



TOGETHER

# We Innovate

2023

GLOBAL ENVIRONMENTAL,  
SOCIAL AND GOVERNANCE  
(ESG) REPORT

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## HOW TO USE THIS REPORT

This Global ESG Report is an interactive PDF and is designed to be viewed with Adobe Reader and an Internet connection. The report can also be viewed offline, but in that 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.

## ON THE COVER

Office Omega - Persy Control Services,  
Hendrik-Ido-Ambacht, Netherlands.  
See [page 34](#).

Image courtesy of Vivid Vision.

<sup>1</sup> Future Ready<sup>®</sup> is a registered trademark of WSP Global Inc. in Canada, Colombia, the United States and New Zealand. WSP Future Ready (logo)<sup>®</sup> 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, 2023, to December 31, 2023, unless otherwise indicated herein and where required by the context. 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) and the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Information on our approach to managing ESG topics that are important to WSP are described in a separate document available on our website, named “[Managing our ESG Impacts](#)”. In addition, our [2022 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. ESG data relating to some recent acquisitions are not fully integrated at this time due to data availability. We have detailed in each section of the Report when data exclude acquisitions.

In 2023, WSP consulted with a broad range of internal and external stakeholders regarding ESG topics and disclosure at the local, regional<sup>2</sup> 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 and quality; Indigenous Relations; investor relations; and communications, as well as leaders 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 by the Governance, Ethics and Compensation Committee of the Board of Directors (GECC) and approved by the Board of Directors (“Board”). The Audit Committee provides oversight of our efforts to establish internal controls and data verification processes for ESG reporting purposes.

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, employee compensation, 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, 2023. External auditing of ESG metrics for global ESG reports may be undertaken in the future, in alignment with regulatory requirements and stakeholder expectations.



<sup>2</sup> 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

I am pleased to introduce our 2023 Global ESG Report, which demonstrates the considerable strides we have made towards achieving our short- and long-term sustainability objectives.<sup>3</sup>

What if we could create a better future for all? This question fuels WSP every day, and we believe in taking the necessary steps—big and small—for our teams, our clients and our communities to thrive in a more equitable, inclusive and net zero world.

It is a privilege to keep moving WSP closer to our sustainable growth ambitions, and I am proud to witness our teams repeatedly showcasing that financial performance and ESG progress go hand in hand. In 2023, we continued to deliberately reinforce our multidisciplinary approach, broaden our geographic footprint and add valuable expertise in core sectors, further solidifying our position as an industry leader and partner of choice for our clients. We are on track with or exceeding all our 2024 environmental objectives, and our activities in the Earth & Environment space keep expanding in light of the additional capabilities and experts we welcomed through acquisitions in recent years. As for our social and governance performance, we have continued to make headway and remain keenly focused on improving before we close out the current strategic cycle.



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

<sup>3</sup> ESG objectives during the 2022-2024 Global Strategic Action Plan period are outlined in the "Performance Scorecard" section of this Report.

Our consistent progress did not go unnoticed these past 12 months. We are particularly pleased to have earned our first placement on the Dow Jones Sustainability North America Index and also our first placement in the Corporate Knights' Global 100 Most Sustainable Corporations in the World, ranking 12<sup>th</sup>. We also received Ethisphere's Compliance Leader Verification certification for the second time, reflecting our commitment to upholding the highest ethical standards in the ways we conduct our business. While these accolades acknowledge our accomplishments, they also serve as an important reminder of all that remains to be done to accelerate change. Complacency is not an option; we will roll up our sleeves and forge ahead, propelled by our collective determination to turn challenges into opportunities.

Our people are the driving force behind WSP's success—they are our superpower, and we take great care in ensuring they are energized, enabled and empowered to do their best work. Tackling the world's most complex projects is a team effort, therefore retaining, engaging and developing our talent is paramount. In 2023, we increased our global average retention rate and filled just over three quarters of our global leadership roles with internal candidates, meeting our targets for both objectives. We also remained focused on enhancing employee experience and reinforcing our talent management capabilities.

Among other initiatives, we:

- Maintained a high participation rate of 80% as we proactively gathered feedback through our online employee engagement platform—WSP Listens—with our empowering and inclusive work environment and our clear sense of purpose standing out, among other strengths. The frequency of these surveys has already increased since the start of 2024, providing additional opportunities for feedback and driving further insights.
- Saw significant growth among our Employee Resource Groups on a global scale as we prepare to expand our Inclusion and Diversity program to include the vitally important Equity component.
- Developed our unique Employee Value Proposition—"With us, you can"—which we launched in April 2024.

With every passing year, our operating environment evolves as we navigate complex realities impacted by climate change, societal shifts, economic disruptions and the proliferation of generative AI, and our teams continue to rise to the occasion. I admire and sincerely thank our people for their collaborative spirit, agility and ingenuity in delivering the Future Ready® solutions our clients are seeking. *Together We Innovate*, and this mindset of designing for today and tomorrow has only gotten stronger as our business has grown, including with the four acquisitions we completed in 2023, effectively diversifying the depth and breadth of our strategic and technical expertise.

Through our client work, we can leverage this future-focused culture of innovation to make a tangible difference where it matters most, which is why we choose to align our approach with the 10 principles of the United Nations Global Compact (UNGC) and frame our impact according to the Sustainable Development Goals (SDGs). In 2023, we once again outpaced our 2024 target and improved our year-over-year performance by growing our SDG-Linked Revenues<sup>4</sup> to approximately 63%, with roughly half of these annualized revenues derived from projects involving sustainable and resilient infrastructure and communities (SDGs 9 and 11). Throughout this Report, you will discover a few of the transformative projects we undertook to help move the needle of sustainable change on a global scale.

Looking at what lies ahead in our sustainability journey, we are already well into the last year of our 2022-2024 Global Strategic Action Plan. Meeting our ambitious objectives remains our priority in 2024, and I am optimistic about our prospects. Active planning for the next chapter of WSP's growth is also underway, with ESG at the forefront once again. We intend to build on the momentum we have generated, and I am excited for what is to come as we focus our contributions towards creating a more sustainable, prosperous and resilient society.

<sup>4</sup> 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. Annualized revenues include 12 months of revenues from businesses acquired during 2023, to reflect the pro forma impact of our acquisitions.

# 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<sup>5</sup> & ESG Ratings

## Environmental

63.4%

SDG-Linked Revenues, as a percentage of gross annualized revenues

21%

Reduction in total scope 1, 2 (market-based) and 3 GHG emissions, compared to 2018

13.8%

Decrease in total rentable square footage due for renewal in 2023<sup>6</sup>



## Social

76%

Global leadership positions filled internally<sup>7</sup>

>1%

Year-over-year increase in global average employee retention rate<sup>8</sup>

9.1%

Year-over-year decrease in Total Recordable Incident Rate<sup>9</sup> (TRIR)



## Governance

1<sup>st</sup>

Double materiality assessment

1<sup>st</sup>

Global Modern Slavery Report<sup>10</sup>

## Enhanced

Client project due diligence process covering ESG risk



<sup>5</sup> ESG highlights from 2023, unless stated otherwise. Please see the "Performance Scorecard" for more information on select metrics.

<sup>6</sup> Reduction in total rentable square footage does not consider the impact of additional square footage acquired in connection with corporate acquisitions and the resulting impact on our renewal decisions.

<sup>7</sup> Global leadership positions include the Global Leadership Team, global corporate executives and the regional leadership teams.

<sup>8</sup> Excludes 2023 acquisitions.

<sup>9</sup> 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. Data from 2022 have been restated to include the acquisition of Wood E&I.

<sup>10</sup> WSP's 2023 Modern Slavery Report was published in April 2024.

### ESG Accolades

Three 2023 Sustainability Consulting Awards from Environment Analyst



Dow Jones Sustainability North America Index<sup>11</sup>



Corporate Knights' 2024 Global 100 Most Sustainable Corporations



Leader in Climate Change Consulting in Verdantix's 2023 Green Quadrant



### ESG Ratings<sup>12</sup>

A-

2023 CDP CLIMATE CHANGE QUESTIONNAIRE



Gold

ECOVADIS SUSTAINABILITY RATING



AA

MSCI ESG RATINGS ASSESSMENT<sup>13</sup>



Prime

ISS ESG CORPORATE RATING



14.0 Low Risk

SUSTAINALYTICS ESG RISK RATING



A

LONDON STOCK EXCHANGE GROUP (LSEG) ESG AND ESG COMBINED SCORE<sup>14</sup>



11 WSP is ranked in the 97<sup>th</sup> percentile in the Construction & Engineering peer group, based on its score in the Corporate Sustainability Assessment (CSA), as of October 27, 2023.



12 As at April 23, 2024, unless indicated otherwise.






13 As of 2023, WSP received a rating of AA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.

14 Based on 2022 performance. Score is subject to frequent change.

# Performance Scorecard

## LEGEND

-  The level of shading of the circle represents progress towards our target.
-  We are finalizing methodology to be able to report on the target next year.

	OBJECTIVE DURING 2022-2024 STRATEGIC PLAN PERIOD	2023 STATUS	PROGRESS & 2023 PERFORMANCE
<b>Environmental<sup>15</sup></b>	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 <sup>16</sup>		In 2023, SDG-Linked Revenues represented approximately 63.4% 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)		Scope 1 and 2 market-based emissions decreased by 42% between 2018 and 2023. Scope 3 emissions decreased by 18% between 2018 and 2023.
	Reduce absolute scope 3 GHG emissions 15% over the same timeframe (30% by 2030)		
	Source 50% renewable electricity by 2024 (100% by 2030)		In 2023, WSP's offices purchased approximately 77,527 megawatt hours (MWh) of renewable electricity, representing approximately 82% 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 <sup>17</sup>		For leases due for renewal in 2022 and 2023, we have reduced our total rentable square footage by 33%, as well as the cost of real estate due for renewal by 29%.

<sup>15</sup> GHG emissions and renewable electricity performance exclude 2023 acquisitions.

<sup>16</sup> This target has been revised since the publication of our [2022-2024 Global Strategic Action Plan](#). We previously reported Clean Revenues and have transitioned to SDG-Linked Revenues. See the section "SDG-Linked Revenues" for more information.

<sup>17</sup> This target measures the reduction in square footage and cost relative to leases that were in effect in 2021; it does not include additional leases acquired in connection with corporate acquisitions. However, renewal decisions are impacted by our acquisition integration strategy.

	OBJECTIVE DURING 2022-2024 STRATEGIC PLAN PERIOD	2023 STATUS	PROGRESS & 2023 PERFORMANCE
<b>Social</b>	Annually, fill at least 75% of global leadership positions (and those of their direct reports) by internal candidates <sup>18</sup>		In 2023, we filled 76% of global leadership positions (and those of their direct reports) with internal candidates.
	>1% year-over-year increase in retention <sup>19</sup>		In 2023, our retention rate increased from 2022 by just over 1%.
	5% year-over-year increase in number of promotions <sup>20</sup>		While we did not achieve the 5% target, we did maintain a stable, high number of promotions following 2022 when the target was overachieved.
	Achieve an upper quartile employee sense of trust and belonging at work by 2024		In 2023, we were situated in the middle range of the professional services benchmark for employee sense of trust and belonging.
	5% year-over-year increase in women and Under-Represented Groups (includes middle management/business leaders) <sup>21,22</sup>		In 2023, there was an increase from 2022; in North America, we increased representation across these categories to over 40% and are leaders in our industry.
	10% decrease in the total recordable incident rate (TRIR) per year		Our global TRIR decreased from 0.33 in 2022 to 0.30 in 2023, representing a 9.1% decrease. <sup>23</sup>
<b>Governance</b>	By 2024, achieve 100% integration of ESG criteria as part of global leader compensation		Specific ESG criteria have been included in the determination of the variable compensation for global leadership positions worldwide under “E”, “S” and “G” since 2022. <sup>24</sup>
	Annually, achieve 100% completion rate of the Code of Conduct onboarding training		Achieved completion rate for Code of Conduct training of 98.9% for onboarding training. <sup>25</sup>
	>90% of our business partners will sign on to our Business Partner Code of Conduct (“Business Partner Code”) by 2024		We are in the process of developing a methodology to report on this target for 2024.

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

19 Excludes 2023 acquisitions.

20 Target is calculated by comparing the change in the percentage of employees receiving a promotion. Applies to 92% of permanent employees based on data availability. Excludes some 2022 acquisitions, all 2023 acquisitions, and divestitures.

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

22 This metric includes permanent employees from approximately 92% of the business, based on data availability.

23 Data from 2022 have been restated to include the acquisition of Wood E&I. Data exclude 2023 acquisitions and divestitures.

24 Please see the 2024 [Management Information Circular](#), pages 75-76 for more information on how this applies to WSP’s Named Executive Officers.

25 Code of Conduct onboarding completion rate is based on number of employees assigned training, subject to certain exclusions and limitations. Statistics are subject to a margin of error estimated at less than 3%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP. In particular for 2023, WSP Latin America and the Caribbean (LAC) onboarding data are being migrated as a result of a transition in Learning Management System in 2023 and are excluded from the global calculation for onboarding training this year. In terms of overall 2023 performance, the omission of LAC data is not considered to have affected this result materially.

# Business & Strategy

## *In this section*

About WSP

Market Sectors

Value Chain

Financial Position & Tax

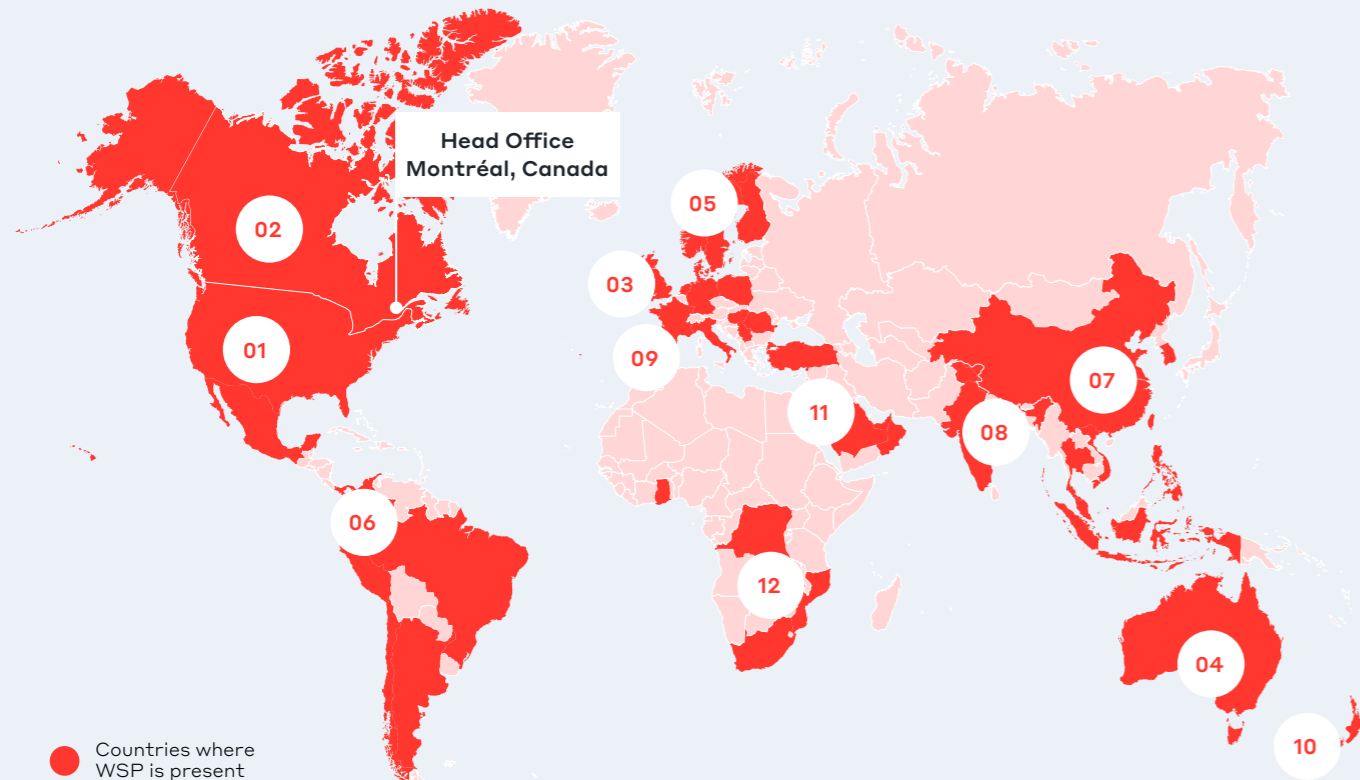
SDG-Linked Revenues

Future Ready®

# About WSP

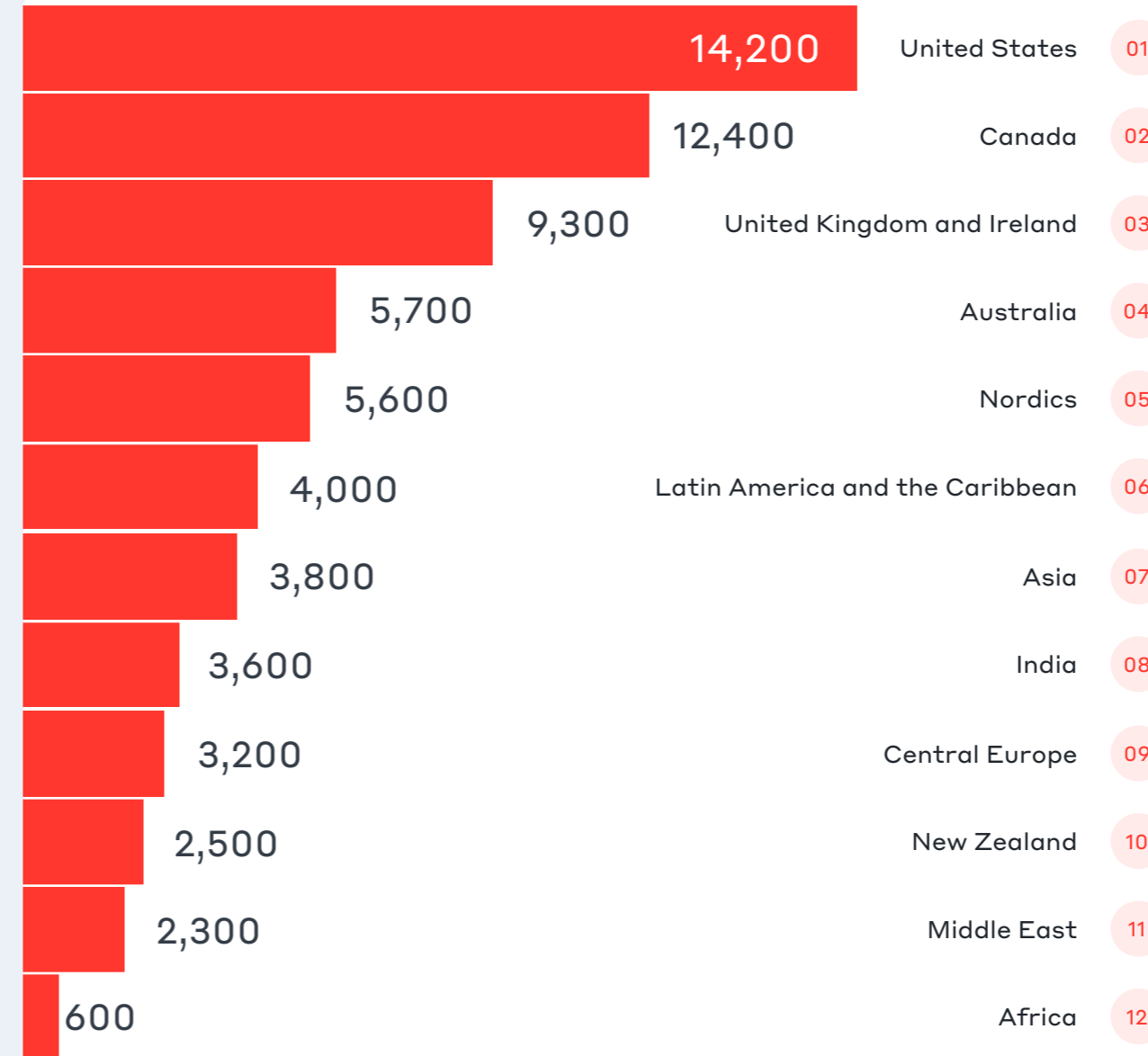
## At a Glance

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 67,200 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.



# ± 67,200

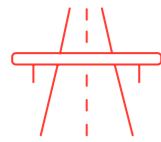
Employees<sup>26</sup>



26 As at March 30, 2024.

# 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. +



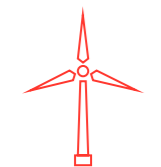
## EARTH & ENVIRONMENT

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 stands as Earth's most precious asset. With mounting pressure on resources and infrastructure, driven by the rapid expansion of urban economies and the impacts of climate change, the call for sustainable water management has never been clearer. Globally, 2023 was the hottest year on record, putting additional pressure on water resources and underscoring the urgency of our situation. +

At WSP, water plays a pivotal role in many projects we undertake. Megatrends continually shape our world, often leading to disruptions and, at times, disastrous outcomes. It is crucial to manage this invaluable resource effectively on a local and global scale to support economic growth, improve livelihoods, and build more resilient environments for the future.

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

For further information regarding the markets we operate in and the services we offer, please refer to pages M-4 and M-5 of our [2023 Annual Report](#).

### Our Water Services

AT A GLANCE

± 6,500

Water professionals

\$2.7B

Estimated 2023 gross revenues from water-related services

Top provider

Among the top water services providers in the world<sup>27</sup>

<sup>27</sup> Source: The Top 225 International Design Firms, ENR, 2023.

# Value Chain

## GLOBAL OPERATIONS

**± 67,200**  
Employees<sup>28</sup>

**± 200,000**  
Active projects worldwide<sup>29</sup>

**\$14.44B**  
2023 Revenues

**\$10.90B**  
2023 Net Revenues<sup>30</sup>

## 2023 VALUE DISTRIBUTED

Employees  
**\$8.05B**  
in employee compensation

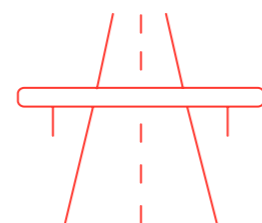
Subconsultants  
**\$3.54B**  
including direct costs

Shareholders  
**\$162.2M**  
in cash dividends paid

Taxes  
**\$191.9M**  
in income tax expense

## TRANSFORMATIVE PROJECTS

Transportation & Infrastructure



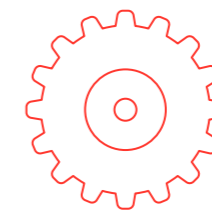
Earth & Environment



Property & Buildings



Power & Energy, Industry



<sup>28</sup> At March 30, 2024.

<sup>29</sup> At December 31, 2023.

<sup>30</sup> 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, 2023, which is filed on SEDAR+ at [www.sedarplus.ca](http://www.sedarplus.ca).

# 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 2023 Annual Report, beginning on page M-1 (Management’s Discussion and Analysis).

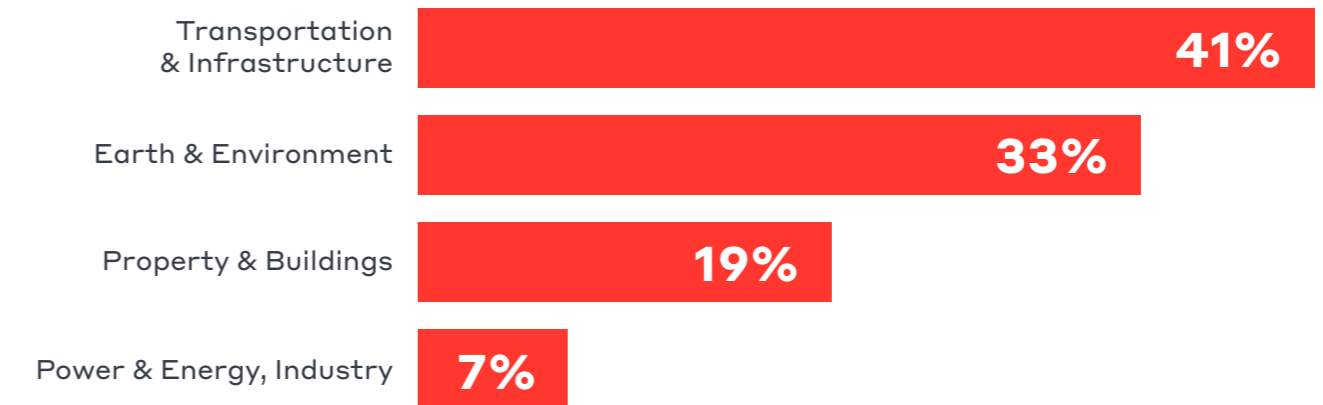
For our revenues and expenses (including employee compensation), please refer to the Consolidated Statement of Earnings for the years ended December 31, 2023 and 2022 on page F-7 of our [2023 Annual Report](#).

WSP’s revenues are allocated to geographic regions based on the country of operations, and this information is presented on page F-32 of our 2023 Annual Report (in the notes to the Audited Consolidated Financial Statements). Our disaggregated revenues by geographic region, market sector and client category can be found on page F-35 of our 2023 Annual Report (in the notes to the Audited Consolidated Financial Statements).

