markets which we operate — Legal and regulatory requirements will not substantially and rapidly change such that our processes to respond to them and adapt are no longer effective		
Business Development and Growth, including SDG-Linked Revenues	— Our belief that we are positioned to capture significant opportunities to support the low-carbon transition — Our belief that our commitment to ESG will drive long-term value for stakeholders — Our belief that we can reasonably estimate SDG-Linked Revenues	— Our ability to collect feedback from clients on WSP’s performance and satisfaction with WSP as a supplier — Achieving our acquisition strategy in sectors or geographies with higher SDG-Linked Revenues share, such as Earth & Environment — No negative impact on the calculation of our SDG-Linked Revenues from refinements in or modifications to international standards	— Our ability to map projects to our SDG-Linked Revenues taxonomy — Our ability to implement our global enterprise resource planning (ERP) system that can track SDG-Linked Revenues — Our belief that we can provide certain sustainability benefits to our clients in our project work
Supply Chain Risk Management	— Suppliers’ compliance with our agreed requirements including the Business Partner Code of Conduct		

These assumptions also include those described in the “Forward-Looking Statements” section of each of WSP’s 2022 Annual Management’s Discussion and Analysis (“MD&A”) dated March 8, 2023, and Managing our ESG Impacts report dated April 12, 2023, which sections are each incorporated by reference in this cautionary statement. The WSP 2022 Annual MD&A has been filed by WSP with the Canadian provincial securities regulatory authorities (available at Sedar.com). The Managing our ESG Impacts report is available on WSP’s website. Subject to various factors which are difficult to predict, we believe that our assumptions were reasonable at May 9, 2023. If our assumptions turn out to be inaccurate, actual results or events could be materially different from what we expect.

Important risk factors that could cause actual results or events to differ materially from those expressed in, or implied by, the previously-mentioned forward-looking statements and other forward-looking statements contained in this report, include, but are not limited to factors such as: the failure to implement sufficient corporate and business initiatives; delay in implementation of our global ERP system; difficulty in accurately measuring, evaluating and disclosing the company’s ESG performance; our inability to collect ESG data from acquired companies, including for historical years; our inability to collect energy, water, waste and GHG emissions data from external data providers, including landlords, fleet managers and business travel vendors; our ability to estimate employee commuting and work-from-home emissions; the unwillingness of suppliers to disclose GHG emissions data and reduce emissions, including for historical years; unavailability of electric vehicles and/or failure to install electric vehicle chargers at leased office space; unavailability of energy efficient buildings; increases in real estate costs; acquisitions of companies with higher health and safety risk exposure compared to WSP; failure to collect feedback from our clients on our performance; failure to attract and retain qualified staff to support capturing opportunities associated with the low-carbon transition; failure to accurately estimate the sustainability benefits of our project work, negative stakeholder perception or reaction to our ESG performance or initiatives; failure to identify climate-related opportunities as well as assess and manage climate-related risks; changes made to regulations that may affect the Company’s business and the development of ESG requirement regulations; failure of our internal data systems to track disclosures required by new ESG regulations; failure to retain the services of a qualified external GHG emissions verifier; failure to audit suppliers as well as other risks detailed from time to time in reports filed by WSP with securities regulators or securities commissions or other documents that WSP makes public, which may cause events or results to differ materially from the results expressed or implied in any forward-looking statement.

These and other risk factors that could cause actual results or events to differ materially from our expectations expressed in, or implied by, our forward-looking statements are discussed in this report as well as in section 20, Risk Factors of the WSP 2022 Annual MD&A, which section, and the other sections of the WSP 2022 Annual MD&A referred to therein, are incorporated by reference in this cautionary statement.

WSP’s forward-looking statements are expressly qualified in their entirety by this cautionary statement. Unless otherwise indicated by us, the forward-looking statements contained in this report describe our expectations as of May 9, 2023, and are subject to change after such date. Except as may be required by applicable securities laws, we do not undertake any obligation to update or revise any forward-looking statements contained in this report, whether as a result of new information, future events or otherwise.



As one of the largest professional services firms in the world, WSP exists to future-proof our cities and our environment. It provides strategic advisory, engineering and design services to clients seeking sustainable solutions in the transportation, infrastructure, environment, building, energy, water and mining sectors. Its approximately 67,300 trusted professionals are united by the common purpose of creating positive, long-lasting impacts on the communities it serves through a culture of innovation, integrity, and inclusion. In 2022, WSP reported \$11.9 B (CAD) in revenue. The Corporation's shares are listed on the Toronto Stock Exchange (TSX: WSP).

wsp.com/esg-report

We welcome and encourage your feedback on our 2022 Global ESG Report:

corporatecommunications@wsp.com

WSP's [prior Global ESG Report](#) was published in June 2022.