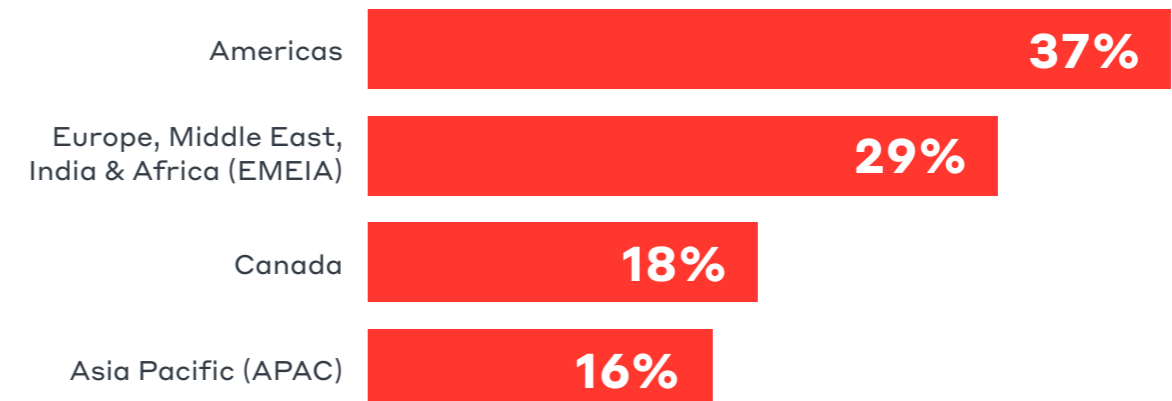
A list of our principal subsidiaries can be found on page 6 of our [2023 Annual Information Form](#). For more information on our Named Executive Officers’ compensation, please refer to our [2024 Management Information Circular](#).

Highlights related to WSP’s business development over the past three years are summarized in our 2023 Annual Information Form, starting on page 6. During 2023, WSP completed four corporate acquisitions, details of which may be found in the Table of Acquisitions on page 10 of our 2023 Annual Information Form.

## 2023 REVENUES BY MARKET SECTOR



## 2023 NET REVENUES BY REPORTABLE SEGMENT



## Income Tax Contribution

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

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 functions. Our *Managing our ESG Impacts* document describes how we manage taxes in accordance with these principles, in the section "Tax Transparency".

The following table summarizes our income tax contribution by reportable segment. Although not broken down by country, our global cash taxes paid totalled \$334.4M for 2023, thus resulting in a cash tax rate of 44.9% for 2023.<sup>31</sup>

### INCOME TAX CONTRIBUTION BY REPORTABLE SEGMENT<sup>32</sup>

	CANADA	AMERICAS	EMEIA	APAC	HEAD OFFICE	TOTAL
<b>Net revenues (\$M)</b>	1,912.0	4,087.8	3,193.0	1,704.2	-	<b>10,897.0</b>
<b>Earnings before income tax (\$M)</b>	117.0	259.1	250.7	152.0	(33.9)	<b>744.9</b>
<b>Income tax expense (\$M)</b>	(22.6)	(63.4)	(68.6)	(42.0)	4.7	<b>(191.9)</b>
<b>Effective tax rate</b>	19.3%	24.5%	27.4%	27.6%	13.9%	<b>25.8%</b>

<sup>31</sup> Although employee and sales taxes are a significant part of global tax contribution, these are not included in our reporting at the current time.

<sup>32</sup> Earnings before income tax, income tax expense and effective tax rate per reportable segment are not disclosed in WSP Global Inc.'s Audited Consolidated 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.

# SDG-Linked Revenues

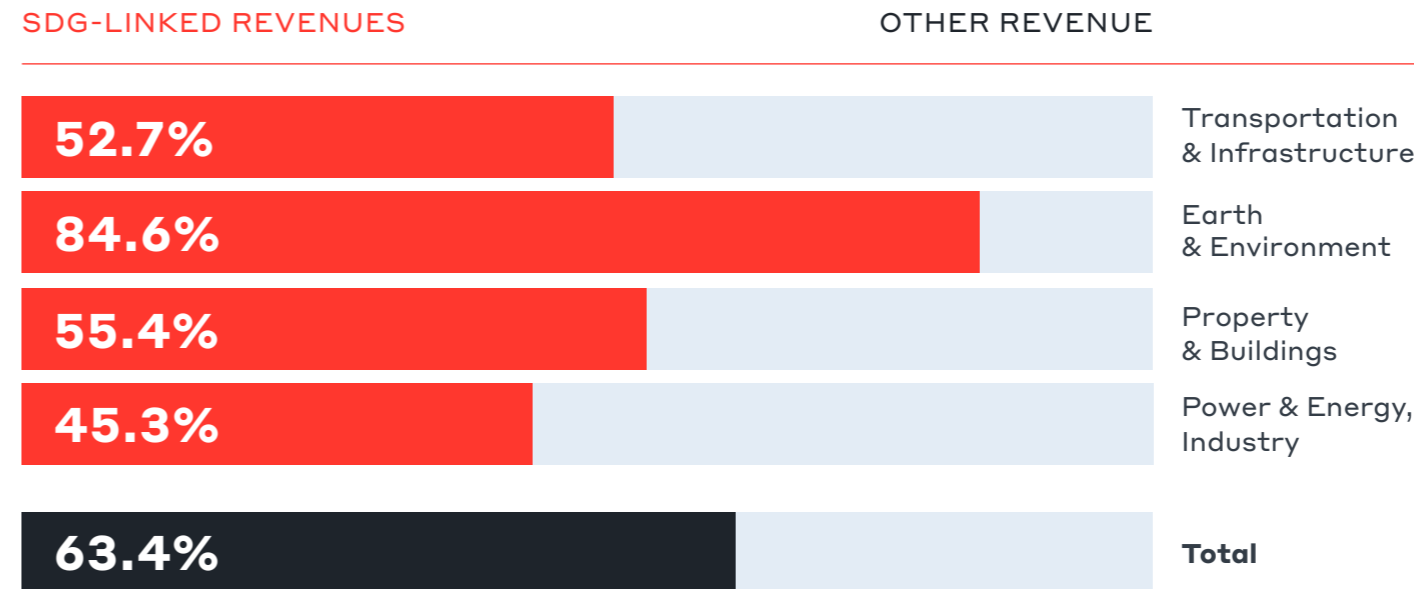
Companies have an important role to play in achieving the [United Nations Sustainable Development Goals](#) (SDGs). WSP primarily contributes to the SDGs through our client work — from connecting communities to critical infrastructure to decarbonizing essential industries and protecting and restoring biodiversity. Every project results in multiple types and varying degrees of impact, and therefore WSP has adopted the SDGs as a framework for measuring the impact of our endeavours. We developed a metric called SDG-Linked Revenues, defined as revenues earned from services that support the SDGs, as a way to estimate WSP’s indirect impact on the SDGs across our global project portfolio. Throughout this Report, we highlight examples of projects and programs that illustrate our contributions.

> Read more in our [white paper](#).



In 2023, approximately 63.4% of WSP’s total annualized gross revenues were earned from services that support the SDGs in WSP’s global operations.

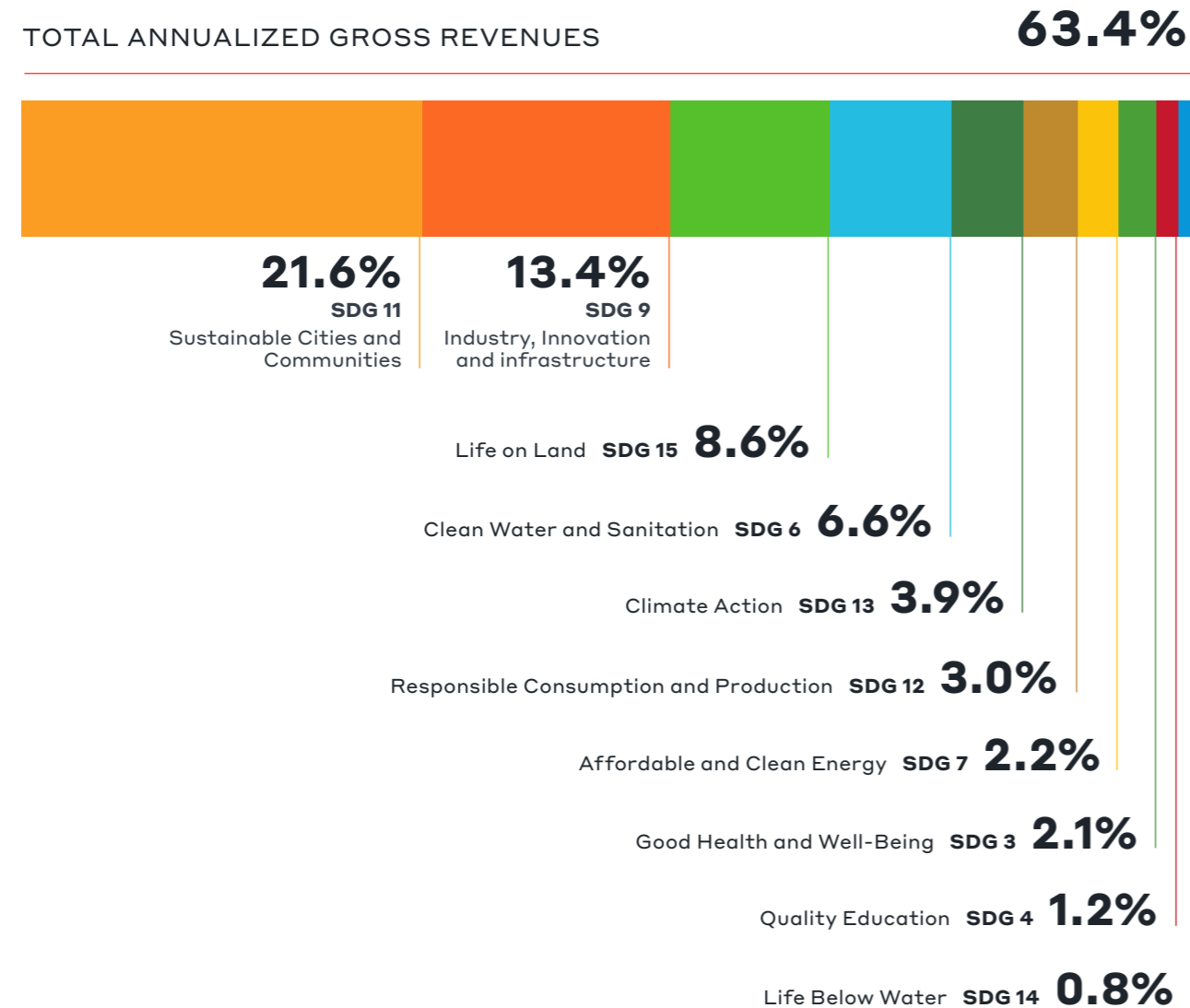
## 2023 SDG-LINKED ANNUALIZED GROSS REVENUES BY MARKET SECTOR<sup>33</sup>



<sup>33</sup> 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. Annualized revenues include 12 months of revenues from businesses acquired during 2023, to reflect the pro forma impact of our acquisitions.

We have further categorized our 2023 SDG-Linked Revenues to match specific SDGs. While our projects may support multiple SDGs, for this exercise we mapped subcategories by market sector to one principal SDG that most closely aligned with the service provided. 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 2023 ANNUALIZED GROSS REVENUES BY SDG



**GREEN BUILDING ADVOCATE NOMINATED FOR SUSTAINABILITY HONOUR**

SWEDEN

Sara Borgström, Group Manager for Climate Neutral Buildings at WSP in Sweden, was nominated for the 2023 Person of the Year in Sustainable Buildings by the Sweden Green Building Council. Sara's efforts to reduce the industry's climate impact have helped accelerate the pace of climate-conscious development and advance sustainable practices in the industry.



## CASE STUDY

# Capturing Carbon in the Cement Industry

 CANADA



This project marks a milestone in efforts to reduce the cement industry's carbon footprint while driving decarbonization.

## FUTURE READY® FACT

**Reflecting its track record of delivering sustainable engineering solutions while helping companies to develop innovative ESG strategies, WSP was selected as Owner's Engineer for Heidelberg Materials North America's carbon capture, utilization and storage (CCUS) project, which will be constructed at the company's cement production facility in Edmonton, Alberta.**

The CCUS project is designed to capture emissions from Heidelberg Materials' cement facility, as well as from the combined heat/power plant slated for construction in the northwestern section of the city. The goal is to capture one million tonnes of CO<sub>2</sub> annually at full scale. This is the first major initiative of its kind for the cement industry worldwide.

According to Daniel Matthews, WSP's Vice-President, Business Development and Strategic Growth, "Carbon capture technologies can provide significant emissions reductions that help move Canada towards its goal of being net zero by 2050. Our team is proud to work on projects like this as we continue to deliver as a key service provider in the decarbonization of Western Canada. This collaboration presents an incredible opportunity to work alongside Heidelberg Materials in delivering an innovative and sustainable solution that will make a significant impact on carbon emissions."

Marking a milestone in Heidelberg Materials' efforts to reduce its carbon footprint and to drive decarbonization, the CCUS project in Edmonton is set to catalyze historic changes in the cement industry. To meet Canada's 2050 net zero target, significant emission reductions are required across all sectors.

[Read more](#)

# Future Ready®

We know the future will be different from today, and we know our projects and advice can leave a long legacy. We also know that it is difficult to think outside the present, and design codes and standards take time to evolve—which is why at WSP we aim to be proactive. Future Ready® gives us a systematic way to identify the key trends relevant to a project and to work with clients to address them—giving more innovative, sustainable and resilient advice in a rapidly changing world. Through our Future Ready® program, we challenge our people to advise and design for the future as well as today.

Future Ready® provides our employees with purpose, knowledge and tools, giving teams a sense of meaning in their contributions. We established Future Ready® seven years ago, and have since embedded the principles throughout our business, showcasing our unique capabilities. Today, Future Ready® is at the heart of our innovative culture. We are proud of what we have achieved, establishing leadership and recognition within the industry.

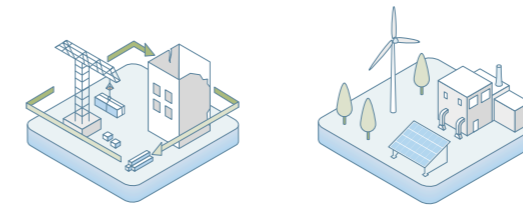
## Key Future Trends and our Latest Research

With Future Ready®, we look at future trends in four categories - Climate, Society, Resources and Technology. We conduct research to identify key trends that are impacting our clients and our work, and invest in innovation to address these trends.

### Examples of Thought Leadership

#### CIRCULAR ECONOMY

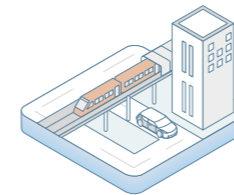
*The Circular Build Environment Playbook*



#### NEW MOBILITY

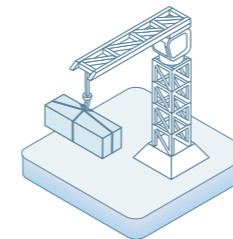
*New Mobility Now 2.0*

*Delivering Intelligent Integrated Digital Rail Systems and Operations & Maintenance*



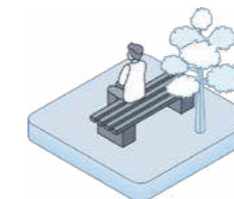
#### MODULAR CONSTRUCTION

*Platform Approach: The Future of Construction*



#### SOCIAL ISOLATION

*The 30 Minute Rural Community*



#### NET ZERO ECONOMIES

*Achieving the Impossible – Delivering Net Zero Digital Road Networks*

*Healthcare Beyond Carbon: Exploring Nine Healthcare Systems' Journeys to Net Zero*

#### ADAPTING TO CLIMATE CHANGE

*Sponge Cities – Can They Help Us Survive More Intense Rainfall?*

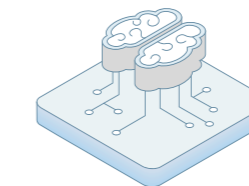
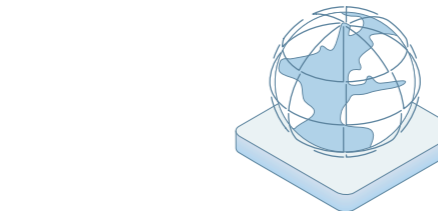
*A Shared Future: Working with Communities to Adapt to a Changing Climate*

#### NATURE AND BIODIVERSITY

*Bridging Business and Nature: A Strategic Approach for a Thriving Planet*

#### NEURODIVERSITY

*Designing for Neurodiversity and Mental Health*



## Leading Through Innovation

WSP is an innovative organization driven by a culture of ingenuity, learning and excellence. Select examples of our innovative approaches are shown below:

### Embracing Digital in Structures Management

NEW ZEALAND

We are developing a digital bridge asset management framework that encompasses the digitalization of our bridge asset management practice. This helps owners and managers of assets develop effective long-term management and operational plans, ensure safety and structural soundness, and gather the right data to respond to natural disasters or other incidents.

[Read More](#)



### Better Decisions in Biodiversity Protection

CANADA

WSP's Quebec Innovation Lab develops tools in response to client challenges, which are designed to withstand harsh environments. Remote, real-time monitoring and analysis allow for a reduction in ecosystem disruption from field visits, construction and other human activities. Paired with AI-assisted data processing, ecological studies can advance with unprecedented speed and accuracy.

[Read More](#)



> Refer to our [Managing our ESG Impacts](#) document to learn more about how we manage innovation as a material topic.

### Innovating to Promote Mass Timber

CANADA

WSP was engaged by Forestry Innovation Investment in British Columbia to develop a tool to help promote the benefits of using mass timber. The tool, timberX, provides early-stage decarbonization and net zero insights for developers, architects and engineers and displays the trade-offs in these criteria with steel and concrete structural systems.

[Read More](#)



### A Future Ready® Solution to Replant Eelgrass

DENMARK

In collaboration with WSP and HedeDanmark, CPH City & Port Development has launched Denmark's largest eelgrass replant pilot project at Lynetteholm. Coconut mats will be used to establish the relocated grass, and success could have massive impact on the coast by counteracting erosion, improving water quality, and contributing to emission reductions through absorption of CO<sub>2</sub>.

[Read More](#)



### Federal Funding for Climate Investments

UNITED STATES

Funding from the federal government is crucial to address climate change effectively. To help access capital for climate investments, WSP has developed the Climate Fund Navigator (CFN)™. The CFN includes nearly US\$1 trillion in opportunities and is designed to streamline the process for clients to identify federal funding for investments that can help reduce emissions or help build resilience to climate change.

[Read More](#)



### Global Brand Life Cycle Assessment (LCA) Tool

UNITED STATES

As part of efforts to reduce waste and increase circularity, Tapestry, Inc. and its Coach brand introduced LCA to production of its new sub-brand of "Coachtopia" products. They collaborated with WSP in creating a bespoke tool—the Tapestry Environmental Product Impact Calculator—comparing carbon/waste to that of hypothetical baseline products made only from virgin materials.

[Read More](#)



## Research & Development

WSP invests in research & development (R&D) in a myriad of ways, for example in new technology to remove PFAS from water and low-carbon alternatives to traditional road materials. One measure of our R&D investment is the amount of qualifying research expenses (QREs) that we claim each year. QREs are defined differently in each country, but generally consist of creative and systematic work undertaken in order to increase the stock of knowledge – including knowledge of humankind, culture and society – and to devise new applications of available knowledge.<sup>34</sup>

QREs are claimed in the tax year following the expenditure. In 2022, WSP's total QREs in the USA, Canada, UK, Australia, New Zealand and France were approximately \$531M.<sup>35</sup> This represents 5.9% of net revenues for the fiscal year ended December 31, 2022.

### CLIMATEVUE PLATFORM EARNS SEAL SUSTAINABLE PRODUCT AWARD

USA

WSP in the USA has earned the SEAL Sustainable Product Award for its innovative ClimateVue suite, a comprehensive suite of digital tools designed for climate risk assessment and resilience planning. This accolade underscores the suite's role in facilitating informed decision-making, enabling climate adaptation, and supporting the transition to clean energy. The toolkit stands out for its sustainability-focused innovation, helping clients visualize climate impacts, optimize investments, and bolster infrastructure resilience in the face of extreme weather events.

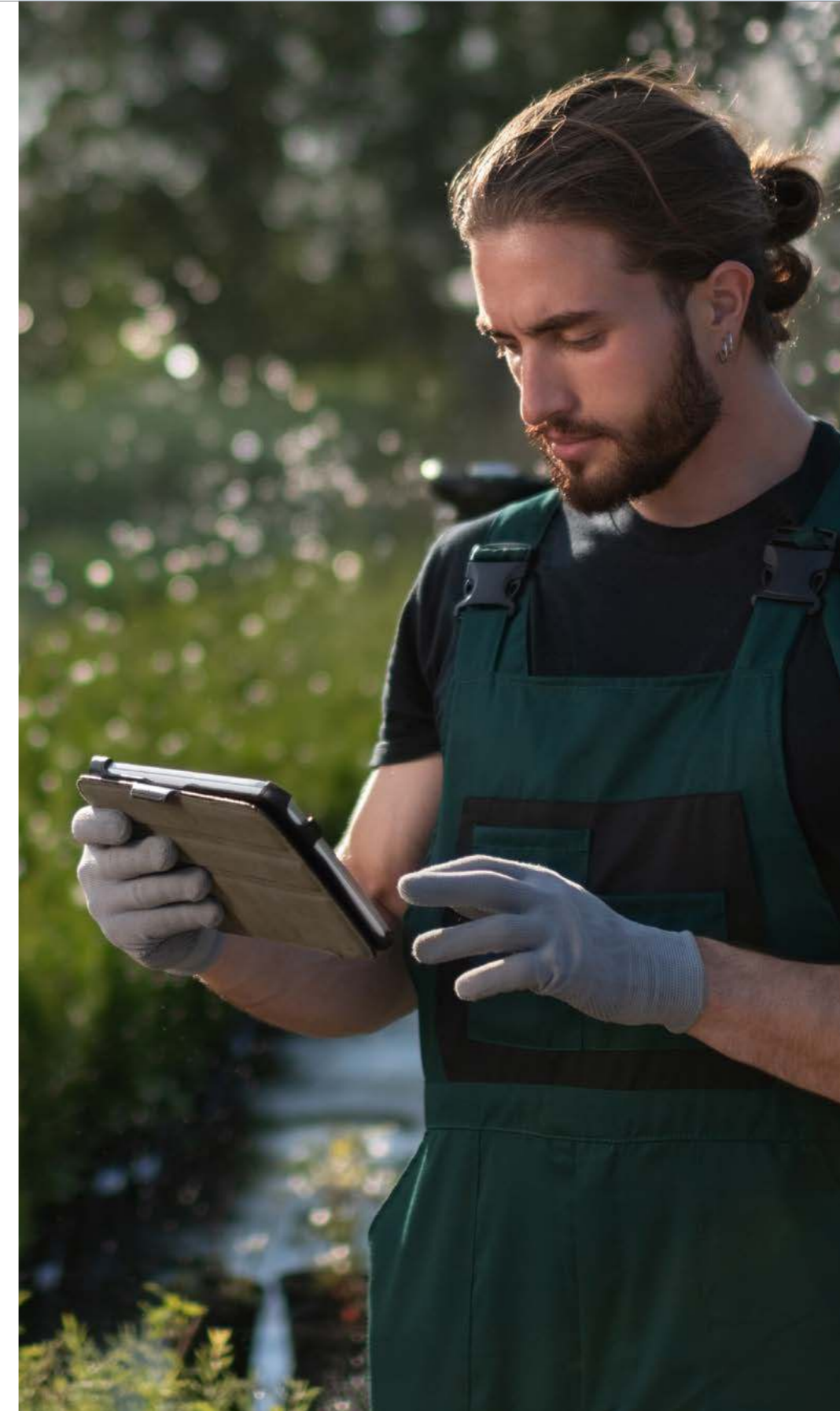
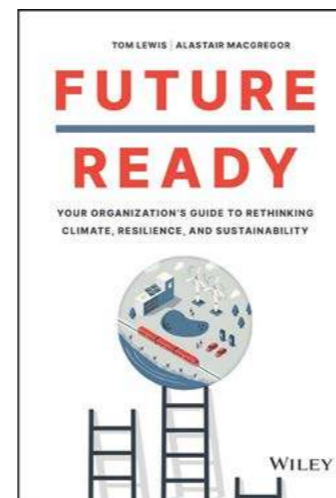
[Read More](#)

### Future Ready® Scenario Planning Challenge

UNITED STATES

The “Are You Future Ready” game is a web-based, interactive facilitation tool that turns the concepts from the *Future Ready® book* into a scenario planning and client engagement exercise. It creates a fun environment through which we can explore how different strategies can be bundled together to achieve multifaceted client goals.

[Read More](#)



<sup>34</sup> Please refer to the [Frascati definition](#), used by most OECD countries.

<sup>35</sup> QREs are only calculated in countries where WSP elected to claim R&D tax credits, which represent about 75% of net revenues.

## Embedding Future Ready® Thinking

### Training and Education

Future Ready® has two primary training sessions that are delivered across the global business:

- Our short Future Ready® e-learning course, introducing employees to key Future Ready® concepts around megatrends, how these primary forces will influence the outcome of our projects and how employees can bring Future Ready® initiatives to their projects.
- In-depth six-hour Future Ready® Project Manager Course, based on our Future Ready® toolkit and supporting a deeper understanding of how to apply Future Ready® in all stages of a project or client lifecycle.

In addition, Future Ready® Innovation Labs provide technical teams with the opportunity to brainstorm with a wider audience about relevant future trends to address specific project challenges.

### 2023 IN NUMBERS

**60%**

Cumulative e-learning course completions<sup>36</sup>

**7,400+**

Joined webinar or Innovation Lab

**740**

Project Manager course completions

**1,600+**

Employees completed Parts 1 and/or 2 of our Climate Solutions Accelerator course

### Focus Areas

In 2023, we focused on four areas:

- Embedding Future Ready® in our Global Client Program.
- Raising the profile of Future Ready® inside and outside WSP, including in recruitment and onboarding.
- Embracing a forward-thinking mindset within our operations.
- Completing a thorough assessment of our carbon skills and tools, to support measurement of the carbon footprint of our projects.

### Global Climate Action Network (GCAN)

In 2023, the GCAN developed a framework for growing Net Zero and Climate Resilience Services in each sector and region of the global business. This framework focused on the following priorities:

- 1 Plan for each market sector to grow climate services.
- 2 Upskill to build relevant climate expertise.
- 3 Measure and manage carbon in our designs and advice.
- 4 Promote leadership through industry-wide innovation and strong partnerships.



My 2023 Future Ready® highlight is our work to consider the specific needs of people with non-visible disabilities or who are neurodivergent in our designs and advice.

**David Symons**

Future Ready Global Lead



<sup>36</sup> Cumulative course completions since 2019 based on employees active in our Learning Management Systems. Data were available for 91% of our global operations.

## CASE STUDY

## Reaping the Benefits of Light Rail Transit

 TAIWAN


WSP is committed to universal design that is inclusive of neurodiversity, disabilities, ethnicity, gender and aging communities.

## FUTURE READY® FACT

**WSP in Taiwan was involved in planning and design for the Ankeng Light Rail Transit (Ankeng LRT) system and its surrounding land development in New Taipei City. This project aims to improve mobility in suburban areas and promote local economic development. This LRT line serves the Xindian district, and it connects to the Circular Line that reaches Taipei City.**

A number of Future Ready® trends shaped WSP's decision-making process, reflecting our commitment to universal design that is inclusive of neurodiversity, disabilities, ethnicity, gender and the needs of aging communities.

In traditional transportation engineering planning, greater emphasis is placed on accessibility and passenger comfort. However, different demographics may have competing demands. For instance, women may seek a safer environment when travelling at night, while the elderly and people with disabilities may require greater comfort and convenience when boarding and disembarking. Better solutions were needed.

Against that backdrop, more stringent standards were implemented to regulate platform and train car height for platform-level boarding as a universal design, thus facilitating access for people with physical disabilities and the elderly. Elevator services were also provided at key locations. Neurodiverse design elements include alternative wayfinding and signage, tracking screens and options aimed at reducing overstimulation for certain users.

As regards gender inclusiveness, specific platform areas were provided to improve women's safety at night. Related features include safety lighting, surveillance cameras, emergency callboxes and easily accessible alarms. In addition, the station's peak-hour passenger flow was evaluated to check that the ratio of male and female restrooms is adequate, providing a more comfortable travel environment.

[Read more](#)



*In this section*

# Our Global ESG Sponsor: *An Interview*

**Q** *What role does WSP see itself playing during these times of rapid change?*

In recent decades, the world has seen significant changes. Population growth and human activities have fundamentally altered landscapes across the globe. Increasingly cognizant of the impacts that some of those activities have had, our global society is now undergoing a transformational change, as we look to build a sustainable and prosperous future, where built and natural environments work in harmony.

We will need all our collective ingenuity and creativity to tackle these challenges. WSP is determined to remain at the forefront of this global response, thanks to the expertise of our people and their remarkable capacity to innovate and problem-solve.

**Q** *What progress has WSP made towards its own net zero goals?*

In 2023, we continued to focus on energy efficiency in our office fit-outs while increasing our renewable electricity procurement in several countries, bringing us to 82% renewable electricity. We are privileged to be able to leverage

our mechanical, electrical and plumbing expertise in the design of our own office fit-outs. In several cases, we elected to stay in our existing space and make significant and sustainable improvements rather than move into a newer building.

As a result of this and many other initiatives to reduce our emissions, and as you will see in this Report, our Scope 1 and 2 GHG emissions decreased by 42% in comparison to our 2018 baseline year. With regard to scope 3 emissions, we began engaging with our suppliers and encouraging them to align with the Paris agreement in setting their own GHG reduction targets and disclosing their emissions. Leveraging our expertise in this area, we provided training and resources to help suppliers quantify their emissions. We also supported the [CDP Science-Based Targets Campaign](#), which calls on 2,100 high-emitting companies to aim for a 1.5°C reduction target in line with the latest science. Through this engagement as well as other efforts to manage business travel and employee commuting, we have seen an 18% reduction in our scope 3 emissions relative to our baseline year. We are pleased with our progress so far, while recognizing the challenges that lie ahead in achieving further reductions.



André-Martin Bouchard  
Global Director, Earth & Environment and  
Global Executive Director, ESG

**Our Global ESG Sponsor:  
An Interview**

Materiality & Stakeholders

Governance &  
Risk Management

Climate Risks &  
Opportunities

Ethics & Integrity

Human Rights

Information Security  
& Privacy

Supply Chain Management

**Q What is WSP's role in addressing the biodiversity crisis?**

Reversing biodiversity loss and restoring the earth's ecosystems are inherently linked to carbon reduction goals and are critically important. Quite simply, without strong, resilient and protected natural capital, we cannot be economically viable. Society at large is now starting to understand that our economies depend on healthy and properly functioning natural systems for their stability. WSP is passionate about these issues, which were referred to repeatedly when we spoke to ESG stakeholders in 2023, including our investors, clients and employees.

WSP boasts a wealth of expertise in this area, thanks to its thousands of specialists worldwide, including biologists, ecologists, marine/aquatic specialists and biodiversity experts. We are proud to be driving the agenda in this field. As an early supporter of the Taskforce on Nature-Related Financial Disclosures (TNFD), we are now beginning to evaluate our nature-based risks and opportunities, as described in this Report under "Biodiversity & Natural Capital".

We are uniquely positioned to drive nature-positive outcomes in our client work, whether undertaking the closure of a coal-fired power plant, rehabilitating a mine site, constructing a data centre or carrying out an urban regeneration project. We aim to deploy nature-based solutions everywhere we can. To help our clients and the business community understand what's at stake and why nature is so critical to business

continuity, we issued a guidebook in 2023 entitled *Bridging Business and Nature*. What motivates us is the knowledge that nature is strong and, given the chance, landscapes can regenerate themselves within a generation. WSP can help accelerate these processes.

We seize every opportunity to deploy new technologies to support those outcomes. WSP's teams across the world are developing bespoke and innovative solutions to facilitate informed decision-making. We have an entire team of researchers and scientists at our Innovation Lab in Sherbrooke, Canada, tasked with developing tools and solutions that are bringing fresh insights to our clients' projects while helping our practitioners to work more safely and efficiently. Examples include an *AI-driven fish counter*; a 3D radar to detect birds and bats remotely; and a mobile unit to treat water and soil. Another example is our work for the Canadian Space Agency, Fisheries and Oceans Canada and Transport Canada to develop a *detection and predictive modelling* technology to help minimize the risk of collision between shipping and endangered North Atlantic right whales in Canadian waters.

**Q How is WSP measuring its own contributions to creating a more sustainable future? Why is this so important?**

Since 2015, the UN Sustainable Development Goals (SDGs) have provided a framework with which businesses can align themselves and their activities to help create a more sustainable and

prosperous future. At WSP, we are contributing to the SDGs through our designs and advice—from designing net zero buildings and improving urban mobility to restoring biodiversity and a myriad of other services. Measuring the direct impacts of our work is challenging, and we discuss this journey in our recent *white paper*.

That process has been vital to demonstrating impacts on sustainable development across our global project portfolio, not just for our clients and investors and other external stakeholders, but most importantly for our own employees. More than ever, people are looking for purpose-driven work. Since WSP's positive impacts have been demonstrated, our people know they are truly making a difference. We are also using this metric to steer our choices around projects, clients and M&A targets, as we look to grow our SDG-linked revenues at a faster pace than the base business.

**Q Why are inclusion, diversity and equity (ID&E) so important in the context of WSP's client work?**

In all organizations, the capacity for innovation is linked to their members' diversity of thought. Our teams comprise a diversity of perspectives, backgrounds and skills; our people feel empowered to question and experiment. That's how we create the space for innovation. And that's why everything we do to promote ID&E is so critical.

Not only are those efforts personally and professionally liberating for our people, but they also benefit our clients because we approach their projects from the widest possible perspective. For

example, last year we issued a *white paper* focused on designing neuro-inclusive environments.

**Q The current global context is prompting the emergence of new ESG regulations and standards. How is WSP preparing for them?**

WSP is taking a proactive stance and is preparing for future reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the International Sustainability Standards Board (ISSB), as well as other emerging disclosure frameworks and regulations. In 2023, we completed a double materiality assessment, i.e. evaluating ESG topics in terms of potential material financial effects on WSP, as well as potential material impacts on people and the environment. In this context, we were able to identify and prioritize the most relevant topics and associated impacts, risks and opportunities for our business. In the coming years, we will continue to work towards alignment with new regulatory requirements. Beyond compliance, we will be leveraging our materiality assessment to enhance our ESG program with a view to informing our next triennial Global Strategic Action Plan.

# Materiality & Stakeholders

## Materiality Assessment

In 2023, we aligned our materiality assessment process with the latest industry best practices and global standards by conducting a double materiality assessment, which evaluated both financial and impact materiality. Our materiality assessment was conducted in line with the GRI 2021 Universal Standards, the European Sustainability Reporting Standards (ESRS) and the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards. The definitions<sup>37</sup> of financial and impact materiality used were as follows:

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

Through our double materiality assessment process, we identified, assessed and validated material topics, which will serve as the foundation for shaping our business strategy and guiding our ESG reporting, as well as maintaining transparency and accountability in our operations. A full description of our materiality assessment can be found in our *Managing our ESG Impacts* document. We plan to review our material topics annually and periodically update our materiality assessment.



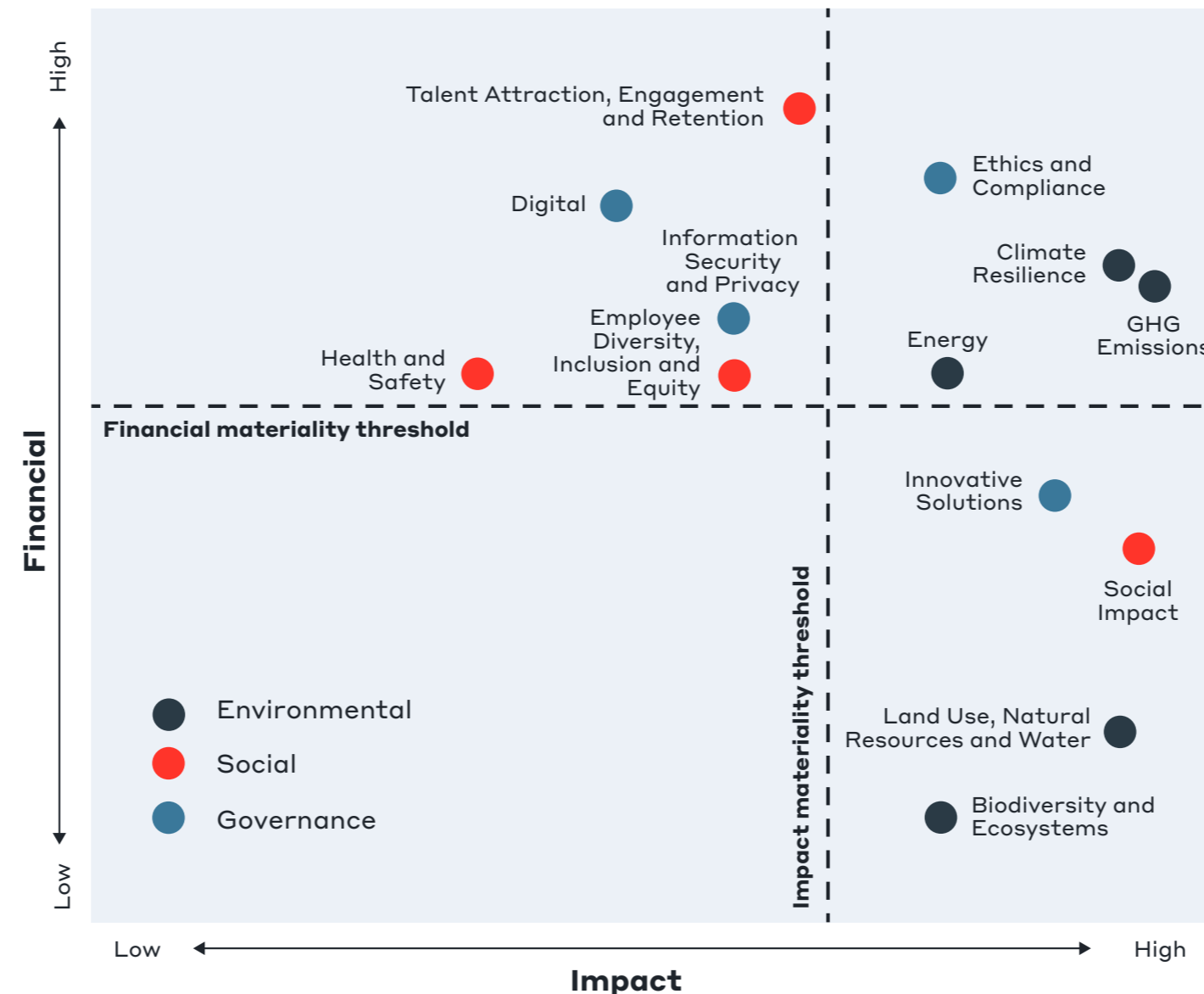
<sup>37</sup> Definitions of financial and impact materiality are aligned with definitions provided by the ESRS 1 Delegated Act General Requirements, Annex 1, July 2023.

## Material Topics

Our 2023 materiality assessment identified 13 material ESG topics that guide the governance and implementation of our ESG strategy and efforts. Of these, five topics are material from a financial perspective only, four topics are material from an impact perspective only, and four topics are material from both a financial and impact perspective. In addition, we identified a list of “Important Topics” that we also cover in our ESG reporting, which are described in *Managing our ESG Impacts*. Material topics are depicted on the materiality matrix.

### ESG Materiality Matrix

Topics above the financial materiality threshold line are considered material from a financial perspective. Topics to the right of the impact materiality threshold are considered material from an impact perspective.



### CHAMPIONS OF INNOVATIVE DESIGN

#### CHILE

WSP in Chile's recognition as the nation's most innovative engineering company affirms our dedication to looking to the future. This accolade, awarded by El Mercurio, ESE Business School and MIC Consulting, highlights WSP's Future Ready® approach, which weaves climate, technology, resources, and societal trends into transformative initiatives. Our impactful projects, including the UC Stadium modernization, Line 7 of the Santiago Metro, and new tailings management methods, exemplify our commitment to innovative design, exceptional service delivery, and a sustainable, positive impact on society and the environment.

Our Global ESG Sponsor:  
An Interview

**Materiality & Stakeholders**

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Risk Management

Climate Risks &  
Opportunities

Ethics & Integrity

Human Rights

Information Security  
& Privacy

Supply Chain Management

## MATERIAL TOPIC DEFINITIONS

We categorize our material topics into “ESG impact areas” in order to communicate the interconnectivity of ESG impacts, enhance internal cross-functional collaboration, and streamline management processes and practices. The table below summarizes our material topics and alignment with relevant SDGs. Specific impacts, risks and opportunities associated with each topic are described in our [Managing our ESG Impacts](#) document.

ESG IMPACT AREA	TOPIC NAME	SDGs	DESCRIPTION
<b>Environmental</b>			
Biodiversity & Natural Capital	Biodiversity and Ecosystems	14, 15	Preserving and restoring natural habitats and species richness to protect ecosystem health and services.
	Land Use, Natural Resources and Water	6, 12, 14, 15	Utilizing land, water and other natural resources to meet present needs while ensuring their availability for future generations.
Climate Change	Climate Resilience	9, 11, 13	Managing physical and transitional climate change risks and opportunities through adaptation, resilience and mitigation measures.
	GHG Emissions	11, 13	Managing GHG emissions within our operations, supply chain and projects.
	Energy	7	Managing energy consumption and transitioning to renewable energy sources within our operations, supply chain and projects.
<b>Social</b>			
Health & Safety	Health and Safety	3, 8	Initiatives to measure, manage and reduce health and safety incidents and promote a positive health and safety culture.
Our Workforce	Talent Attraction, Engagement and Retention	8	Mechanisms to find, recruit, engage and retain talent to build a skilled and motivated workforce that boosts business growth.
	Employee Inclusion, Diversity and Equity	5, 8	Providing an environment free from discrimination, including equal opportunities and representation for individuals from all backgrounds.
Social Impact	Social Impact	3, 4, 11	Impact of WSP's projects on quality of life for individuals and communities.
<b>Governance</b>			
Science, Technology & Innovation	Innovative Solutions	9	Advancing products/services to enter new markets and/or maintain a competitive edge.
	Digital	9	Leveraging digital technologies, including AI, to modify or produce new business processes and improve stakeholder experience.
Ethics & Integrity	Ethics and Compliance	8, 16	Guidelines, codes and leadership that determine fair, ethical and moral employee conduct and create an ethical culture.
Information Security & Privacy	Information Security and Privacy	16	Ensuring effective information security practices and security of systems across our business, including the protection of personal information and the privacy of our clients, employees and business partners.

## Important Topics

The following 16 ESG topics have been recognized as important for WSP, though not meeting our thresholds for financial or impact materiality. Nonetheless, we will continue to actively manage and report on these topics as part of our commitment to ESG matters.

### ENVIRONMENTAL

- Environmental Management
- Waste

### SOCIAL

- Employee Remuneration
- Employee Training and Development
- Employee Well-Being
- Working Conditions
- Community Engagement
- Indigenous Relations
- Human Rights

### GOVERNANCE

- Board Composition
- ESG Governance
- Public Policy and Contributions
- Supplier Diversity
- Supply Chain Environmental Impacts
- Supply Chain Social Impacts
- Tax Transparency

## Engaging our Stakeholders

WSP regularly engages internal and external stakeholders to inform our business strategy and enhance our management of the organization's ESG-related risks, opportunities and impacts. We conducted extensive stakeholder engagement as part of our materiality assessment, as described in *Managing our ESG Impacts*. This table summarizes our general engagement approach and our understanding of the interests and views of our key stakeholders.

### KEY STAKEHOLDERS AND ENGAGEMENT PURPOSE

### TYPES OF ENGAGEMENT

### INTERESTS AND VIEWS

#### Employees

PURPOSE: Support employee engagement, retention, health, safety and well-being; understand key interests and views

Employee "pulse-checks" (engagement)  
Career development and performance reviews  
Employee Resource Groups  
Townhall meetings  
Global and local internal communications  
Social media campaigns

- Health and safety
- Employee training and development, compensation, well-being and working conditions
- Talent attraction, engagement and retention
- Climate and environment strategy, management and impact
- Inclusion, diversity and equity
- Ethics and compliance; human rights
- Social impact and community engagement
- Indigenous Relations

#### Investors and Analysts

PURPOSE: Solicit feedback; understand key interests and views

Conference calls or meetings  
Virtual fireside chats  
Investor Days  
Annual Meeting of Shareholders  
Press releases  
Non-deal investor roadshows  
Conferences  
ESG-specific engagement  
Site/project visits

- SDG-Linked Revenues and project impacts
- Biodiversity
- Indigenous Relations
- Supply chain integrity
- Health and safety, including subcontractor performance
- Employee retention, engagement and diversity
- Company culture
- Progress against ESG targets and ESG-related compensation
- Materiality and regulatory compliance readiness
- Corporate governance

#### Clients and Business Partners

PURPOSE: Obtain feedback on WSP's performance and understand key interests and views

Project communications  
Project/portfolio feedback, including satisfaction surveys  
Client interviews, including with executive leadership in some cases  
Client satisfaction Net Promoter Score (NPS) surveys  
Workshops/panels during events  
Supplier diversity mentorship, training and events  
GHG emissions training and engagement

- Trending areas of discussion from client feedback are:
  - Operational delivery
  - Client relationships
  - Technical excellence, innovation and Future Ready® program
- ESG program/performance: we regularly receive client questionnaires as part of our service provider profiles or the procurement process
- Clients contribute testimonials, referrals or project attestations on our behalf as part of third-party benchmarking exercises that rank our market position in comparison to our peers
- Business partner interests include opportunities for collaboration, mentoring programs (for small businesses), working together to advance the industry, ESG support from WSP

## CASE STUDY

Wood-driven Sustainability  
and Energy Neutrality
 NETHERLANDS


Demountable design, and no glues, sealants, purifiers or composites were used on this project—a prime example of Future Ready® building.

## FUTURE READY® FACT

**A sustainable, energy-neutral, three-storey office building was recently constructed on a former agricultural site in the town of Hendrik-Ido-Ambacht, Netherlands, in accordance with local sustainability criteria. Overseeing the structural design on behalf of its client, Persy Control Services (PCS), WSP focused on circularity and detachability; WSP also calculated the total emissions saved by using wood as the primary building material. According to WSP's structural engineer Bas de Leijer, "Wood is a natural product, lightweight and aesthetically pleasing. It also ensures a healthy working environment."**

Hendrik-Ido-Ambacht is seeking to make its Ambachtsezoom business park sustainable, so PCS requested a demountable design (all components can be removed to facilitate reuse). No glues, sealants, purifiers or composites were used—a prime example of Future Ready® building. The new building is also energy-neutral, generating more than enough for its users, in addition to covering its own needs.

WSP's Thomas Musson and Sanne Lahaije mapped out the total emissions saved. To that end, a supply chain analysis was prepared in which the chosen design was compared to a more traditional steel-based structure. "Thanks to the use of wood, CO<sub>2</sub> equivalent emissions per square metre were 25% lower, not only because wood production generates fewer emissions, but also because wood itself is relatively light in relation to the load-bearing capacity. As a result, the weight of the foundation could be scaled back, so approximately 33% less concrete was used," Lahaije noted.

[Read more](#)

# Governance & Risk Management

## Corporate & ESG Governance

WSP Global Inc.'s 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 [2024 Management Information Circular](#) reflect WSP's corporate governance practices, and the nomination and selection process for the Board is outlined in WSP's Corporate Governance Guidelines.

The Board oversees the development of corporate strategy, and works with senior management to develop key objectives for WSP's three-year strategic cycles. The [2022-2024 Global Strategic Action Plan](#) outlines WSP's current strategy. Within this plan, ESG is a driving force.

## Global ESG Governance

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 updated in October 2023. Learn more about WSP's ESG governance in our [Managing our ESG Impacts](#) document.



## 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 comprehensive risk universe including key risk areas that are further divided into categories. Our key risks, derived from these categories, are identified and prioritized on a materiality basis 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. As risks constantly evolve, the top risk categories are not static and are reassessed and discussed quarterly 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. An emerging risk radar, based on a set identification methodology, also complements our ERM program. Risk owners and reporters 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) and the Global Applied Solutions Committee (GASC)<sup>38</sup>. As such, certain business decisions which may involve higher risks for WSP must be reviewed and approved by the GAP or the GASC before proceeding, and some are further escalated to the Board for approval.

Many of our ESG material risks and impacts are already managed as part of our ERM, as described in our *2023 Management's Discussion and Analysis* (MD&A). We are in the process of integrating additional impacts, risks and opportunities from our double materiality assessment into the ERM. In 2023, we continued to evaluate risks related to meeting our GHG emissions targets and preparing for the low-carbon transition (see our *2022 TCFD Report* for more information). In addition, we began evaluating risks related to Inclusion and Diversity. We also developed additional guidance for evaluating project ESG risk that considers criteria associated with the client, location and nature of the work or project.



### RECOGNIZING EXCELLENCE INTERNALLY

#### SPAIN

WSP in Spain annually grants the Javier Sánchez Professional and Personal Values Award to honour a professional embodying the company's core values of outstanding achievement, fellowship, and professional integrity. Over the last five years, this accolade has been awarded through an anonymous vote by our Spanish and Portuguese talent, recognizing the individual who most exemplifies these virtues among their peers. This year's winner, Francisco Llanes Monje, Software Development Manager, donated the monetary prize to an animal protection agency, demonstrating his commitment to social responsibility and animal welfare.

<sup>38</sup> Relates to projects in environmental remediation and/or closure as well as underground storage and fuel tank repairs, which are delivered under the administration of the applicable Regional Applied Solutions organization.

# Climate Risks & Opportunities

We recognize 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 latest standalone [TCFD Report](#) highlights our progress in understanding and managing our climate-related risks and opportunities.

## 2023 Update

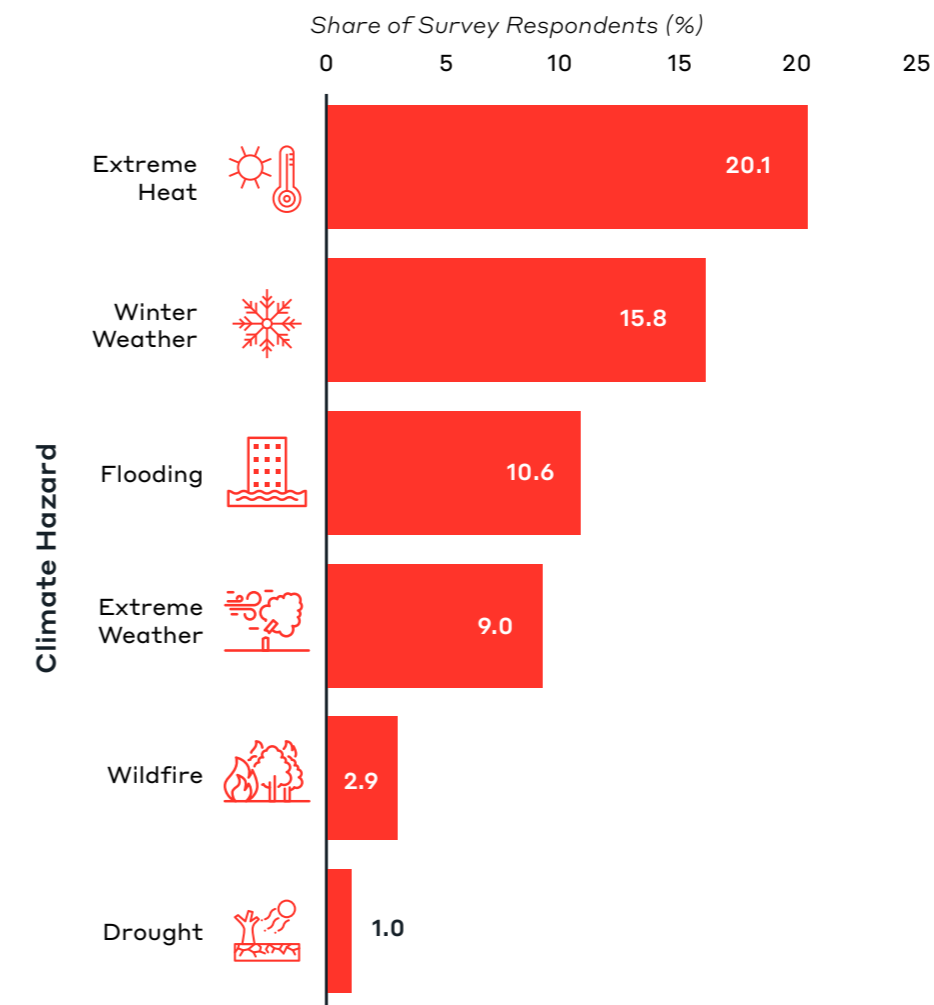
Climate change is causing more frequent and severe extreme weather events and chronic changes to weather patterns and sea levels, and like many firms, we are already experiencing some impacts. For example, employees have experienced discomfort from working (at home or in the office) during heatwaves and have experienced health impacts from smoke emanating from nearby and distant wildfires. Exposure to these hazards can affect our employees' well-being and productivity.

We have previously assessed actual and potential climate change impacts on our owned and leased facilities and associated business operations. In 2023, we conducted additional analysis on our employee commuting survey<sup>39</sup> results to better understand present day impacts to our workforce from climate hazards. We had asked employees to indicate the number of days they were impacted by extreme weather; the main reasons extreme weather caused disruptions; and the extent of the disruption.

Key findings include:

- Approximately 38% of survey respondents reported impacts from at least one climate hazard.
- Extreme heat was the most frequently reported climate hazard, with the highest number of respondents from the UK, where use of air conditioning is less prevalent than in other regions and the hottest day on record in the UK occurred in the period covered by the commuting survey.
- The majority of respondents did not report any impacts of climate hazards to their work productivity.
- The majority of impacts across all hazards were reported as mild. However, approximately 1% of respondents indicated severe disruption from at least one climate hazard.
- Damage or disruption to mode of transport and lack of effective climate control within the office or home office setting were the two most reported reasons for causing disruption to the working ability of our employees.

SHARE OF CLIMATE HAZARDS REPORTED FROM ALL SURVEY RESPONDENTS



<sup>39</sup> Survey completed in the fourth quarter of 2022.

In 2023, we conducted case studies of four WSP offices where employees reported climate-related impacts in 2022 to better understand how these events affected employees working from the office or remotely, and also interviewed people who work in the field. The case studies and interviews support the findings of our 2022 scenario analysis, i.e. that WSP does not currently face significant financial impacts from physical climate change risks.

Key findings from the case studies include:

- Past weather events have had impacts on WSP employees' mental, physical and/or financial well-being.
- Interviewees reported some project delays and lost billable hours but did not report major weather-related impacts, due in part to existing risk reduction measures including the use of insurance and force majeure contract clauses, cloud services, employees' ability to work remotely, as well as support from employee assistance programs.
- Although the nature of WSP's business confers some resilience, severe weather can affect WSP employees and field work through project delays, disrupted site/office access and impacts to employees' health and billability.
- Employees who work in the field or who may have less access to resources such as air conditioning are more affected by severe weather events.

The case studies resulted in a series of recommendations to better support staff and reduce business impacts from climate hazards. This work will inform the development of a set of climate-related metrics to better monitor and track future climate related financial impacts.

## Building Employee Resilience

In 2023, WSP in the USA held two webinars on Climate Anxiety and Resilience with a certified "ecotherapist". The webinars provided educational information on eco-anxiety and climate distress as well as guided exercises for building climate resilience and coping with the psychological impacts of climate change.

## Climate Alignment of Lobbying Activities and Industry/Trade Associations

In 2022, WSP signed the Corporate Knights Action Declaration on Climate Policy Engagement, committing to support climate action aligned with the Paris Agreement and to work with our major industry and trade associations to advance alignment.

> Please refer to our [Code of Conduct](#) and [Managing our ESG Impacts](#) document for more information about how we govern lobbying activity.

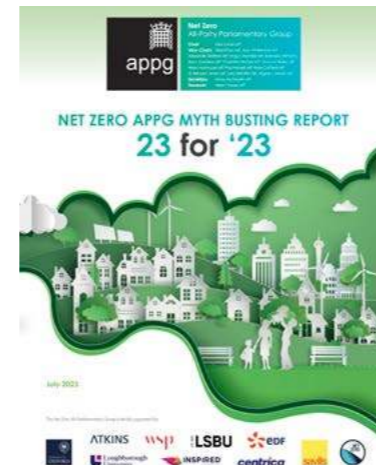
## Climate Policy Engagement

WSP is a member of a large number of industry and trade associations with a variety of missions and spheres of influence, from local to international.

WSP is broadly supportive of lobbying and advocacy with key policy stakeholders where we can add value by providing our professional opinion on regulatory and legislative themes that impact our business or industry interests. Activities influencing policy development are implemented in a way which is relevant to each subregion or market sector. For example, in 2023, WSP in the UK undertook the following actions in support of climate policy:

- 1 WSP contributed an article to the [Net Zero All Party Parliamentary Group's "myth-busting" report](#). This piece focused on the 'myth of the myth' surrounding green hydrogen and the decarbonization of homes, arguing that fabric upgrades and heat pump installation within homes should not be delayed. The report was presented to the Department of Energy Security and Net Zero and formally launched at a Parliamentary event.
- 2 WSP led on a joint report with [BusinessLDN, Creating a Greener City](#), which discussed how increased collaboration between London businesses and policymakers can drive progress towards delivering London's 2030 net zero target. The report was presented to London policy-makers and launched at an event with industry experts contributing to a panel discussion about the report.
- 3 WSP submitted written evidence to the House of Commons Energy Security & Net Zero Select Committee's Inquiry entitled '[Keeping the power on: our future energy technology mix](#)'. In this we advocated for increased use of renewable energy technologies including onshore wind; solar PV; domestic and local energy storage and biogas.

The USA is the only subregion where WSP engages in political contributions. None of our lobbying activities, advocacy or political contributions in the USA in 2023 were found to be misaligned with climate action.



In 2023, we developed a screening process to evaluate the level of climate policy involvement, influence and alignment of our key associations.

**Screening Methodology and Results**

During the screening process, we evaluated our major industry and trade associations in 2023 across approximately 80% of our business, based on our knowledge of the organization and limited desktop research, including a review of LobbyMap, which is a platform operated by climate change think tank InfluenceMap that tracks climate policy engagement of companies and industry associations. This method has limitations, however, since the use of publicly available information may provide an incomplete view of the activities of our industry and trade associations.

If we determined the association to be “major” per Corporate Knights’ guidance<sup>40</sup>, we further evaluated the association’s climate policy alignment. Based on this assessment, we identified 167 associations that were fully or partially aligned, three that were not aligned, and 71 for which we were unable to determine alignment.



2023 INDUSTRY AND TRADE ASSOCIATION ALIGNMENT SCREENING SUMMARY

Associations assessed in 2023	Not Major	Total Major	MAJOR			
			Fully Aligned	Partially Aligned	Not Aligned	Unknown
407	166	241	153	14	3	71

We plan to consider the following actions for misaligned associations:

- Exit the association
- Remain members where our own activity within the organization is not misaligned
- Further evaluate and engage with the association

A selection of our key memberships in associations, particularly those with a focus on sustainability, can be found [here](#). In 2024, we plan to further evaluate key associations from the wider screening with partial or undetermined alignment and expand the assessment to cover additional subregions.

<sup>40</sup> The Corporate Knights Action Declaration FAQ indicates that a company should prioritize engagement with those most active in climate policy. Criteria for companies to determine which of their industry/ trade associations they should focus on include, for example, whether the association is active on climate policy engagement, the importance of the association to their industry and the association's potential policy influence.

**CASE STUDY**

# Storing Green Hydrogen Efficiently

 UNITED STATES OF AMERICA


The world's largest green hydrogen storage facilities are being developed with WSP's assistance.

**FUTURE READY® FACT**

**The U.S. Department of Energy (DOE) is seeking to fast-track the production and deployment of clean hydrogen as a key part of its transition to a low-carbon economy. The ability to commercially scale hydrogen for regional use is a critical step in adding more renewable energy sources to the grid.**

The Advanced Clean Energy Storage (ACES I) project is located in central Utah and will generate up to 100 metric tonnes of hydrogen per day from renewable electricity sources. The hydrogen will be stored in solution-mined caverns.

WSP is leading all engineering, procurement and construction management (EPCM) phases of the underground storage and related solution-mining surface facilities beginning with Phase I, which consists of developing two large salt caverns capable of storing up to 11,000 metric tonnes of hydrogen working gas.

Stored hydrogen constitutes an energy reserve that can be utilized for electric power generation at any time, enhancing grid reliability and efficiency via the optimization of existing transmission line loads. It also makes it possible to move excess generation from highly productive generation months with little electric load to cover demand during high-load periods.

ACES I will provide 100% clean energy seasonal storage, enabling lower-carbon solutions for North America. WSP's role in the ACES I project storage facility is integral towards the successful completion of this project.

[Read more](#)



# 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 its business practices. By encouraging our employees, clients and business partners to foster a dignified and ethical workplace, we are promoting an inclusive and safe environment.

> To learn more about how we manage Ethics & Integrity, please see our [Managing our ESG Impacts](#) document and our [2024 Management Information Circular](#).

## Ethisphere

Following an audit of WSP's Ethics & Compliance program conducted by Ethisphere, WSP was awarded with Compliance Leader Verification certification for 2023-2024, which attests to the quality of our Ethics and Compliance program. This was the second time WSP has received this recognition.

## 2023 HIGHLIGHTS AND PROGRAM ACHIEVEMENTS

### PROGRAM OBJECTIVES

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

Empower leaders to better understand and communicate ethics-related issues

Provide ongoing training and learning opportunities to WSP employees

Maintain a high level of awareness of the Business Conduct Hotline

Increase awareness of Ethics & Compliance

### ACHIEVEMENTS

- Completed annual review of the Code of Conduct.
- Published updated version of the Business Partner Code of Conduct.
- Reviewed Anti-Corruption Policy, Fair Competition Policy, Reporting and Investigations Policy, Global Human Rights Policy, and High-Risk Countries and Sanctions Compliance Policy.

- Issued “Manager’s Toolkits”, which provide leadership with tools for handling ethics-related topics in the workplace.

- Maintained onboarding and annual refresher training for WSP employees.
- Provided additional training to select groups of WSP employees on business integrity.
- Provided further training to the Ethics & Compliance team on investigations to streamline the process across the organization.
- Increased auditability of our training records for future assurance of our data.

- Conducted the annual Business Conduct Hotline campaign.
- 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.

- Reached out to employees and management on ethics roadshows, led by the Chief Ethics and Compliance Officer and her team, including in Latin America, the Middle East, Asia and South Africa.
- Published internal ethics-related communications and reminded employees of our policies regarding business courtesy exchanges.
- Highlighted Anti-Corruption Day, World Day Against Trafficking in Persons and Global Ethics Day with internal and external messaging.
- Increased ethical culture-related questions in WSP Listens (employee engagement platform).
- As part of a revamp of our internal communications channels, Ethics information searchability and availability have now been enhanced.



We believe in having a strong speak-up culture, supported by providing a safe space for employees to talk to managers, leaders and our Ethics & Compliance team.

**Julianna Fox**

Chief Ethics and Compliance Officer  
and General Counsel, Global Legal Operations



**Latest Numbers**

**AS AT DECEMBER 31, 2023**

- 26 members of the global or regional Ethics & Compliance teams, and 8 colleagues from WSP in India who support the Ethics & Compliance program
- 100% of the Board of Directors had signed a certification of compliance with the Code of Conduct (an annual procedure)

**AS AT JANUARY 31, 2024**

- 98.9% of employees had completed the Code of Conduct onboarding training<sup>41</sup>

**Breaches of the Code**

In 2023, we received 425 reports through our established reporting channels.<sup>42</sup> Of these reports, investigations concluded that a large part were unsubstantiated, while 106 were either substantiated or partially substantiated policy breaches.<sup>43</sup> In full compliance with WSP's Ethics & Compliance program policy and in a commitment to transparency, for those 106 reports, where remedies were required to be implemented following a substantiated or partially substantiated breach, such remedies included:

- 29 resulted in termination
- 31 resulted in discipline
- 11 resulted in training
- 4 resulted in policy, procedure or controls updates
- 22 resulted in remediation.

**DISCRIMINATION AND HARASSMENT**

Of the 106 substantiated or partially substantiated policy breaches, 3.8% contained discrimination allegations and 13.2% contained harassment allegations, for a total of 18 reports.



WSP's 2023 Ethics Roadshow in Asia

<sup>41</sup> Code of Conduct onboarding completion rate is based on number of employees assigned training, subject to certain exclusions and limitations. Statistics are subject to a margin of error estimated at less than 3%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP. In particular for 2023, WSP Latin America and the Caribbean (LAC) onboarding data are being migrated as a result of a transition in Learning Management System in 2023 and are excluded from the global calculation for onboarding training this year. In terms of overall 2023 performance, the omission of LAC data is not considered to have affected this result materially.

<sup>42</sup> Data reported relate to cases classified as "Allegations" and "Records" handled by the Ethics & Compliance/ HR teams that were opened in the WSP case management system in 2023.

<sup>43</sup> Data reported relate to cases classified as "Allegations" and "Records" handled by the Ethics & Compliance/ HR teams that were opened and closed in WSP's case management system in 2023. Data provided on cases related to discrimination and harassment relate to cases where discrimination or harassment was listed as a primary issue. Remedies implemented, or in the process of being implemented, relate to the primary outcome of cases.

# Human Rights

We are dedicated to respecting and upholding human rights within our operations and supply chain. We have a [Global Human Rights Policy](#), which sets out our approach and commitments, which include:

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

> Please see our [Managing our ESG Impacts](#) document and our [2023 Global Modern Slavery Report](#) for more information on how we assess and manage human rights and modern slavery risk.

## 2023 Highlights

- We updated our Global Human Rights Policy.
- We prepared our first Global Modern Slavery Report, which was issued in April 2024.
- Our WSP US Built Ecology team participated in the Design for Freedom Working Group, a movement led by non-profit Grace Farms Foundation that brings industry leaders together to eliminate forced labour in the building materials supply chain. Built Ecology leverages the [Design for Freedom Toolkit](#) and actively incorporates supply chain equity as an important sustainability consideration. For example, the team has targeted the LEED Social Equity in the Supply Chain pilot credit on a number of projects, written and spoken widely on the subject, and custom-built tools for material verification to decrease the risk of forced labour in our project supply chains.
- We joined the UN Global Compact Canada [Business & Human Rights Accelerator Program](#). The program began in February 2024 and its objective is to help businesses advance their human rights due diligence process.



### AWARDED TOP COMPANY 2023 BY KUNUNU GERMANY

For the second consecutive year, WSP in Germany was recognized among the top 5% of the most people-centric firms by Kununu. This acknowledgement underscores our dedication to fostering a workplace culture that inspires collaboration, empowers individuals, and cultivates the importance of inclusion, diversity and equity. We champion open dialogue on corporate culture, remuneration and benefits, fostering an environment where every voice shapes our journey.

CASE STUDY

# Focusing on Social Sustainability

 AUSTRALIA



This project is evaluating climate impacts, including severe storms, heavy rainfall and more frequent droughts, on vulnerable community members.

**FUTURE READY® FACT**

**WSP is helping the Western Parkland City Authority (WPCA) to develop its inaugural Corporate Sustainability and Resilience Strategy, aimed at supporting social value as Western Parkland City (WPC) is developed. These efforts will guide the delivery of what is planned to be Australia's greenest, most connected and technologically advanced urban centre while maintaining the area's unique environment, culture and diversity.**

Established around the new Western Sydney International Airport and Western Sydney Aerotropolis, WPC encompasses the vibrant centres of Liverpool, Greater Penrith and Campbelltown-Macarthur. According to projections, the area and its suburbs will undergo massive growth over the next 20 years, spurred by an influx of people seeking living, employment and recreation opportunities.

With growth and development activity spanning diverse neighbourhoods with varying demographics, the Authority is placing significant emphasis on social outcomes. Issues surrounding

diversity and population growth are being addressed by engaging with residents as part of focus groups designed to take their desires and insights into account, including young people and culturally and linguistically diverse community members.

WSP is utilizing the Future Ready® framework to consider implications of key global and local trends, and the Social Outcomes framework to find opportunities for creating social value through each phase of a project's lifecycle and beyond. WSP's local team is considering the impact of key social and environmental trends, risks and opportunities, including changes in climate and weather events, population growth and an increased focus on healthy, sustainable, local and accessible places for all. Expected future climate events, including more severe storms, heavy rainfall and more frequent droughts, are being evaluated, particularly as regards impacts on more vulnerable community members.

[Read more](#)



# 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 our functions, we are able to reliably deliver high-quality services for our clients, employees and business partners.

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

## 2023 Highlights

### Launch of the “OneIT” Project

We launched a transformational program to align and provide better consistency and control of our end-to-end technology service. This program has been designed to both support our global front-line employees, enhancing their productivity and IT customer support experience, and facilitate risk reduction in our IT environment.

### Strengthening Global Teams

We expanded our Global Security Team, which provides cohesive handling and remediation and risk management services, to further support the security of our workplace operations. The team also includes a dedicated group that works with organizations recently acquired by WSP to ensure their security posture meets our standards. In addition, we continue to enhance our privacy program under the leadership of our Global Chief Privacy Officer, appointed in 2023.

### ISO 27001 Certification

We successfully certified our Canada operations, as well as our Global Security Operations Centre, which manages the security technologies that protect WSP from cyber threats. We also renewed our certifications in Asia (Hong Kong, Singapore and Taiwan), Australia, Colombia, India, New Zealand and the UK.

### Renewed Campaign on Global Information Security Awareness

In efforts to increase awareness and facilitate a culture of proactive information security, we conducted our annual refresher training on best practices during October’s Cybersecurity Awareness month. We also expanded our anti-phishing training to include a monthly campaign and provided additional training for those failing the test.

### Policy Updates

As well as carrying out our annual updates to the full set of global Information Security policies, including the Global Information Security Policy and the Acceptable Computer Use Policy, we launched our new Global Generative Artificial Intelligence (“AI”) Policy. This policy provides guidelines that mitigate risk and enable employees to take advantage of evolving AI tools in a safe and secure manner. In addition, we updated our privacy notices including the website privacy notice and applicant privacy notice (available on our website), as well as the internal privacy notice for employees.

### Innovating for Client Challenges

In 2023, WSP’s Earth & Environment sector in the USA and Canada held an AI Challenge to promote the application of AI to solve client challenges. The challenge had dozens of high-calibre submissions and engagement with 10 finalists, before selecting the winning projects. The winning submissions include a Life Cycle Assessment tool that leverages AI capabilities, and a tool that extracts borehole data from reports for increased understanding of ground conditions on projects across Canada. The winning teams have the opportunity to take their ideas to a proof of concept and then to full scale.



Our people, clients and the third parties we work with trust us to keep their information safe. Maintaining that trust is foundational to everything we do.

**Sana Duncan**

Global Chief Privacy Officer



# Supply Chain Management

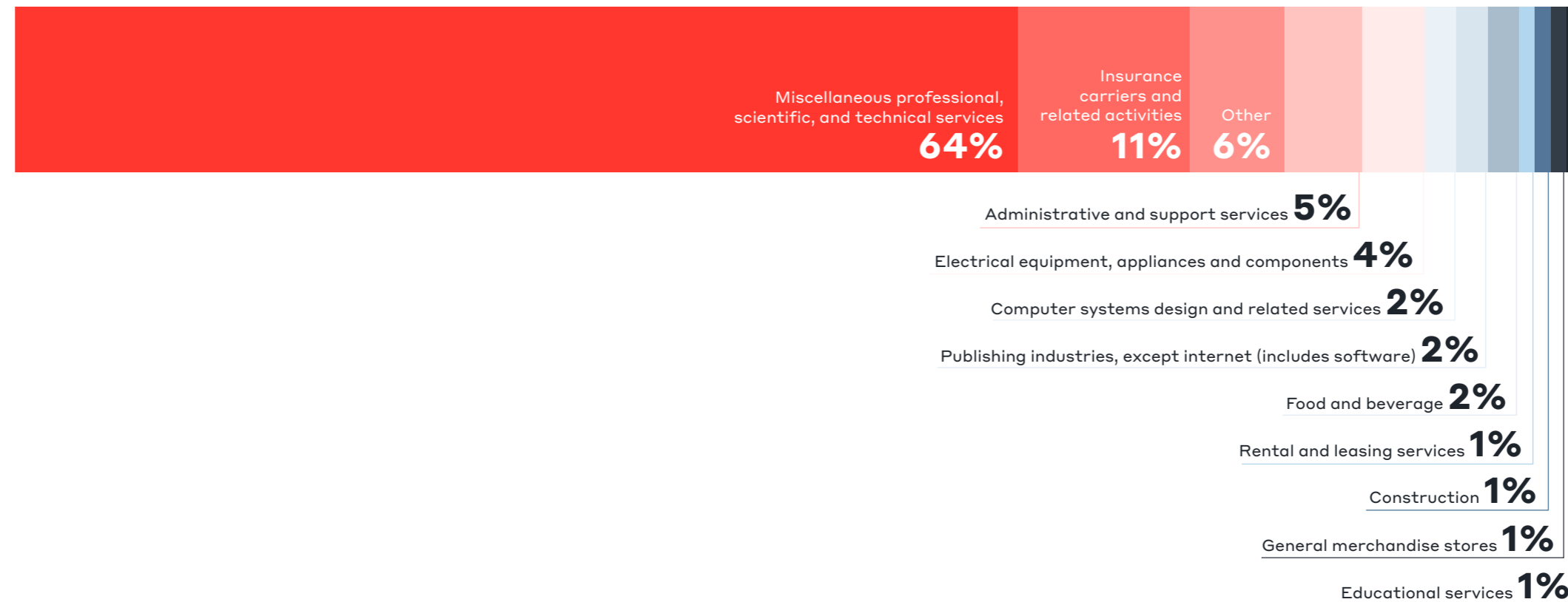
WSP’s Global Procurement team develops a procurement strategy, governance principles and guidelines to support corporate purchases and subcontractor selection. Our supply chain did not undergo any significant changes in 2023. We counted Microsoft (USA), Autodesk (USA), Oracle (USA), Accenture (Ireland) and Bentley Systems (USA) 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

	2022	2023
Approximate number of suppliers globally	40,000	40,000
Lease payment spending (mainly for office space)	\$341 M	\$375 M
Operational costs (including information technology, professional fees, travel, etc.)	\$794 M	\$980 M
Goods, specialized equipment, and specialized services spending	\$650 M	\$795 M
Subcontractor spending for project work	\$2.33 B	\$2.75 B

## Spending by Category for 2023<sup>44</sup>



<sup>44</sup> Excludes 2023 acquisitions.

## 2023 Highlights

### Developed A Low-Carbon Supplier Engagement Plan

In 2023, we began implementing our 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 calculation maturity over time and work with suppliers to reduce their emissions to achieve our scope 3 emissions reduction target. In 2023, we prioritized engagement with around 350 of our largest suppliers. We provided training to the suppliers on how to calculate scope 1, 2 and 3 GHG emissions, science-based target setting, renewable electricity procurement, and CDP disclosure, and published support documentation on a [webpage](#) that we made accessible to suppliers in 2024.

### Updated Business Partner Vetting System

Our business partner vetting system was updated to facilitate tracking of our suppliers' agreement to abide by the Business Partner Code. In addition:

- In 2023, we continued to expand the vetting system through our global business.
- Around 10,100 active business partners were vetted in 2023.
- We are in the process of finalizing our methodology to report on our target of more than 90% of our business partners accepting our Business Partner Code or equivalent by 2024.

### Supplier Engagement Recognition

Earned a place on the 2023 CDP Supplier Engagement Rating Leaderboard



### RAILWAY EXCELLENCE AWARD

UK

WSP in the UK's Director of International Projects, Pradeep Vasudev, was selected as Employee of the Year by the Railway Industry Association at the annual Railway Industry Supplier Excellence Awards. The awards commend excellence and achievements within the UK rail supply community. This accolade underscores Pradeep's role in contributing to the advancement of the UK rail sector.

**CASE STUDY**

# Advising on Battery-powered Trains

 UNITED KINGDOM & NORDICS



WSP is developing guidance for standardized battery train deployment in line with the UK's net zero targets.

**FUTURE READY® FACT**

**In 2023, WSP was commissioned by the Rail Safety and Standards Board (RSSB) to advise on the delivery of battery-powered trains for the UK's rail network, including drawing up an operational framework for implementation purposes. Back in 2018, the UK's Department for Transport (DfT) announced plans to remove all diesel-only trains from its network by 2040 and pledged to achieve a net zero railway sector by 2050.**

With battery power providing a cost-efficient solution to complement rail network electrification, WSP's work was designed to support the DfT's 30-year strategy.

The expertise of WSP's Nordic offices and their extensive experience of battery train development in Norway and Sweden played a crucial role in the successful delivery of this project.

According to Steven Hart, WSP's Service Lead, Rail System Technology, "Decarbonizing the UK's transport system will be key if we are to meet our climate commitments. We're excited to be working with the RSSB to develop guidance for standardized battery train deployment and to support the

rail industry in driving down its emissions in line with the UK's net zero targets."

Simon Wikström, WSP's Rail Advisor, offered this analysis: "The advisory work we are doing now will play a critical role in delivering the economies of scale needed to make battery power a viable solution."

Energy demand modelling was carried out to establish the impacts of different scenarios using WSP's Rail Energy and Runtime Simulator (REARS) tool, which relies on infrastructure and rolling stock inputs to perform calculations that can then be used to develop, test and compare operational proposals with a view to optimizing battery train deployment.

[Read more](#)



# About Our People

## Introduction

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.

People 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 other stakeholders.

In 2023, we continued to make progress on the key people themes in our [2022-2024 Global Strategic Action Plan](#), which are to:

- *Create* - A fulfilling and inclusive environment for our people.
- *Invest* - In career and professional development.
- *Leverage* - Our collective talent to debate ideas and mobilize delivery to clients.

Examples of our actions are described in this section.

## Workforce Overview

### Total Workforce as at December 31<sup>45,46</sup>

In 2023, we saw an improvement in gender diversity in the Americas and EMEIA, and our numbers remained stable in Canada and APAC.

#### BY REGION AND GENDER

		2021		2022		2023	
Canada	Male	6,054	64%	6,291	64%	7,721	64%
	Female	3,424	36%	3,613	36%	4,350	36%
	<b>Total</b>	<b>9,478</b>	<b>100%</b>	<b>9,904</b>	<b>100%</b>	<b>12,071</b>	<b>100%</b>
Americas	Male	10,669	67%	11,218	67%	11,815	65%
	Female	5,357	33%	5,575	33%	6,254	35%
	<b>Total</b>	<b>16,026</b>	<b>100%</b>	<b>16,793</b>	<b>100%</b>	<b>18,069</b>	<b>100%</b>
EMEIA	Male	14,132	70%	14,560	69%	16,376	68%
	Female	6,057	30%	6,694	31%	7,585	32%
	<b>Total</b>	<b>20,189</b>	<b>100%</b>	<b>21,254</b>	<b>100%</b>	<b>23,961</b>	<b>100%</b>
APAC	Male	6,485	67%	7,080	66%	7,304	67%
	Female	3,155	33%	3,642	34%	3,553	33%
	<b>Total</b>	<b>9,640</b>	<b>100%</b>	<b>10,722</b>	<b>100%</b>	<b>10,857</b>	<b>100%</b>

<sup>45</sup> Where gender breakdown data collected represent less than 100% of employees, the available percentage breakdown is applied to the total number of employees. The data for 2022 and 2023 exclude employees of businesses acquired in the fiscal year, as data collection was not integrated in time for reporting. The data for 2021 exclude two small USA acquisitions.

<sup>46</sup> Data have been provided by regional Human Resources teams. In most regions, WSP's workforce does not include a significant amount of contracted labour (agency and independent contractors), i.e. workers who are not employees, and does not undergo seasonal variations in employment numbers – with the exception of staffing changes related to workflow volumes, and Federal Emergency Management Agency (FEMA) contracts in the USA.

## 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 manage ever-changing environments. Over the past year, we have focused on creating a fulfilling and inclusive environment for our people; on 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.

## 2023 PERFORMANCE

### HIRING AND RETENTION

Our global average retention rate in 2023 increased by just over 1% compared to 2022, meeting our year-over-year target. Retention remains a top priority for all our teams at WSP, and we 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 families and succession planning for career advancement.



### NEW HIRES AND EMPLOYEE TURNOVER<sup>47</sup>

	CANADA			AMERICAS			EMEIA			APAC			TOTAL		
	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Number of New Hires	1,633	2,149	2,226	3,072	3,787	3,324	4,352	5,307	5,309	2,035	2,786	2,181	11,092	14,029	13,040
New Hire Rate	19%	22%	19%	23%	25%	18%	23%	26%	22%	24%	28%	22%	22%	25%	20%
Number of Employees Who Left the Company	1,646	1,812	1,926	2,814	3,373	3,792	3,797	4,240	4,820	2,048	1,973	2,312	10,305	11,398	12,850
Turnover Rate	19%	18%	16%	21%	22%	21%	20%	20%	20%	23%	19%	23%	21%	20%	20%
Voluntary Turnover Rate	17%	16%	13%	15%	16%	15%	16%	16%	16%	21%	17%	16%	17%	16%	15%

<sup>47</sup> Employees joining and leaving the companies WSP acquires after the completion of the relevant acquisitions 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.

## WSP LISTENS

Our online employee engagement feedback platform—“WSP Listens”—continues to provide us with insights to drive our workplace transformation and deliver the best employee experience at every level of the organization.

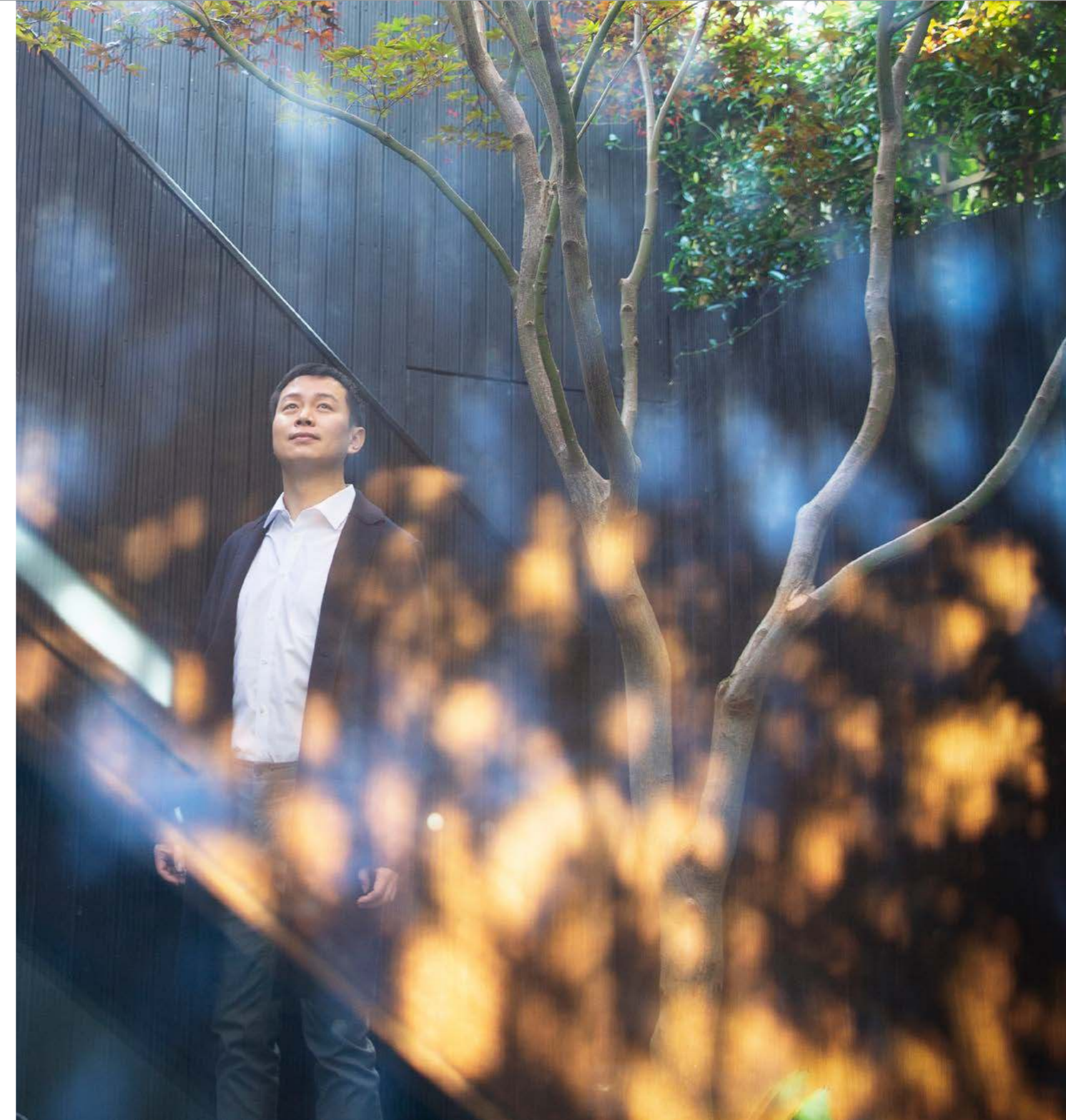
For 2023, the WSP Listens platform results highlighted key strengths including our empowering work environment, where we are surrounded by colleagues we appreciate, as well as our clear sense of purpose and direction in an atmosphere that supports inclusion, diversity and equity.

In 2023, we focused on leveraging our WSP Listens platform to drive meaningful interactions between employees and leaders. In 2024, we will increase our survey frequency to have more agility to address feedback and track progress as they implement positive change. These team-level improvements will ultimately contribute to improving our overall engagement score.

At a regional and global level, we continue to make progress on longer-term projects that will also positively impact our engagement (for example, the Enterprise Resource Planning (ERP) tool - see page below). However we recognize that it will take longer to see the benefits of these large-scale initiatives.

## SENSE OF TRUST AND BELONGING

We measure employee trust and sense of belonging through our WSP Listens platform and currently perform in the middle range of the professional services benchmark. This is an especially important metric for us as it speaks to our identity and culture. As an acquisitive business, we are keen to be welcoming for new employees. A fulfilling and inclusive environment, centered on a well-established employee experience that attracts, develops and retains the best professionals, builds pride in belonging to WSP, and helps our people thrive. Our stories throughout this section describe the actions we are taking to support our ambitions for this metric.



## 2023 Highlights

In this section, we present examples of various initiatives that had a positive impact on our talent attraction and retention in 2023.

### Talent Attraction

We are focused on attracting the best and brightest minds from a diverse range of backgrounds to join us in tackling the world's most complex challenges. Talent attraction initiatives are tailored to each region and included:

- Various internal and external talent acquisition strategies through the year, as well as the ongoing consideration of Rautaki Māori (Indigenous Peoples strategy) in attraction, retention and engagement of employees (New Zealand).
- Continued success of our graduate recruitment program, providing an exciting career path, supporting personal development and goals, and the opportunity to work on a wide range of projects (UK).
- New recruitment campaign including an updated website and focusing on a number of colleagues as ambassadors (Netherlands - website only available in Dutch).
- Three Transportation Diversity Recruitment Program participants have been sponsored by WSP for the last three years (USA). The program, founded by the Michigan Department of Transportation, focuses on developing and recruiting students from Historically Black Colleges and Universities.

### Talent Retention and Management

Globally, *Canopy*, our new intranet, has rolled out in most of our locations, improving the way we communicate, learn about each other and access information.

We continued to progress implementation of a global ERP tool, which will support global and standardized talent management and development programs, increasing team effectiveness and reducing administrative tasks. In 2023, the ERP was implemented in Canada. As this tool will transform the way we manage our business, projects, HR, sales and finance, this will have a positive impact on employee experience.

Progress has been made with enhancing our careers framework, including global job families and career paths, which is an exciting initiative for WSP. We now have a consistent approach to describe job roles and levels within a single global framework that applies to everyone, no matter where in the WSP world they are located. With this comes a powerful understanding of our people. It also represents a strong foundation for the ongoing global rollout of the ERP tool.

Examples of regional strategies that contribute to retention and successful management include:

- *MentorConnect* is a new matching program for mentors/mentees from across geographic areas, disciplines and backgrounds to develop their skills and knowledge (USA).
- Through their supportive workplace, rewarding work and care for employees, our team maintained low turnover (New Zealand).
- *My Career Sprints* are short learning sprints on 15 related career topics to help employees drive their own careers and be successful at WSP (Australia).
- Highlighting the accomplishments of diverse groups, for example during Black History Month where WSP recognized the contributions of black women and women from a minority ethnic background in WSP and how they positively impact the STEM industry (UK).



### RANKED IN TOP FIVE MOST ATTRACTIVE PLACES TO WORK

#### NEW ZEALAND

WSP in New Zealand's ranking as the fifth most desirable workplace in Randstad's employer research survey is a testament to our dedication to creating an exceptional work environment. This distinction, particularly as the only consulting firm in the top 10, highlights our commitment to attracting and retaining the best talent in the industry.

## Preparing for Global Employee Share Purchase Plan

WSP's Employee Share Purchase Plan has been a success in Canada, and in 2023 we began planning to extend this benefit globally. This important option will recognize the dedication, innovation and commitment of our employees. Our people have told us how proud they are of the impact we are making on communities across the globe, that they feel a strong sense of ownership in the important work they do, and that they would like to have a greater stake in our future growth. The addition of this plan will provide our people with a significant investment in their long-term futures, and this initiative is being rolled out through 2024.

### Employee Value Proposition: *With Us, You Can*

WSP is a great place to grow, develop and do your best work. We have heard unique stories of commitment, innovation and progress from colleagues around the world, which helped us shape our **Employee Value Proposition**. It is rooted in what draws people to work, stay and grow in our company. We are very proud to share that "With us, you can."

This transformative initiative enables us to define our employee experience in a way that:

1. Creates experiences and communications that align with who we are, consistently across our business.
2. Attracts talented people we need to realize our vision and encourages retention.
3. Shows the unique impact we have in the world so we stand out and inspire people to work with us.

This initiative is being brought to life across key moments of the employee journey across all our regions. These key moments include recruitment, onboarding, mobility and mentoring. The Employee Value Proposition is designed to provide the foundation for 2024 employee programs, which will continue to enhance the employee experience and positively impact retention.

The purpose of these initiatives is to answer one important question: "Why should I join, or stay, at WSP?"

[Watch video](#)



## 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.

### 2023 PERFORMANCE

- 76% of global leadership roles were filled internally, demonstrating that we are committed to their growth and success within WSP.
- In 2023, we maintained a stable, high number of promotions.
- Employees spent an average of 26 hours on learning and development activities, including training on our new ERP system in Canada and the USA.<sup>48</sup>

### 2023 HIGHLIGHTS

Talent development remained a key focus in 2023. Over 600 courses were available to our employees globally to accelerate multiple different areas of career development needs.<sup>49</sup> People development at all levels is provided and encouraged, from entry level through mid-career and into senior leadership. Some examples of areas covered by training are: people leadership; executive development; career frameworks; and cross-regional mentoring connections.

#### PRACTICE AREA NETWORKS

Technical capabilities are a key driver in our organization, and a global example is our Practice Area Networks (PANs). In 2023, we had over 140 PANs across the organization, with employees collaborating, sharing best practices and mentoring colleagues across the globe to deliver the best solutions for our clients.

#### CAREER DEVELOPMENT PROGRAMS

Formal development programs are offered to employees, including 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. To support the programs, in some large subregions we work closely with higher education or professional institutions to enhance program delivery, for example colleagues upskilling or seeking accreditation in the UK, and the USA Elevate program described in this section.

Examples of regional development programs include:

- Our young professional development program provides 12-month on-the-job experience for graduate engineers, including specific tasks and exposure, and learning targets as part of the journey (Asia).
- Our Earth & Environment team developed different initiatives with junior talent, project managers and leaders to share, integrate and develop skills (LAC).
- Our *Creating Psychological Safety* training objectives were to define the benefits of psychological safety and describe how leaders and team members can enhance safety (Canada).
- Our *Leading with Impact* program focuses on establishing even more effective leadership behaviours and increasing positive impact (Australia).

<sup>48</sup> We are unable to report training hours by gender or employee category. Based on total Full-Time Equivalent Employees ("FTEs") at year end, including FTEs from 2023 acquisitions.

<sup>49</sup> Not all training courses are available in all regions/subregions.

## The Elevate Program

### United States

Elevate is a leadership development program geared towards mid- to senior-level managers. The program focuses on three main areas: driving performance; understanding WSP's business; and developing leadership skills. Key objectives include:

- Fostering a performance-oriented culture.
- Gaining insight into WSP's financial statements.
- Developing a strategic growth perspective.
- Encouraging critical thinking.
- Promoting a "One WSP" approach.

The various 2023 program workshops, including one-on-one coaching, garnered high praise. According to one participant, "The coaching gave me an opportunity to reflect. My coach was excellent at asking questions that helped spark new ideas and connections." Another offered this assessment: "Coaching helped me to lock in the learning and provided opportunities for a deeper dive on areas for growth."

In 2023, there were 60 FTE participants, representing approximately 0.5% of WSP's USA workforce. We gathered NPS (Net Promoter Score) data from participants as feedback on the overall eight-month program; the score stood at 92, which is classed as "excellent".

## Supporting Early Careers

### United Kingdom

Our UK business offers three early career programs.

- The **graduate development program** is designed to provide a wide range of development opportunities including professional, personal and technical skills.
- Each year, **WSP's apprentice program** recruits 50-70 apprentices and offers them permanent roles, including a career development pathway.
- Students on our **placements and scholarships program** have the opportunity to gain real industry experience during their studies.

These programs yield various benefits:

- Early career professionals contribute new ideas and a diversity of perspectives.
- In 2022-2023, WSP hosted 20 year-in-industry students, 90% of whom either received an offer to enrol in the graduate development program in 2024 or are being sponsored by WSP during their final years of study.
- Apprentices achieve industry-recognized qualifications within their first 5-6 years.

The programs are well recognized, and recent accolades include:

- **Gold membership** of the 5% club.
- Featured in the Times Top 100 Graduate Employers list in 2023.

According to one graduate, "What drew me to WSP was how much they cared about their employees." As one apprentice noted, "I have experienced an environment of inclusivity, challenge and a true sense of belonging."

There were approximately 1,100 participants (FTEs) in either the graduate development or the apprentice programs in 2023, which includes individuals who participated in either program for some or all of the calendar year.

## SUPPORT FOR EXTERNAL LEARNING

In several subregions, in particular where we have larger businesses (including Canada, the USA, the UK and Australia), we support our employees in their pursuit of higher education, including degrees and certifications, for example through financial support and allowing time away from work to study. This includes providing entry-level opportunities which are directly linked to formal education, such as our apprenticeship program in the UK, as we believe that investing in early career professionals creates equity of opportunity for a diverse range of applicants.

## Succession

A 2023 focus on our Senior Leadership Succession & Development program has resulted in succession and personal development plans for all Global Leadership Team (GLT) members, and their direct reports. In addition, these leaders undertook an in-depth personal development process, led by a certified and well recognized provider. These assessments and subsequent debriefs allowed each leader to create their own personal development plan. We also created reports for the leadership teams in each region, which they have used to understand their teams better and create action plans. This process supported our 2023 performance in reaching our target to fill at least 75% of global leadership positions (and those of their direct reports) by internal candidates, and the assessments are also supporting our 2024 succession planning activities.

## 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. Our well-being framework comprises five dimensions: psychological health, physical health, social connectedness, growth and purpose and financial well-being.

> Learn more about how we manage well-being in our [Managing our ESG Impacts](#) document and in the [2024 Management Information Circular](#).

### 2023 HIGHLIGHTS

In 2023, a new [Global Well-Being Policy](#) was made available. The following are examples of 2023 subregional well-being initiatives under the five-dimensional framework:

#### PSYCHOLOGICAL HEALTH

- In Canada and other subregions, Employee Assistance Programs offered employees access to online and face-to-face well-being and psychological services.
- In Australia as well as in our Singapore offices, “R U OK day” was acknowledged through various activities focused on the importance of mental health and opportunities to support colleagues.

#### PHYSICAL HEALTH

- Initiatives in several subregions aimed to help employees avoid a sedentary lifestyle, including fitness campaigns in the USA and Poland; sporting competitions in LAC, Denmark and Finland; and the launch of a Public and Active Commute Contribution (PACC) in New Zealand, which provides subsidies for employees who travel to the office using active or public transportation.
- In Australia and the UK, support was given to employees to receive their annual flu shots at no cost.

#### SOCIAL CONNECTEDNESS

- As part of our Hong Kong office's 45<sup>th</sup> anniversary celebrations, we hosted a summer open day and invited our employees' families.
- Social committees organized local events in several subregions, including the UK, Australia and Canada.

#### GROWTH AND PURPOSE

- Inspirational speaker Dr. David Hamilton shared with teams in the UK how kindness can be an antidote to stress and how to demonstrate kindness to ourselves and others.
- In New Zealand, a recently launched program focuses on personal development and well-being, providing employees with a personal grant of NZ\$500 to support investment in themselves.

#### FINANCIAL WELL-BEING

- In Australia, coaching provides employees with holistic well-being advice on mental health and financial health.
- Wellness month was an opportunity for employees in Canada to better understand the resources available to them to support health and well-being, which included interactive webinars on personal finance topics.

In 2024, 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.

## 2023 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.<sup>50</sup>

	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,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



<sup>50</sup> Benefits are reported for significant locations of operation, defined as those countries with over 1,500 employees (Canada, USA, UK, Sweden, Mainland China and Hong Kong, Australia, New Zealand and India).

**CASE STUDY**

# Tapping into Colombia's Clean Energy

 COLOMBIA

WSP's environmental impact study involved the participation of 14 municipalities and prior consultation with 235 ethnic communities.

**FUTURE READY® FACT**

**Developed collaboratively with two of WSP's main teams in Colombia (Energy and Earth & Environment), the Colectora project will link the wind power potential of La Guajira Peninsula (home to the Sierra Nevada de Santa Marta mountain range) with other parts of the country.**

Expected to play a pivotal role in Colombia's clean energy transition, this major project is scheduled to begin operating in early 2026.

Delivering energy from seven wind farms, the 500kV Colectora substation and its 475 km of transmission lines represent a bold step forward, especially when viewed against the backdrop of traditional power generation, in particular the use of fossil fuels such as coal, oil or natural gas to generate electricity.

As in many other parts of the world, the arrival of wind projects has raised issues of social acceptance in La Guajira, fuelled by concerns over justice, cultural/economic equity and the fair

distribution of benefits. A related environmental impact study involved the participation of 14 municipalities in the regions of La Guajira and El César, as well as prior consultations with 235 ethnic communities to ensure cultural and heritage awareness. A broad array of preventive archaeological activities were carried out, along with a large-scale forestry census and nature preservation measures such as conservation offsetting, which aims to compensate for development's negative effects on biodiversity through positive actions (e.g. habitat restoration, creation or enhancement) designed to yield benefits of equal or greater value.

WSP had the opportunity to support Enlaza, a subsidiary of Grupo Energía Bogotá (GEB) during the pre-design stage of the tendering process. This included carrying out the detailed construction engineering and conducting various environmental and social studies.

[Read more](#)

# Inclusion, Diversity & Equity<sup>51</sup>

WSP enthusiastically strives for an inclusive workplace culture, one that reflects our dedication to pursuing a continuously more diverse and balanced workforce. By prioritizing an agile working environment globally, we support personal vitality, work-life balance and diversity by making WSP even more accommodating for all our people. We are committed to promoting an empowered workplace culture where inclusion, diversity & equity (ID&E) are both expected and valued. This is evidenced through our 2022-2024 Global I&D Strategy, as well as our Global I&D Policy.

Our Global Leadership team rotates the executive sponsorship for I&D to ensure we have fresh perspectives as well as different cultural representation. The Global I&D Strategy has been updated with the collaboration of our new I&D global sponsor, Ian Blair (Managing Director, New Zealand), who moved into the senior sponsorship role in 2023.

In 2023, we made the decision to add “Equity” to Inclusion and Diversity as our program name and philosophy. Equity differs from equality, as while equality assumes that all people should be treated the same, equity takes into consideration a person’s unique circumstances, adjusting actions and resources accordingly so that the outcome is equal.

WSP aims to be recognized by our people, peers and clients as having a safe, inclusive workplace where we all promote an equitable and diverse culture, creating a sense of belonging.

> Learn more about how we manage ID&E in our [Managing our ESG Impacts](#) document and in our [2024 Management Information Circular](#).



A global business where diversity can thrive has a distinct advantage, as only then do we optimally represent our communities and attract the best talent.

**Ian Blair**  
Managing Director,  
New Zealand



<sup>51</sup> 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.

## 2023 Performance

WSP has set a formal target of 30% women on its Board. This target has been met as 37.5% of Board members are women. WSP additionally 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. Building on our strong performance in 2022, we continue to increase our proportion of women and Under-Represented Groups globally in middle management and business leaders, though fell short of our 5% year-over-year target. In North America, we increased representation across these categories to over 40% and are leaders in our industry.

Further details of diversity in our senior leadership and Board are provided in the table below:

AS AT MARCH 25, 2024	DIRECTORS <sup>52</sup>	MEMBERS OF SENIOR MANAGEMENT - EXECUTIVE OFFICERS	GLOBAL LEADERSHIP TEAM
<b>Total</b>	8	9	23
<b>Women</b>	3 (37.5%)	3 (33.3%)	6 (26%)
<b>Indigenous Peoples</b>	0	0	0
<b>Members of ethnic minorities</b>	1 (12.5%)	1 (11%)	2 (9%)
<b>Persons with disabilities</b>	0	1 (11%)	1 (4%)
<b>Number of individuals that are members of more than one Designated Group<sup>53</sup></b>	0	1 (11%)	2 (9%)

## DIVERSITY BY EMPLOYMENT CATEGORY AS AT DECEMBER 31<sup>54,55,56</sup>

		BUSINESS LEADERS			MIDDLE MANAGEMENT			ENGINEERS & CONSULTANTS			BUSINESS SUPPORT			TOTAL		
		2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023	2021	2022	2023
Gender	Male	81%	80%	80%	76%	75%	74%	70%	69%	68%	31%	30%	28%	68%	67%	66%
	Female	19%	20%	20%	24%	25%	26%	30%	31%	32%	69%	70%	72%	32%	33%	34%
Age	30 and Under	<1%	<1%	<1%	1%	1%	1%	33%	35%	36%	19%	20%	20%	22%	23%	24%
	31 – 50	43%	43%	42%	62%	63%	60%	52%	51%	50%	56%	55%	54%	54%	54%	53%
	51 and Over	57%	56%	58%	37%	36%	39%	15%	14%	14%	26%	25%	26%	24%	23%	23%

<sup>52</sup> Directors at May 9, 2024, following the Annual and Special Meeting of Shareholders. At the time of gathering the diversity data, the Directors were Nominee Directors (please see the 2024 Management Information Circular for more detail).

<sup>53</sup> The Designated Groups are comprised of women, Indigenous Peoples, persons with disabilities and members of ethnic minorities. Please see the 2024 Management Information Circular for more details.

<sup>54</sup> 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. Business Support employees provide support services to the business. They include employees from the support functions, as well from operations. Engineers/Consultants are all other professionals who do not fall into the other three categories.

<sup>55</sup> Where data collected represent less than 100% of employees, the available percentage breakdown is applied to the total number of employees. The data for 2022 and 2023 exclude employees of businesses acquired in the fiscal year, as data collection was not integrated in time for reporting. The data for 2021 exclude Golder and two small USA acquisitions.

<sup>56</sup> Due to rounding, the sum of some numbers may not add up to 100%.

## 2023 Highlights

### I&D TRAINING

I&D training is now accessible in the majority of subregions, with the goal to build a baseline of awareness across WSP. Employees are also encouraged to take the training during their onboarding. Our major regions provide a variety of training including courses on psychological safety, “allyship” and inclusive recruitment. We plan to significantly increase access to I&D training during 2024 with the roll out and implementation of a learning content provider across all permanent employees, providing direct access to a wide range of I&D online learning.

### 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. Speakers from our ERGs (Employee Resource Groups), as well as other internal subject matter experts, take part in these meetings. Global best practice, training and ways of working are shared.

### EMPLOYEE RESOURCE GROUPS

In 2023, there was a significant growth in the number and variety of our ERGs across all regions. For example, in the USA a BPPN (Black People's Professional Network) was established. We also saw the amalgamation of ERGs across regions/subregions and the strengthening of connections between regional ERGs and global networks. In 2024, we expect our network of ERGs to continue to grow.

### THE I&D GLOBAL NETWORK

The I&D Global Network continued in 2023, consisting of an expanded group of approximately 245 members who are actively engaged in I&D across WSP, including those in ERGs. In 2023, we hosted global I&D spotlights by Asia and Africa. The Global Network provides us the opportunity to promote regional activities in a global forum, as well as communicate effectively across regions.

### CAMPAIGNS AND I&D SPOTLIGHTS

We have a calendar of I&D celebration days and events where we highlight the stories and achievements of those who belong to these groups, which ensures we celebrate different aspects of I&D. These include Pride month, Black History month, International Day of Women and Girls in Science, International Day of Persons with Disabilities and International Day of Indigenous Peoples. The global WSP Pride Campaign was held in June, led by the WSP Visibility in the Built Environment Network (VIBE).

**Our global approach was supported by our regional businesses and their local strengths, for example:**

- Launch of a Neurodiversity Steering Committee in the UK: As our workforce continues to evolve, this is an effort to make sure our colleagues have the tools and support to best carry out their work utilizing the many unique skills of our neurodiverse colleagues.
- Establishment of five ERGs in New Zealand: Focus areas are on neurodiversity; physical accessibility; VIBE; Women of WSP; and Māori & Pasifika. Two of these five focus areas were specifically established in response to feedback obtained from recent employee engagement.
- Following an independent audit, WSP's UK business achieved *Bronze Accreditation from Clear Assured* for its inclusion efforts as a reflection of accelerated progress in key areas, marking a move beyond compliance towards a culture where diversity and inclusion are embedded in the day-to-day experience of colleagues.



## VICE-PRESIDENT EARNS CHAIR ROLE

### CANADA

Allyson Desgroseilliers, WSP in Canada's Vice President of Environmental Management for Earth & Environment in Winnipeg, has been appointed the new Chair of the Association of Consulting Engineering Companies (ACEC). Allyson is the second woman to be named Chair in ACEC-Canada's history, and the first from WSP. During her tenure, Allyson envisions a collaborative approach, rallying industry leaders to tackle pressing global issues. She aims to expand discussions on green infrastructure and explore how WSP can further integrate nature-based solutions into our projects, promoting sustainability and innovation in engineering practices.

# Indigenous Relations

We aim to engage with Indigenous communities in a respectful and mutually beneficial manner.

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

## 2023 Highlights

### Global Indigenous Relations Network

We expanded our regional team membership of Australia, Canada and New Zealand to include representation from Latin America and the Caribbean and the United States. In addition, Indigenous representation in key leadership roles within the network provides a valuable perspective on our operations and corporate approach.

### Expanding Reach

Our Global (and certain regional) ESG Committee conversations include Indigenous values as an important component of the dialogue, and this is a conversation that WSP is proud to be engaging in.

### Recognizing our Commitment

WSP is a proud member of the Canadian Council for Aboriginal Business (CCAB) and is committed to upholding the four pillars of the [Progressive Aboriginal Relations \(PAR\) program](#). In 2023, WSP Canada was recognized as a Silver Level Certified company, in addition to being listed as an [Aboriginal Procurement Champion](#).



## Regional Engagement

### 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 centered 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 UN SDGs.

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 first 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.

### Canada

WSP in Canada's *Indigenous Relations Policy* remains the foundation of our relationship-building with Indigenous Nations, communities, groups and businesses. The policy takes a progressive approach to engagement and consultation while actively seeking opportunities to create and optimize socio-economic benefits for Indigenous Peoples. We believe that Indigenous engagement practices need to be tailored to the 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.

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 relationships with many Indigenous

## HONOURING CANADA'S RESIDENTIAL SCHOOL CHILDREN

Orange Shirt Day, September 30, honours the children and the families affected by Canada's residential school system. This date has also been federally declared the "National Day for Truth and Reconciliation" in Canada, and is symbolized by Phyllis Webstad's story of her orange shirt taken on her first day of school. To mark this event at WSP in Canada, we hold an annual awareness campaign encouraging our employees to engage, learn and reflect. In addition to donning an Orange Shirt, employees are asked to affirm their support by viewing various resources including the National Centre for Truth and Reconciliation exhibits, the United Nations Declaration on the rights of Indigenous Peoples, and the Orange Shirt Society's videos. They are also encouraged to pursue training towards an Indigenous Awareness Certification and join CIRCLE, our Indigenous Employee Resource Group to bring light and celebrate the history and contributions of Indigenous Peoples in Canada.

communities. As part of our ongoing Indigenous Employment initiatives, we continue to enhance our capacity to recruit, retain and advance Indigenous employees. A key piece of this initiative involves promoting technical training in key sectors, information sharing and community networking.

In this regard, we track and monitor workforce diversity and hire from workforce development and skills training programs that include pre-employment support for groups who are under-represented and/or face barriers to traditional employment, including Indigenous Peoples.

Our Canadian team is led by the Director, Indigenous Relations and Social Sciences, who is also our global corporate representative on Indigenous Relations, in collaboration with regional leaders and working groups.

## Latin America & the Caribbean

In our LAC subregion, there are around 42 million Indigenous people. From North to South there are more than 800 Indigenous communities, such as the Mayas in Mexico, the Guna Yala in Panama, the Wayuus in Colombia, the Mapuches in Chile, the Ashaninka in Peru and the Tikúna in Brazil.

Each country has different levels of community recognition, including different legal frameworks and requirements for rights acknowledgement.

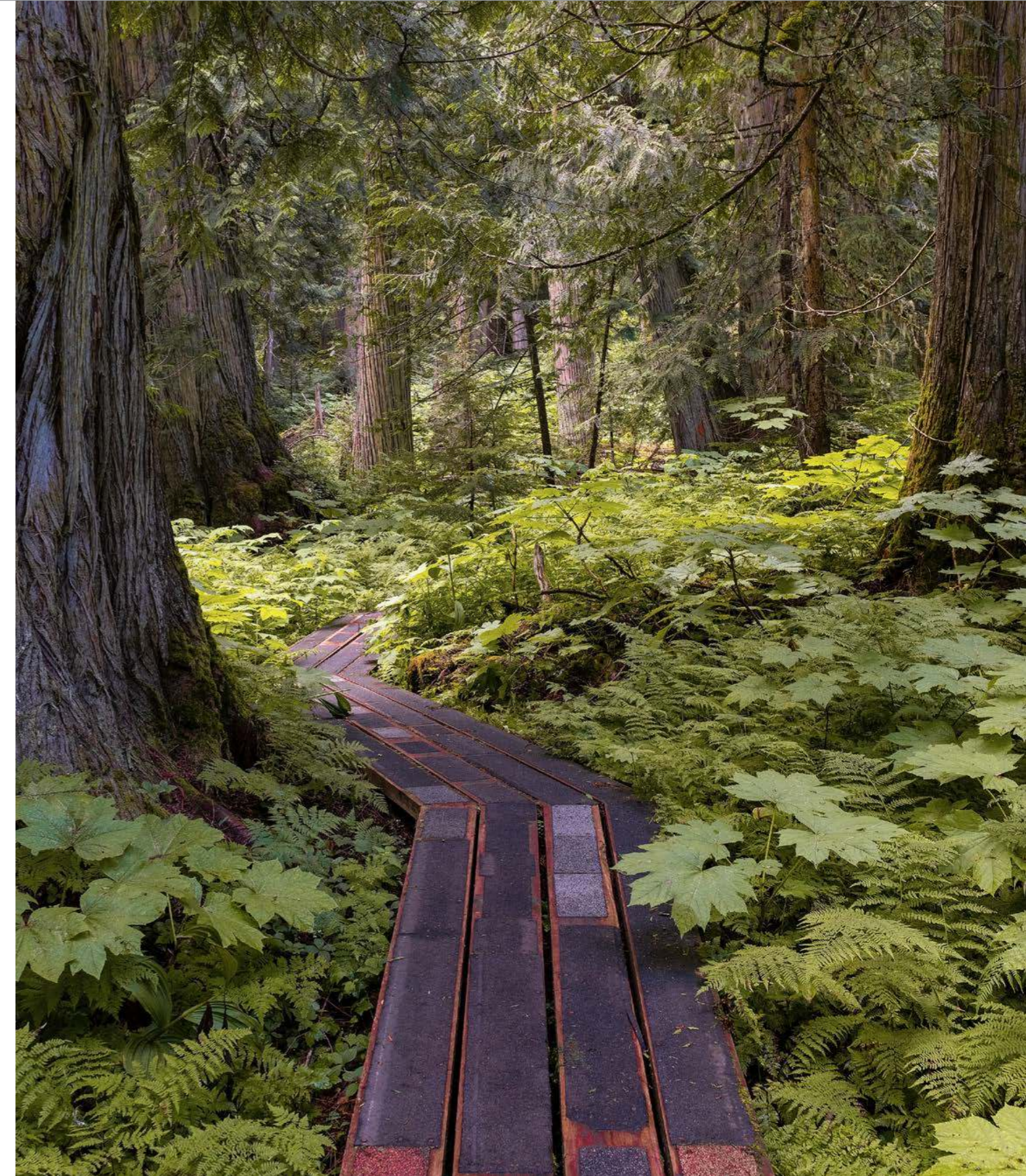
In these countries, WSP is involved in projects that can impact land where an Indigenous community is established and where consultation would be required. For these projects, we often employ Indigenous Peoples as they have invaluable knowledge of the local territory and can support us in developing projects.

### 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 contribute to black economic empowerment through supplier development programs, socio-economic development contributions, incorporating Black people into the workplace, and support for Black-owned suppliers. Businesses are awarded points that can be claimed on a B-BBEE certificate, enhancing their chance of obtaining government contracts. Currently, WSP has the highest possible level of B-BBEE accreditation (Level 1).

### Rights of Indigenous Peoples

In engaging with Indigenous Peoples we use a region-specific approach, because we know that each Indigenous community is unique, with its own different experience, history, cultures, customs, traditions, governance and social structures. We did not identify any material events of noncompliance with the Rights of Indigenous Peoples in our regions in 2023.



Planning and design approaches that include the contributions of Indigenous cultures to national and regional identity allow for the creation of projects that speak to us all.

**Douglas Yahn**

Director, Indigenous Relations and Social Sciences, Canada



CASE STUDY

# Prioritizing Safety and Environmental Conservation

NEW ZEALAND



This robust partnership will shape the design of wetlands and stormwater infrastructure while protecting biodiversity.

FUTURE READY® FACT

At one time, the junction of State Highways 1 and 29 was known as one of New Zealand's most dangerous. As part of a national upgrade program, a transformation is underway to strike a more harmonious balance. To that end, WSP joined forces with the NZ Transport Agency Waka Kotahi, Mana Whenua (Indigenous groups) and the Waikato community (central North Island) to develop infrastructure that seamlessly integrates road safety, environmental conservation and cultural awareness. Construction is slated for completion in 2025.

In 2020, WSP was commissioned to design a stormwater treatment system that supports and enhances the intersection's natural environment. The new two-lane roundabout has a central island featuring walkways and bike lanes. Heavy-duty transportation infrastructure is designed to offset the impacts of climate change while embracing cultural values and addressing climate change concerns.

As one of their top priorities, WSP and Waka Kotahi are building a robust partnership with Mana Whenua. WSP led consultations with Indigenous groups to gain insights into Māori key focus areas and the cultural significance of the environmental context. Water management solutions included incorporating Mana Whenua narratives into the design and adapting stormwater flow and disposal methods to protect native species. Working with Māori Indigenous groups has also increased our cultural and heritage awareness in Aotearoa (New Zealand).

As part of WSP's "one team" collaborative approach, Waka Kotahi was integrated into the project team from the outset. Engagement has been established with stakeholders from multiple disciplines, including archaeologists, ecologists, landscape designers and water specialists.

[Read more](#)

# Community Engagement

Our people are anchored by a shared belief that for societies to thrive, we must hold ourselves accountable for tomorrow. Our community engagement approach unites us, driving us to achieve common goals and leave a positive impact everywhere we are present.

Our aspirations extend beyond industry leadership— we strive to be trailblazers in social impact and make a real difference. And as environmental stewards, we are actively involved in diverse local and global initiatives that align with our purpose to future-proof our cities and environment.

The stories that follow highlight a selection of the initiatives we have undertaken in 2023.

In 2023, WSP contributed to communities in many ways, including<sup>57</sup>:

**\$2.5M**

Estimated global charitable donations

**\$1.2M**

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

**22.6k<sup>58</sup>**

Paid volunteer hours



## AT THE FOREFRONT OF INFRASTRUCTURE EXCELLENCE

### CANADA

ReNew Canada's 2023 Top100 Projects Report highlights WSP in Canada's pivotal role in 79 of the nation's foremost infrastructure projects, totalling \$273 billion. This distinction emphasizes WSP's drive to meet community needs through sustainable, innovative infrastructure solutions.



57 These figures cover approximately 95% of our global business. Improvements in our data collection process have resulted in increased coverage relative to previous years.

58 WSP supports numerous community engagement initiatives that involve unpaid volunteer time; however, this is excluded from this metric.

## HARNESSING OUR STRENGTHS



### ACCESSING CLEAN WATER

WSP is proud to continue to support Water For People, an international non-profit organization that promotes the development of high-quality drinking water and sanitation services, accessible to all. WSP works on initiatives aimed at ensuring access to safe and sustainable water sources and improving sanitation facilities, especially in underserved communities and developing regions. In 2023, WSP teams in the USA, Canada, the UK, the Middle East and New Zealand led the initiative with an impressive line-up of awareness-building and fundraising activities that complement the corporate commitment. WSP also bolstered Water For People's visibility at key industry events, including the American Water Works Association's Annual Conference and Exposition in Toronto, Canada, in June 2023, and the Water Environment Federation's Technical Exhibition and Conference in Chicago, USA, in October 2023.

### PROVIDING SERVICES TO NEIGHBOURHOODS

In 2023, WSP's Habitat for Humanity Build Day marked a milestone in the USA with 300 volunteers across 10 states, from Arizona to Washington. Launched in our Seattle office in 2019, the initiative quickly expanded to 15 locations and reflects WSP's focus on fostering community well-being and resilience. Teams of employees, clients and partners joined forces to construct homes and playhouses, strengthening communities and embodying WSP's commitment to resilience and equity. This collaboration with Habitat for Humanity underscores a shared dedication to housing accessibility and community development worldwide.



[Watch video](#)

### BUILDING BRIDGES TO BETTER LIVES

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. To date, this collaboration has resulted in the delivery of 18 bridges in Bolivia, El Salvador, Nicaragua, Panama and Rwanda. In 2023, two teams of WSP volunteers travelled to Rwanda as part of the program.

In August, 11 employees from WSP in the USA and B2P collaborated with locals in Rwanda's Huye district to construct the 156-metre-long Kanyiramana 2 Suspension Trail Bridge. This bridge not only provides thousands of rural families with a safe passage over a perilous waterway but also facilitates access to education, markets and healthcare, enhancing the lives of 4,000 Rwandans.

In October, 10 WSP employees from seven different countries (Australia, India, New Zealand, South Africa, Spain, Sweden and the UK) came together with B2P members to build the Ruhondo Trail Bridge across the Rugabano River. Providing uninterrupted access throughout the year to the communities of Karambi and Gahororo/Gitabura, the trail bridge enables safe passage for children to schools, secures trade routes, and facilitates access to essential services such as healthcare.



[Watch video](#)



In addition to ensuring a safe journey to school for children, the bridge also safeguards trade routes and facilitates access to healthcare for the community.

**Claudia Love**  
Senior Structural Engineer,  
WSP in Australia



## SUPPORTING COMMUNITIES

### SHOWING SOLIDARITY FOR EARTHQUAKE SURVIVORS

Following the powerful 2023 Turkey-Syria earthquakes, WSP in Italy promoted an initiative in support of the United Nations Refugee Agency's (UNHCR) mission to provide vital aid to those impacted, manage temporary camps, register displaced persons, and distribute emergency assistance. Our commitment earned recognition from UNHCR's 2023 Special Enterprise program, highlighting our dedication to fostering inclusive environments and collective well-being.

### CREATING UNITY AT IFTAR

Around twenty early career professionals from WSP in the Middle East volunteered in Dubai, distributing over 2,000 meals to labourers for iftar—the meal with which Muslims break their fast at sunset during the holy month of Ramadan. Collaborating with the AKCAF Association, a group engaged in philanthropic activities in both the UAE and Kerala, India, our team joined the Nabdhalemarat volunteer team to package and distribute meals, manage crowds, and support the cause in every possible way. The initiative, aimed at assisting construction workers, culminated in a communal iftar, showcasing the team's unity, empathy and dedication to community service during Ramadan.

### VOLUNTEERING FOR LOCAL IMPACT

WSP in Canada launched the "Month of Giving" in November, a campaign designed to encourage our employees to contribute positively to the communities where they live, work and play. Across the country, our people volunteered in various ways—from blood drives to food donations. One initiative included working at a tree drive in support of Aunt Leah's, a charity striving to prevent youth from foster care from becoming homeless, and vulnerable young mothers from losing custody of their children.





## REACHING FURTHER TOGETHER

The WSP Foundation in the UK and Ireland was established to support employees' charitable efforts for both national and local causes. From bake sales and quizzes to hikes and bike rides, the Foundation's matched funding scheme boosts employees' charitable fundraising efforts. In 2023, this included colleagues who took on running challenges, raising funds for causes such as Beep Doctors Cumbria, Cancer Research UK, and Headway.

Additionally, in 2023 the Foundation donated 237 laptops to local causes, including 45 laptops to Kids Inspire, aiding mental health support for children and families, and 30 WSP laptops to social enterprise charity Jericho to help survivors of modern slavery and young people who face barriers to employment. Through its Legacy Grants program, a scheme designed specifically to support small community causes, it also awarded seven grants to local charities including Meath Epilepsy Charity; Great Western Air Ambulance Charity; and The REACCH Project, which fosters employability for individuals with autism and communication challenges.

## IMPROVING QUALITY OF LIFE FOR VULNERABLE CHILDREN

In 2023, WSP employees from six different areas (Canada, USA, Australia, South Africa, Europe and South America), travelled to Eswatini (formerly the Kingdom of Swaziland) to build a playground for primary school children at Bulembu. This initiative is part of Generating Tomorrow's Opportunities (GTO), a global charity that strives to enhance the quality of life for vulnerable children worldwide, with WSP serving as a key sponsor. The playground, known by locals as the Eiffel Tower of playgrounds, was designed by a WSP employee and her daughter.



## PROTECTING THE ENVIRONMENT

### REVIVING A RIVER

A team from WSP in Chile partnered with the Mapocho Vivo Foundation to help clean up the largest river in the city of Santiago de Chile. The Mapocho River is considered the backbone of the capital and flows through 16 of its communities. More than 70 employees took part in the initiative, collecting over 1,100 kilos of garbage that had accumulated on the hillside about 200 metres from the Parque San Damian office. The volunteers gained further insight into the river's biodiversity, exploring the diverse plant and animal life that thrives within its ecosystem.



### SPRUCING UP OUR FORESTS

In May 2023, about 60 employees from WSP in Taiwan and their family members joined a forest clean-up at Wucheng Mountain at New Taipei City. This sustainability-driven initiative reduced waste, restored ecosystems, and fostered community spirit.



### RESTORING COASTAL ECOSYSTEMS

In May, WSP in Australia and our client, Westport, sprang into action at Point Peron in Western Australia. Together, we planted over 500 seedlings and eliminated a significant amount of invasive weeds in an effort to contribute to coastal conservation and urban revegetation.

# Health & Safety

**At WSP, Health & Safety (H&S) isn't just a practice—it is ingrained in our culture. This ensures we can diligently monitor, prevent, reduce, or eliminate risks associated with the work undertaken by our employees and subcontractors. We are committed to adopting a fresh perspective on H&S, seeking to explore and implement innovative ideas and practices to minimize the risks associated with our activities.**

WSP consistently seeks opportunities to enhance our impact, make progress toward our goals, and foster continuous improvement. Our integrated approach aligns our business practices and processes to create a unified strategy.

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

## 2023 Highlights

In 2023, we integrated our Health and Safety teams with the Environment and Quality functions globally to form our restructured health, safety, environment & quality (HSEQ) Program. Our expanded HSEQ Program builds on our commitment to reducing risk and enhances the support we can provide for our operations.

### HSEQ Program

A significant milestone in our commitment to maintaining a high standard across WSP was the development of a Global HSEQ Manual. The manual not only serves as a benchmark for excellence but also reinforces our proactive global WSP approach towards mitigating risks, focusing on quality and minimizing our environmental impacts. The Global HSEQ Manual is being implemented in our operations in 2024 and serves to foster consistency in our health and safety risk management practices.

### Leadership Engagement

Acknowledging the pivotal role that leadership plays in nurturing a safety-centric culture, we prioritized leadership engagement as a foundational element of our HSEQ Program. Our concerted efforts resulted in a high completion rate of planned quarterly leadership engagements, a testament to the commitment of our leaders and their dedication to actively participating in activities that enhance workplace safety.

### Critical Risks

We have revamped our Significant Risks program, now renamed "Critical Risks", and expanded the associated guidelines. A key aspect of the program, the WSP Lifesaving Actions, offer a clear and simple set of measures to reduce the risk of critical incidents and foster a culture that prioritizes everyone's safety. The company-wide adoption of Lifesaving Actions aims to bring clarity and alignment, promoting consistent behaviours for the prevention of critical incidents.

### Travel Ready

In partnership with International SOS, we have implemented a digital tool to strengthen our capacity in managing travel to destinations with higher health and safety risks. This tool facilitates a standardized global approach to effectively address both security and medical risks associated with travel.

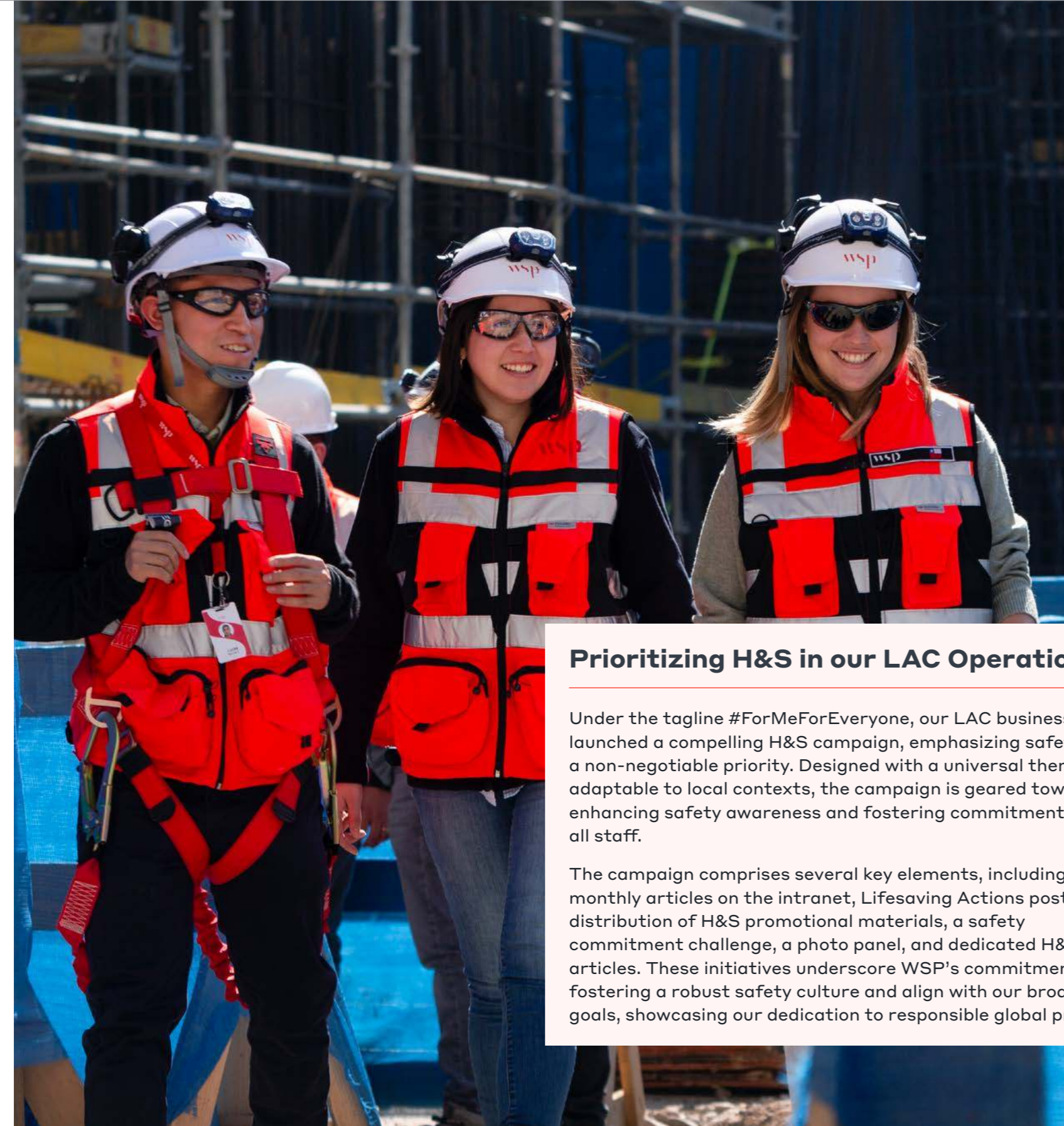


We are very excited to have launched our "One WSP" way of working in HSEQ across the globe, with the support of proactive leadership to deliver reliable, robust performance and HSEQ excellence.

**Tara Curley**

Vice President, Global HSEQ





## 2023 Performance<sup>59</sup>

Our H&S performance metrics cover all people directly employed by WSP in 2023, and do not include subcontractors or subconsultants. Incident rates are calculated according to internal processes based on international standards, and as described in our Global HSEQ Manual.

WSP did not record any fatalities or high-consequence work-related injuries in 2023. Our global Lost Time Incident Rate (LTIR) decreased from 0.10 to 0.09, and our Total Recordable Incident Rate (TRIR) decreased from 0.33 to 0.30 in 2023. Although we narrowly missed our target of a 10% decrease in the total recordable incident rate (TRIR) per year (the reduction was 9.1%), we believe these outcomes reflect the impact of increased attention to leadership engagement as a crucial element in improving safety performance.

In addition to implementing the Global HSEQ Manual, in 2024 we will continue to focus on launching the WSP HSEQ Excellence Program to assist countries in cultivating and improving our business and operational excellence in accordance with the “One WSP” way of working. Complementing this program, countries will be provided with an HSEQ Toolkit equipped with templates and guidance to support their journey to HSEQ excellence.

### Prioritizing H&S in our LAC Operations

Under the tagline #ForMeForEveryone, our LAC business launched a compelling H&S campaign, emphasizing safety as a non-negotiable priority. Designed with a universal theme adaptable to local contexts, the campaign is geared towards enhancing safety awareness and fostering commitment among all staff.

The campaign comprises several key elements, including monthly articles on the intranet, Lifesaving Actions posters, distribution of H&S promotional materials, a safety commitment challenge, a photo panel, and dedicated H&S news articles. These initiatives underscore WSP's commitment to fostering a robust safety culture and align with our broader ESG goals, showcasing our dedication to responsible global practices.

<sup>59</sup> Numbers reported for 2023 exclude acquisitions. Data from LB Services (USA) are also excluded due to its divestiture.

NUMBER OF INCIDENTS<sup>60,61</sup>

Region/Subregion	LOST TIME INCIDENTS		ALL INCIDENTS <sup>62</sup>		TOTAL RECORDABLE INCIDENTS	
	2022	2023	2022	2023	2022	2023
Canada	13	10	304	326	75	69
United States	12	13	180	175	61	44
Latin America and the Caribbean	12	11	31	25	13	14
EMEIA	12	3	82	68	18	12
Asia	4	5	10	8	5	6
Australia-New Zealand	4	8	126	116	13	27
Global	57	50	733	718	185	172

RATE OF INCIDENTS (PER 200,000 HOURS)<sup>63,64</sup>

Region/Subregion	LOST TIME INCIDENT RATE (LTIR) <sup>65</sup>		ALL INCIDENT FREQUENCY RATE (AIFR) <sup>66</sup>		TOTAL RECORDABLE INCIDENT RATE (TRIR) <sup>67</sup>	
	2022	2023	2022	2023	2022	2023
Canada	0.13	0.10	3.02	3.24	0.75	0.69
United States	0.09	0.10	1.32	1.26	0.45	0.34
Latin America and the Caribbean	0.26	0.26	0.67	0.59	0.28	0.33
EMEIA	0.06	0.01	0.42	0.32	0.09	0.06
Asia	0.12	0.15	0.30	0.24	0.15	0.18
Australia-New Zealand	0.07	0.13	2.28	1.88	0.24	0.44
Global	0.10	0.09	1.29	1.24	0.33	0.30

60 In 2023, we did not have any high-consequence work-related injuries. 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.

61 Data from 2022 has been restated to include Wood E&I figures, unless otherwise noted.

62 "All incidents" includes all work-related injuries and illnesses regardless of severity or injury type. "All incidents" have not been restated to include data from Wood E&I as the company did not track this indicator, resulting in no available "All Incidents" data for the period.

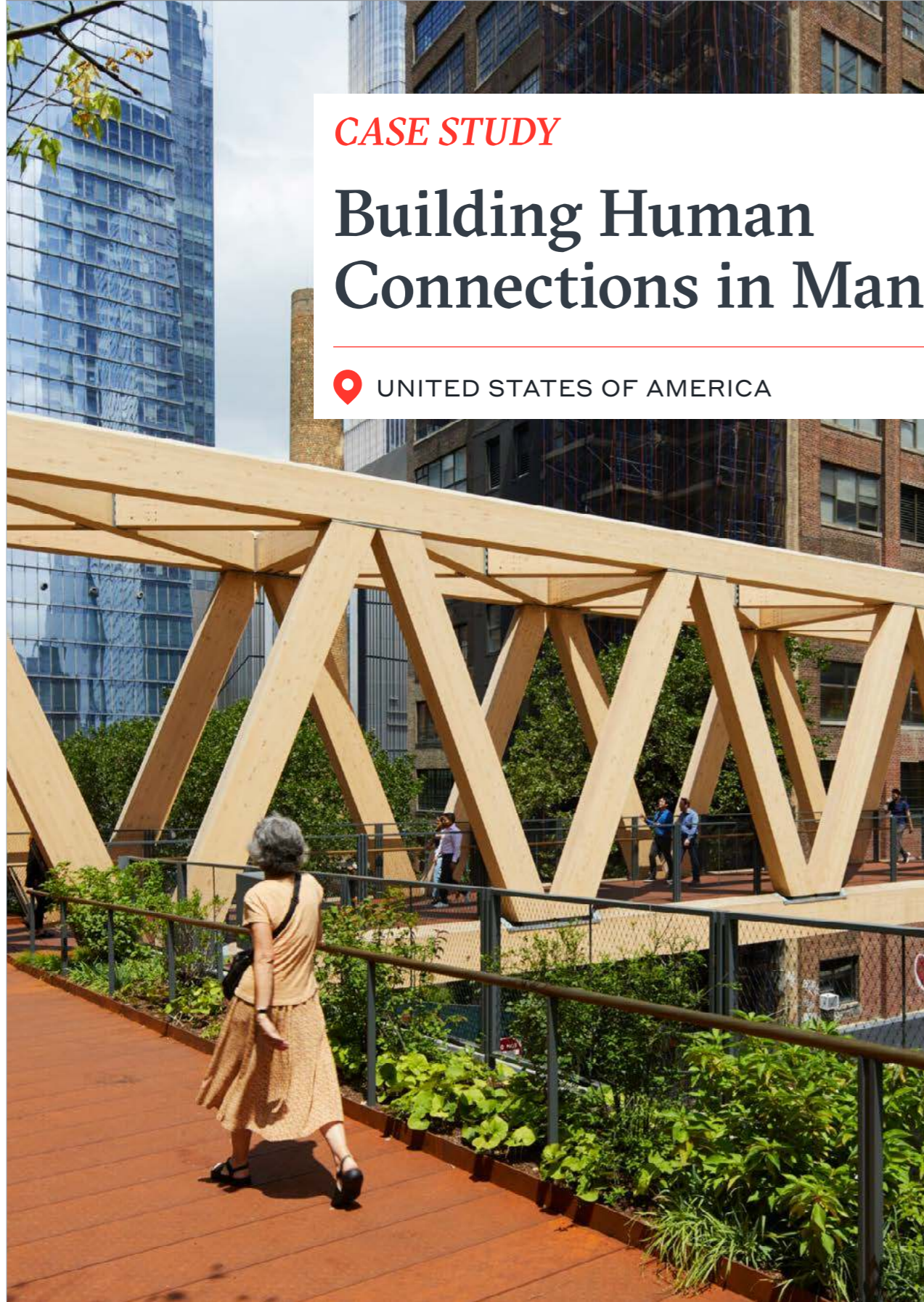
63 Rates are calculated per 200,000 hours worked by region, with a global total of 115,956,847 hours worked in 2023. Note that WSP has undergone growth through acquisitions. Year-on-year comparisons should therefore be viewed with caution.

64 Data exclude 2023 acquisitions. Data from 2022 have been restated to include Wood E&I figures, unless otherwise noted.

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

66 AIFR is the number of fatalities and total injuries/illnesses, including first aid cases, per 200,000 hours worked. AIFR has not been restated to include data from Wood E&I as the company did not track this indicator, resulting in no available All Incidents data for the period.

67 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.



CASE STUDY

# Building Human Connections in Manhattan

UNITED STATES OF AMERICA

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

The Connector links public open spaces and other community assets while enhancing options for pedestrians.

### FUTURE READY® FACT

Opened in June 2023, the High Line-Moynihan Connector is part of a long-standing vision to create safer, more enjoyable pedestrian access while connecting people to transit and seamlessly linking public open spaces and other community assets on Manhattan's West Side.

Consisting of two pedestrian bridges, the 600-foot-long extension creates a single continuous pathway between Moynihan Train Hall (adjoining Penn Station) and the High Line—one of New York's most important public spaces.

Being part of a multi-faceted project woven into the very fabric of the city is truly rewarding. "I walk on this bridge every day, which is awesome," said Ruju Mehta, WSP's design engineer. "It's great to be able to say that I built and worked on something from design to construction."

WSP's team faced numerous challenges on this project, from realigning sidewalks to establishing medians. They also had to create a new traffic pattern at the intersection of Lincoln Tunnel's entrance and exit without interrupting existing traffic flows.

Made from sustainably sourced wood and maximizing the use of renewable materials, the 260-foot-long Timber Bridge offers an inviting space sheltered from traffic. Lined with trees, the Woodland Bridge, a 340-foot-long diagonal path, provides an introduction to the immersive landscape of the High Line. Deep and continuous soil beds embedded in the structure support large trees characteristic of an Eastern deciduous forest, which will grow into a lush landscape for birds and native pollinators, in addition to providing shade.

WSP's dedication to engineering excellence helped to transform this urban landscape, offering pedestrians a safer, more enjoyable way to navigate the city.



[Watch video](#)

# Environmental Impact



## *In this section*

Environmental Performance

Climate Transition Plan Progress

Biodiversity & Natural Capital

# 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, as well as engage with suppliers on value chain impact reductions. In this section, we highlight our performance on energy, GHG emissions, water, waste and environmental management.

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 2022 performance figures have been restated to include 2022 acquisitions and reflect improved data quality and methodology changes. See Appendix A for information on our calculation methodologies, as well as comprehensive data tables.

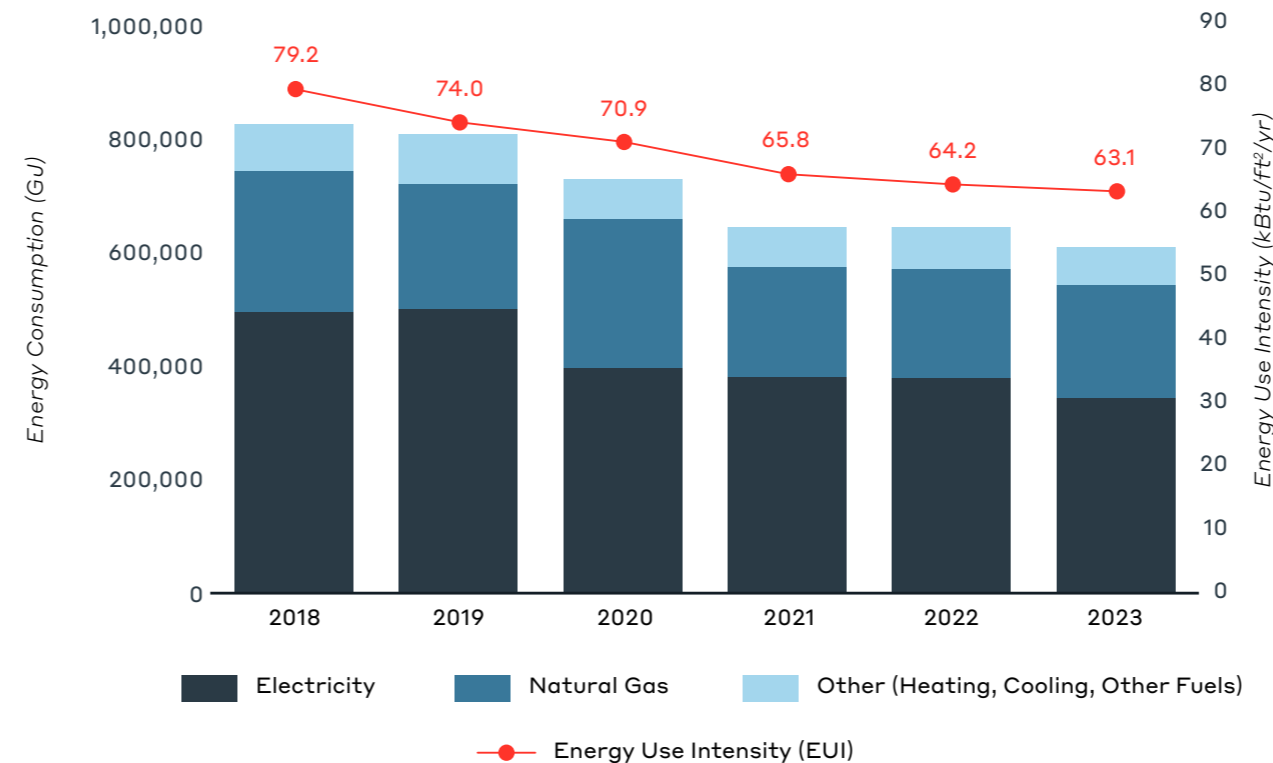
> To learn more about how we manage these topics, please see our [Managing our ESG Impacts](#) document.

## Energy Consumption

### 2023 PERFORMANCE

In 2023, WSP's offices consumed approximately 607,742 gigajoules (GJ) of energy from varying sources, including electricity, natural gas, district heating and cooling, and other fuels. Approximately 82% of our electricity consumption was from renewable sources. Global average office energy use intensity (EUI) for 2023 was approximately 63.1 kBtu/ft<sup>2</sup>/year, a 20% 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 391,427 GJ of fuel.

Total Office Energy Consumption and Energy Intensity



## Sustainable Workplaces

In 2023, approximately 17% of WSP's rentable square footage<sup>68</sup> was certified under at least one sustainability certification system and approximately 9% was covered under a green lease, which is a type of lease agreement designed to align landlord and tenant interests around energy and resource efficiency. In addition, we reduced our total rentable square footage that was due for renewal in 2023 by 13.8%<sup>69</sup>, and corresponding real estate costs by 9.5%.

As a key initiative of our Climate Transition Plan, we continue to consolidate office locations into agile and sustainable workplaces, with a focus on reducing resource consumption, improving well-being, locating offices near mass and active transportation options, and enhancing access to electric vehicle charging. Our workplace sustainability guidelines apply to all of our office fit-outs, and include specifications for LED lighting and occupancy sensors, IT equipment specifications and consideration of other sustainability features such as transitioning to cloud-based IT services.

### 2023 Highlights

Key workplace highlights include:

#### LONDON, UNITED KINGDOM

We completed a full retrofit of our five-floor Chancery Lane office to create an exciting and sustainable work environment. Our engineers pioneered innovative building systems that use ambient air for cooling; the result is a space that drastically lowers energy demand by more than 65%, enhances our teams' well-being and promotes productivity. We are in the process of targeting a NABERS rating. [Read more](#)

#### WESTHAVEN, NEW ZEALAND

Our Westhaven office underwent a major refit to be ready for the future, incorporating sustainable materials and energy-efficient features. The refit was designed with a keen awareness of neurodiversity, creating an inclusive atmosphere that accommodates diverse working styles. A group of WSP kaimahi Māori (Māori employees) collaborated with Māori artists and the Auckland project management company Expedite Projects to develop the Indigenous design. With the Westhaven office sitting on reclaimed land—once part of Waitemata Harbour—much of the Indigenous design is themed around “Te Mauri o Te Wai” (the essence of water). The intent is to acknowledge what “once was”—best expressed in the proverb “Me hoki whakamuri, kia anga whakamua”—acknowledging the past, to guide us into the future. [Read more](#)

#### PORTLAND, ME, USA

We renovated a leased space occupied by a recent acquisition (Wood E&I). Upgrades included replacing the existing fluorescent lighting with energy efficient LED lighting and motion detectors to improve comfort and reduce energy consumption and costs. As part of the renovation, we were able to reduce our rentable square footage for the location by 65%.



Chancery Lane office



Westhaven office

<sup>68</sup> Excludes parking, warehouses, storage, serviced offices, residences, project offices and land.

<sup>69</sup> Reduction in total rentable square footage does not consider the impact of additional square footage acquired in connection with corporate acquisitions and the resulting impact on our renewal decisions.

Environmental Performance

Climate Transition Plan Progress

Biodiversity & Natural Capital

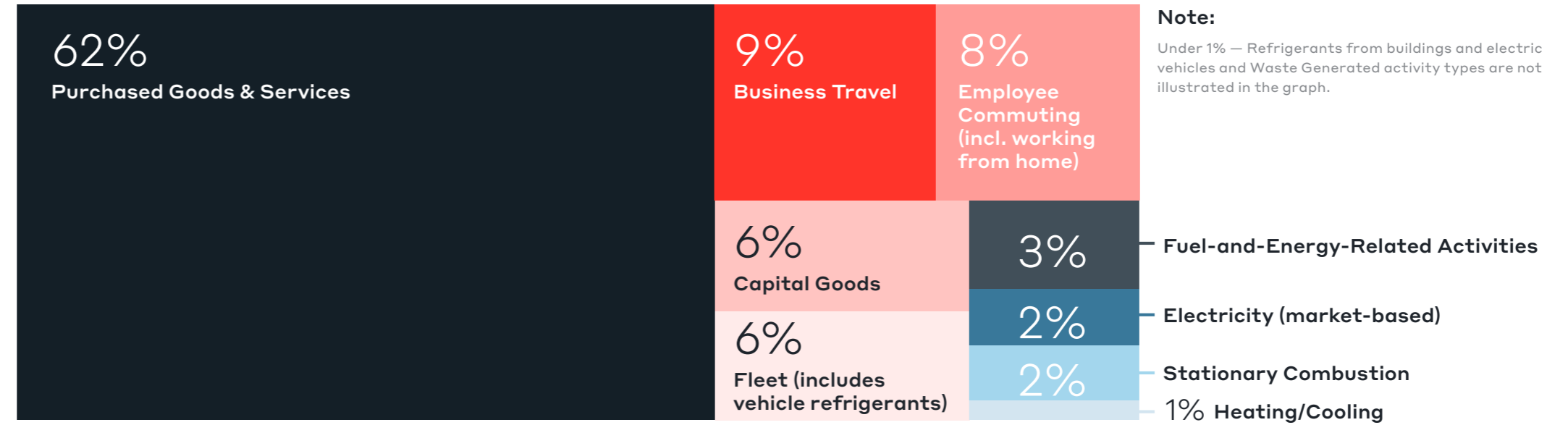
### Greenhouse Gas Emissions

#### 2023 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.

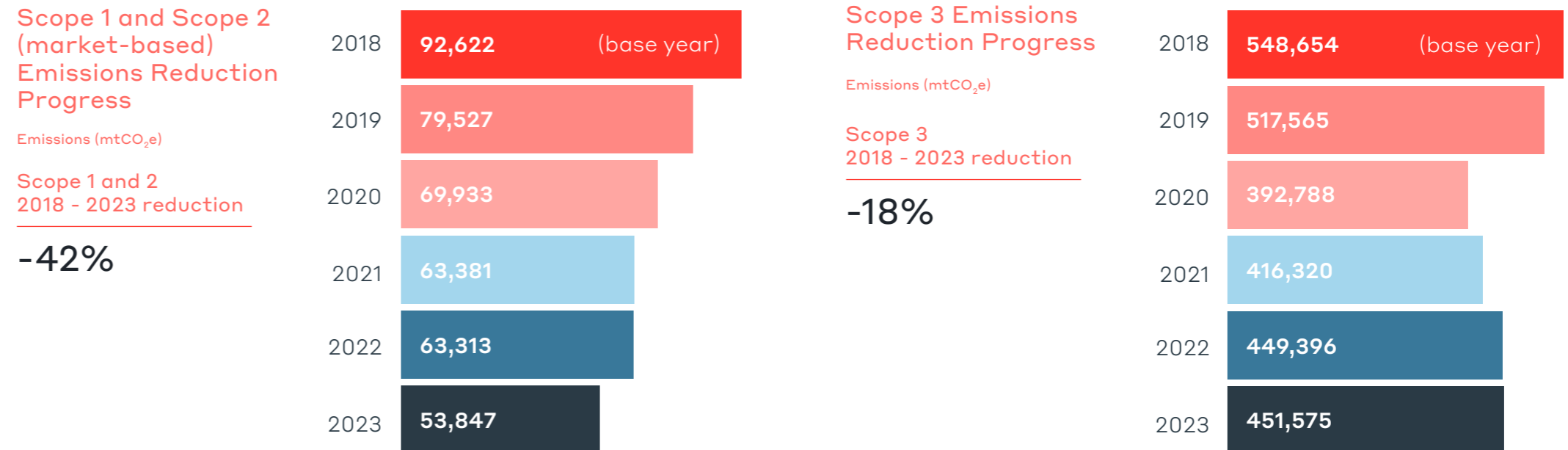
In 2023, WSP's operations emitted a total of approximately 505,422 metric tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) GHG emissions, across scope 1, 2 (market-based) and all relevant scope 3 emissions sources. In 2023, scope 3 emissions represented approximately 89% of our total GHG emissions, with approximately 69% of scope 3 emissions resulting from purchased goods and services (PG&S). The figures to the right show the breakdown of GHG emissions by activity type and progress towards our GHG emissions reduction targets.

#### 2023 GHG EMISSIONS BY ACTIVITY TYPE



#### PROGRESS TOWARDS OUR GHG EMISSIONS REDUCTION TARGETS

The figures below show progress towards our 2030 targets.



## Environmental Performance

## Climate Transition Plan Progress

## Biodiversity &amp; Natural Capital

This was the first year we received supplier-provided emissions for a subset of our suppliers and transitioned to a hybrid methodology for estimating emissions for PG&S and capital goods (CG), which included a combination of supplier-provided and spend-based emissions factors. We also improved data completeness for PG&S, rental cars and transportation network companies and incorporated additional methodology changes as described in Appendix A. We expect continued variability in our scope 3 emissions over the next few years as we integrate data from corporate acquisitions, improve data quality, and incorporate more actual GHG emissions data from our suppliers.

Between 2018 and 2023, we observed a 21% reduction in total scope 1, 2 (market-based) and 3 emissions, including a:

- 42% reduction in scope 1 and 2 market-based emissions, driven by renewable energy procurement in Canada and elsewhere, continued improvements in building consolidation and energy efficiency.
- 18% reduction in scope 3 emissions, which included reductions across all scope 3 categories, particularly capital goods, employee commuting and work from home emissions, and PG&S. Business travel was lower than in 2018, but has increased compared to 2022.
- 45% reduction in global average GHG intensity per FTE.

Apex Companies, LLC completed an independent limited verification of WSP's 2023 scope 1, scope 2 and scope 3 quantified GHG emissions as well as our 2023 renewable energy 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 2023 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](#).

## Waste

In 2023, we estimated that our offices generated approximately 1,505 tonnes of non-hazardous waste, including:

- 1,064 tonnes sent to landfill
- 85 tonnes sent to incineration (with or without energy recovery)
- 355 tonnes diverted to recycling
- 1 tonne diverted to composting

Responsible disposal of approximately 139 tonnes of electronic waste was reported. Our office waste data are largely estimated as described in Appendix A. These estimates exclude data from our material testing laboratories, most of which were acquired through the Golder and Wood E&I acquisitions. We intend to further evaluate waste generated at these facilities and include the resulting information in future reporting where material.

In WSP in the UK, we maintained our Carbon Trust Zero Waste to Landfill certification for permanent offices, which recognizes leadership in waste management.



## USA OFFICE REUSE AND RECYCLING

As WSP acquires new companies and aims to optimize our office space, our workplace team actively focuses on reusing, donating or recycling office furniture and equipment that is no longer in use. In 2023, our USA workplace team repurposed and/or donated material from 24 offices across the country. These initiatives not only reduce waste sent to landfill and associated disposal costs, but also provide support to our employees and local organizations. Donations of the equipment are made to local schools and charitable organizations where possible.

## Water

In 2023, we estimated that our offices withdrew approximately 297,325 cubic metres (m<sup>3</sup>) of water for use in office kitchens and washrooms. In most cases, we estimated water withdrawals in proportion to average office occupancy.



## Environmental Management

Environmental management is part of our global Health, Safety, Environment & Quality program.

### 2023 HIGHLIGHTS

#### Leadership Activities

WSP's Global Environmental Leaders Team (formerly the Global Environmental Management Committee), which includes representatives from around 20 countries, met on a quarterly basis in 2023 to share environmental management best practices and facilitate environmental protection and performance improvements. In 2023, this team was also instrumental in development of the new Global HSEQ manual; this ensures their support of the new program through our businesses, as well as preparedness to implement changes as we progress into 2024.

#### Environmental Management System Coverage

WSP currently has approximately 53% of its operations globally covered by the Environmental Management System (EMS) standard ISO 14001: 2015. Regions or subregions that are not certified employ similar practices to identify and manage environmental risks and opportunities.

In 2024, the new global HSEQ management system framework, excellence program and tool kit will be launched and rolled out across WSP, as described in the Health and Safety section of this Report.

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



## A TOWERING SUCCESS

### SWEDEN

WSP in Sweden significantly contributed to the construction of the Kulturhuset in Skellefteå, which was recognized with the "Best Tall Building Europe" award by the Council on Tall Buildings and Urban Habitat in 2023. As the project's Engineer of Record, our role in foundational engineering and structural integrity supported the building's innovative use of prefabricated wood and concrete. This 20-storey cultural centre, poised to be one of Europe's tallest wooden buildings, is set to become a versatile landmark, representing a commitment to architectural innovation and sustainability.



**CASE STUDY**

# Calculating Emissions on the Journey to Net Zero

 FINLAND

WSP's ground-breaking calculation model covers scope 1, 2 and 3 emission categories, allows annual follow-up and region-by-region comparisons.

**FUTURE READY® FACT**

WSP built a calculation model for tracking greenhouse gas emissions for the City of Helsinki based on today and the business-as-usual (BAU) trajectory. Analyzing scope 1, 2 and 3 emissions, this ground-breaking model provides a consistent means of gauging future action. It also allows annual follow-up and facilitates region-by-region comparisons.

WSP's calculation model is tailored to the needs of a large city. The model also handles emissions from consumption outside the city limits. The study utilizes international standards, the Helsinki master plan implementation program and spatial data. Before creating the methodology, we carried out a separate study on transport emissions in Helsinki and assessed the adequacy of the emission reduction measures in light of the city's stated goals. WSP's findings showed that carbon sinks, like biodiversity, are critical to meet net zero carbon by 2030, which is the City of Helsinki's target.

The City of Helsinki's BAU emissions scenario, prepared by WSP's experts together with the City of Helsinki Climate Unit, was completed in March 2023. The study conducted by WSP provided the city with an overview of the emissions generated within the city and those generated elsewhere as a result of its own activities.

The results of WSP's study cover all emission categories and show the relative proportion of different categories, rather than absolute emissions.

According to Kaisa-Reeta Koskinen, Head of Climate Unit, City of Helsinki, "The City of Helsinki aims to be carbon neutral by 2030 and carbon negative by 2050. With this calculation, we wanted to get an idea of the scale of all emissions, especially indirect emissions. This will help us to understand which emissions urgently need to be addressed and how global trends affect the various proportions. The outcome of this work will be very useful for climate governance."

[Read more](#)

# 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 in 2023.

## 1 OFFICE ENERGY

- Continued office consolidations and office fit-outs designed to meet our sustainability guidelines
- Procured RECs to cover 100% of our office electricity consumption in Canada
- Established a green tariff contract for our offices in New Zealand

## 2 BUSINESS TRAVEL

- Developed Business Travel Guidelines for WSP in the USA
- Established Uber for Business accounts in several countries and Lyft for Business in WSP in the USA to better track GHG emissions from transportation network companies and encourage use of greener vehicles where available

## 3 FLEET

- Continued to replace older vehicles with more efficient models as vehicles become obsolete. However, we have delayed our fleet decarbonization plans in order to first focus on right-sizing the fleet, particularly as we have acquired new companies with existing fleets

## 4 PROCUREMENT

- Invited around 350 key suppliers to respond to CDP and held four training webinars with our suppliers
- Developed a GHG inventory Excel tool for our suppliers to use
- Started incorporating GHG emissions disclosure and reduction requirements into supplier contracts
- Developed a Low-Carbon Supplier Engagement Plan [website](#) (launched in 2024)
- Incorporated GHG emissions provided by suppliers into our GHG inventory

## 5 EMPLOYEE COMMUTING

- Continued to promote our hybrid work model
- Launched a Public and Active Commute Contribution (PACC) program in New Zealand to provide a financial incentive for employees who use active or public transportation to commute to the office at least three days per week



## GHG Emissions from Designs and Advice

### Reducing the Carbon Footprint of our Designs and Advice

WSP committed to better understanding the carbon footprint associated with our projects, and to halve the carbon footprint associated with designs and advice by 2030 in six of our markets: the United Kingdom, Sweden, Denmark, Australia, New Zealand and Finland.

In 2023, our New Zealand team completed a 2020 baseline of GHG emissions from its designs and advice. The effort involved developing a GHG emissions measurement methodology and assessing the emissions of over 190 projects representing each market sector, which by value equated to approximately 14% of New Zealand's 2020 net revenues.

Through this effort, it was determined that it was possible to measure GHG emissions associated with approximately 84% of the identified projects. For these projects, the New Zealand team estimated that its contributions to client projects represented approximately 2.02 million tCO<sub>2</sub> in lifecycle emissions. On average this equated to almost 1,800 tCO<sub>2</sub> per project.<sup>70</sup>

A variety of internal and external carbon assessment tools were used across sectors as appropriate, and the initiative was leveraged as an employee training and development exercise.

The team also recognized that for 16% of the work assessed, there were no existing tools and processes to assess project emissions, and innovation will be required to remedy this in the future.

### Demonstrating Carbon Competence

In 2023, WSP in the UK was accredited to the British Standards Institution's PAS2080:2016 standard for managing carbon in infrastructure. In March 2024, we upgraded the accreditation to the new PAS2080:2023 standard, which applies to both infrastructure and buildings. Alongside other leading firms, WSP supported the development of the PAS2080:2023 guidance with roles on both the Technical Advisory Panel and Steering Group. [Read more](#)

### Canada Net-Zero Challenge

In 2023, WSP in Canada joined the Canada Net-Zero Challenge, committing to develop and implement credible and effective plans to transition our facilities and operations to net-zero emissions by 2050.

[Read more](#)



This PAS2080:2023 accreditation demonstrates our capacity to deliver carbon management for our clients, promoting carbon as everyone's business and giving us responsibility to work collaboratively towards a net zero transition.

**Charlotte Downes**

UK Carbon Program Manager



### DOUBLE WIN AT ICE AWARDS 2023

HONG KONG

The annual Institution of Civil Engineers (ICE) Awards 2023 has recognized two WSP projects in Hong Kong for their exceptional contributions to climate resilience. The Tseung Kwan O Desalination Plant and O·PARK2 have been recognized for their excellence in civil engineering, showcasing WSP's commitment to decarbonization, climate change adaptation, and productivity enhancements within the infrastructure sector.

<sup>70</sup> These results come with a 90% confidence interval, +/- 5.9% sampling error and are contextual to assumed asset lifecycles of New Zealand clients.

# Biodiversity & Natural Capital

Responsibly managing, conserving and restoring land, natural resources and water and protecting biodiversity are essential to the health of the environment and the availability of resources for current and future generations. As reflected in our Biodiversity Statement, we are committed to having a positive impact on the natural world through our business operations and our work.

## 2023 Highlights



### WSP UK Nature Positive Business Pledge and Plan

In 2023, our UK business signed up to the Nature Positive Business Pledge—a UK initiative committing us to follow a framework that helps businesses to start acting in a “nature positive” way. Our UK team conducted a nature-focused materiality assessment for the services we provide to our clients and has undertaken information-sharing activities with colleagues to continue to upskill on nature-related issues of relevance. The *report*, published in May 2024, explains how our work for clients impacts and depends on nature, and how we have started to embed nature positive thinking into our everyday business. This has helped us identify opportunities to advance our ambitions in coming years.

### UK Business and Biodiversity Forum Engagement

WSP UK is an active member and sponsor of the UK Business and Biodiversity Forum (UKBBF), a business-to-business hub that supports companies in understanding the value of biodiversity and integrating nature into their value chains and decision-making. In 2023, WSP was a member of its steering committee. WSP leads the Nature Positive Working Group, a sub-network of the UKBBF, which focuses on sharing knowledge and experience on developing and implementing a nature positive approach in the business sector. WSP is also a member of the UKBBF's TNFD Working Group, which discusses the application of the Taskforce for Nature-related Financial Disclosures.



Disclosing nature-related impacts and dependencies can help businesses to better understand and manage their environmental impact, enhance their reputation, and identify new opportunities for innovation and growth.

**Patrick Lafrance**

National Vice President,  
Ecology & Environmental Impact Assessment, Canada



## UNGC Biodiversity Working Group in Canada

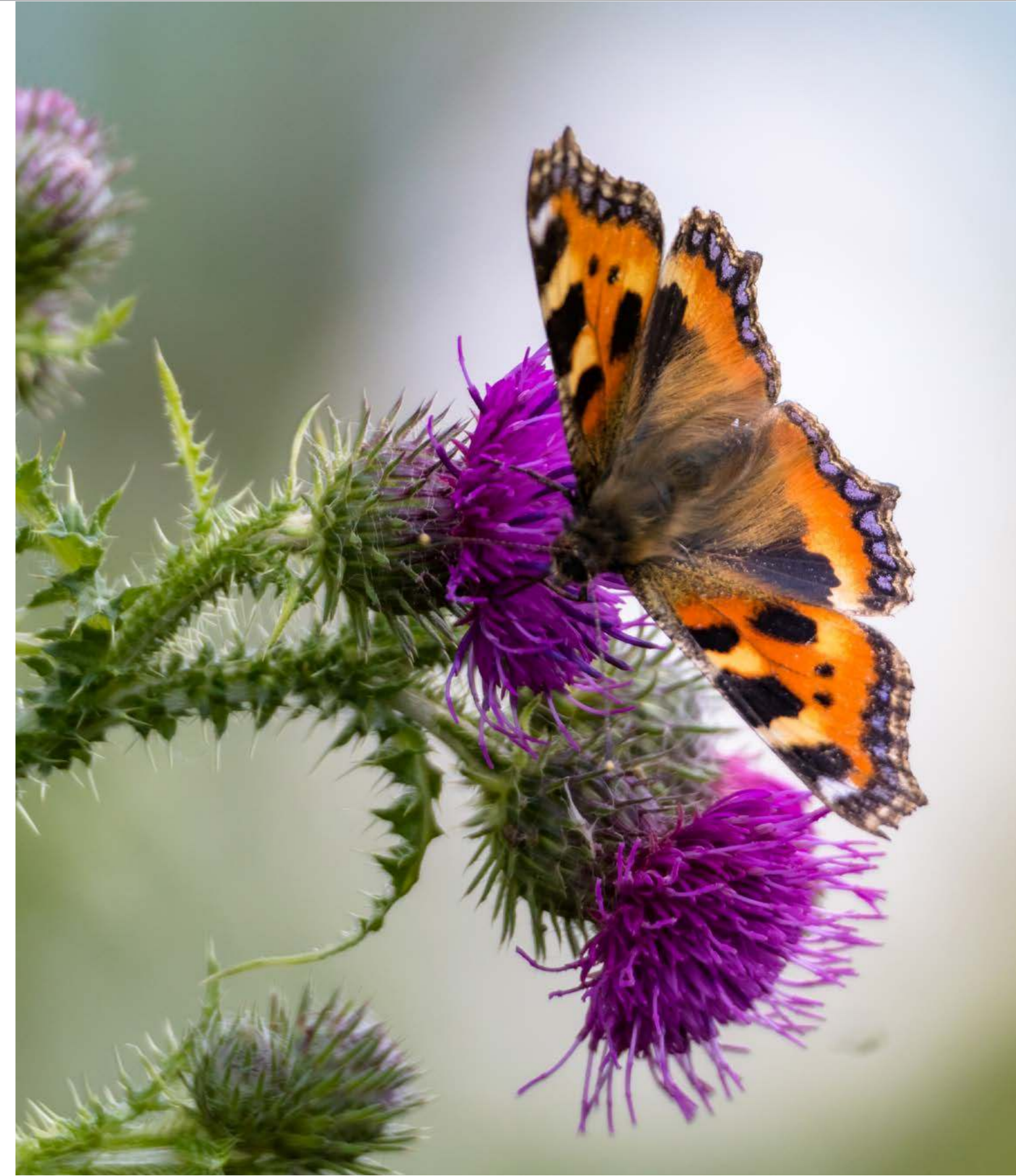
Our team in Canada is co-leading a *working group* that has an objective of collaboratively identifying solutions to enhance corporate biodiversity action and reporting in Canada. The working group is facilitated by WSP and UNGC and includes members representing corporations in Canada selected to represent the diverse interests of Canadian business. The ultimate goal of the working group is to produce a practical and actionable guide for Canadian businesses seeking to enhance their corporate biodiversity efforts, including disclosure of nature related impacts and dependencies.

## Nature Vista

*Nature Vista* is an innovative geospatial screening tool developed by WSP, designed to streamline and automate the intricate data processing involved in conducting biodiversity risk assessments. Nature Vista combines the expertise of our information management and biodiversity specialists around the globe into an accessible platform for viewing the nature-business interface. By consolidating and analyzing data from a variety of sources and at different scales, Nature Vista can leverage the best datasets, tailored to individual requirements, thereby facilitating well-informed decisions in matters concerning nature and biodiversity.

## Australian University Partnership

WSP in Australia is partnering with the RMIT (Royal Melbourne Institute of Technology) University and the Australian Research Council (ARC)—on a pro-bono basis—to create better urban biodiversity. The partnership will develop methods to spatially identify and prioritize actions and areas for urban biodiversity benefit across different spatial scales. Specifically, this involves the *creation of a tool* that will assist with designing landscapes that both protect important habitat, enhance biodiversity outcomes and create functionally connected ecosystems in urban areas. This will provide immense benefits to developers, regulators and other stakeholders by developing scientifically robust information that can be used practically to improve ecological outcomes, and to inform strategic advice.



**CASE STUDY**

# Boosting Biodiversity and Environmental Resilience

 UNITED KINGDOM


Peat bogs are poised to resume their key role in flood risk reduction thanks to WSP's water engineering expertise.

**FUTURE READY® FACT**

WSP was part of an initiative to restore 2,500 acres of peat bogs in central England and North-east Wales as a healthy ecosystem. In addition to boosting biodiversity, this ambitious project will improve the local environment's resilience to the impacts of climate change, including flood risks.

Designated a National Nature Reserve, the Marches Mosses in North Shropshire and Wrexham rank as the UK's third-largest area of lowland raised peat bog—one of the planet's rarest habitats. Although peat bogs can prevent and mitigate the effects of climate change, nearly 96 percent of lowland raised bogs have been destroyed in the UK through peat cutting, agriculture and drainage, impeding net zero efforts.

Acting like giant sponges, peat bogs slow the flow of water from nearby hills. Due to higher storm intensity and frequency, sea levels are expected to rise under all climate change projections and pose the greatest threat to coastal populations.

WSP's water engineers managed the construction sites and the project contractors as part of a collaborative approach. While fulfilling our responsibilities for worker/public health and safety, the engineering projects ensured that the restoration work did not adversely affect neighbouring agricultural land or increase flood risks to nearby properties.

Steps were taken to minimize impacts on the fragile landscape and the wildlife it hosts, including maintaining exclusion zones around badger setts. Additional measures were taken to protect watercourses and to reverse water quality decline.

The Marches Mosses now have a more naturally functioning hydrological cycle, which will enable this delicate ecosystem to regenerate. They are also more resilient: now that their amazing store of carbon has been safeguarded, they are fulfilling their key role in flood risk reduction.

[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 Performance<sup>71</sup>

CATEGORY	INDICATOR	UNIT	2023	2022	2021	GRI STANDARD
Energy	Total Office Energy Consumption	GJ	607,742	644,505	644,271	302-1
	Natural Gas	GJ	201,069	194,174	193,374	302-1
	Other Fuels (Diesel, Kerosene, Liquefied Petroleum Gas)	GJ	4,885	3,623	3,380	302-1
	Electricity	GJ	341,247	377,153	379,669	302-1
	Renewable Electricity Procured	GJ	279,098	110,044	68,963	302-1
	% Renewable Electricity Procured	%	82	29	18	302-1
	Heating	GJ	56,328	67,371	65,897	302-1
	Cooling	GJ	4,213	2,184	1,951	302-1
	Transportation Fuel	GJ	391,427	410,534	317,131	N/A
	Office Energy Intensity	kBtu/ft <sup>2</sup> /year	63.1	64.2	65.8	302-3

<sup>71</sup> Due to rounding, the sum of some numbers may yield slightly different results from the totals reported here. With the exception of management system coverage, data exclude 2023 acquisitions.

CATEGORY	INDICATOR	UNIT	2023	2022	2021	GRI STANDARD
GHG Emissions	<b>Scope 1 Emissions</b>	<b>mtCO<sub>2</sub>e</b>	<b>40,097</b>	<b>41,699</b>	<b>36,849</b>	<b>305-1</b>
	Stationary Combustion - Natural Gas	mtCO <sub>2</sub> e	10,039	9,791	9,753	305-1
	Stationary Combustion - Other	mtCO <sub>2</sub> e	339	250	234	305-1
	Refrigerants (Buildings + EV)	mtCO <sub>2</sub> e	1,062	1,170	1,197	305-1
	Fleet (includes Refrigerants from Vehicles)	mtCO <sub>2</sub> e	28,656	30,488	25,665	305-1
	<b>Location-Based Scope 2 Emissions</b>	<b>mtCO<sub>2</sub>e</b>	<b>30,261</b>	<b>32,785</b>	<b>32,693</b>	<b>305-2</b>
	Purchased Electricity (Office + EV)	mtCO <sub>2</sub> e	26,580	28,436	28,461	305-2
	District Heating	mtCO <sub>2</sub> e	3,545	4,240	4,147	305-2
	District Cooling	mtCO <sub>2</sub> e	136	109	85	305-2
	<b>Market-Based Scope 2 Emissions</b>	<b>mtCO<sub>2</sub>e</b>	<b>13,750</b>	<b>21,614</b>	<b>26,532</b>	<b>305-2</b>
	Purchased Electricity (Office + EV)	mtCO <sub>2</sub> e	10,069	17,542	22,653	305-2
	District Heating	mtCO <sub>2</sub> e	3,545	3,961	3,792	305-2
	District Cooling	mtCO <sub>2</sub> e	136	111	87	305-2

CATEGORY	INDICATOR		UNIT	2023	2022	2021	GRI STANDARD	
GHG Emissions	Scope 1 Direct Emissions by GHG	CO <sub>2</sub>	mtCO <sub>2</sub> e	38,056	39,859	34,810	305-1	
		CH <sub>4</sub>	mtCO <sub>2</sub> e	14	11	21	305-1	
		N <sub>2</sub> O	mtCO <sub>2</sub> e	44	44	97	305-1	
		HFCs	mtCO <sub>2</sub> e	1,982	1,785	1,921	305-1	
	Scope 2 Indirect Emissions (Market-based) by GHG	CO <sub>2</sub>	mtCO <sub>2</sub> e	13,696	21,524	26,412	305-2	
		CH <sub>4</sub>	mtCO <sub>2</sub> e	8	23	34	305-2	
		N <sub>2</sub> O	mtCO <sub>2</sub> e	46	67	86	305-2	
	GHG Emissions	Total Scope 3 Indirect Emissions		tCO <sub>2</sub> e	451,575	449,396	416,320	305-3
		Category 1 – Purchased Goods and Services		tCO <sub>2</sub> e	313,075	304,303	303,450	305-3
Category 2 – Capital Goods		tCO <sub>2</sub> e	32,036	46,453	41,168	305-3		
Category 3 – Fuel- and Energy-Related Activities		tCO <sub>2</sub> e	15,856	16,314	15,818	305-3		
Category 4 – Upstream Transportation and Distribution		tCO <sub>2</sub> e	Included in Scope 3 – Category 1 & 2			305-3		
Category 5 – Waste Generated in Operations		tCO <sub>2</sub> e	616	828	1,276	305-3		
Category 6 – Business Travel		tCO <sub>2</sub> e	47,048	37,374	27,291	305-3		
Category 7 – Employee Commuting		tCO <sub>2</sub> e	42,945	44,123	27,317	305-3		
Category 8 – Upstream Leased Assets		tCO <sub>2</sub> e	Included in Scope 1 & 2			305-3		

## ESG Data Tables

GRI Content Index

SASB Index

CATEGORY	INDICATOR	UNIT	2023	2022	2021	GRI STANDARD
GHG Emissions	Gross Total Scope 1, Scope 2 (Market-based), Scope 3 GHG Emissions	tCO <sub>2</sub> e	505,422	512,708	479,701	N/A
	Carbon Offsets	tCO <sub>2</sub> e	0	25,623	23,576	N/A
	Net Total GHG Emissions (Scope 1, Scope 2 – Market-based, Scope 3; less Carbon Offsets)	tCO <sub>2</sub> e	505,422	487,085	456,125	N/A
	Transportation Emissions (Scope 1 – Mobile Combustion, Scope 3 – Business Travel, includes Refrigerants)	tCO <sub>2</sub> e	75,704	67,862	52,957	N/A
	GHG Emissions Intensity	tCO <sub>2</sub> e/FTE/year	7.7	7.4	8.2	305-4
Water	Total Water Withdrawn (Third-Party Providers)	m <sup>3</sup>	297,325	342,694	454,232	303-3
	Total Water Withdrawn in Areas with High or Extremely High Water Risk	m <sup>3</sup>	103,235	-	-	303-3
	Percent Water Withdrawn in Areas with High or Extremely High Water Risk	%	35	-	-	303-3
Waste	Total Non-Hazardous Waste	Tonnes	1,505	1,866	3,148	306-3
	Landfill	Tonnes	1,064	1,505	2,113	306-5
	Recycling	Tonnes	355	322	747	306-4
	Compost	Tonnes	1	18	34	306-4
	Incineration (with & without energy recovery)	Tonnes	85	21	252	306-5
	Diversion Rate	%	24	18	25	306-4
	Total Special Waste	Tonnes	139	8	12	N/A
	e-Waste	Tonnes	139	-	-	306-4
Hazardous/Special Waste	Tonnes	0	8	12	306-3	
Management System Coverage <sup>72</sup>	Environmental Management System (EMS) 14001	%	53	50	54	N/A
	Quality Management System (QMS) 9001	%	80	80	90	N/A
	Health and Safety Management System	%	77	84	87	N/A

72 Includes 2023 acquisitions.

## Environmental Calculation Methodologies

### DATA COLLECTION

The reporting year for our resource consumption data and GHG inventory is January 1, 2023, to December 31, 2023. 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 2023 Global ESG Report, data for some resources (such as WSP facilities) were collected for October 2022 through September 2023. This approach is used so a quarter of the year's data does not need to be estimated. Acquisitions completed in 2023 are excluded and will be incorporated in our GHG inventory in 2024.

### ENERGY

WSP collected energy consumption data from our facilities. We did not sell any energy in 2023. 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 (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>). 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 (GWPs) used to convert emissions into CO<sub>2</sub>e are sourced from the Intergovernmental Panel on Climate Change Fifth Assessment Report.

We restated our 2018 (base year), 2019, 2020, 2021 and 2022 GHG emissions to reflect emissions from acquisitions completed in 2022, data quality improvements and corrections and methodology changes.

These changes include, but are not limited to:

- Incorporating GHG emissions from our 2022 Wood E&I acquisition, as well as other 2022 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.

- Restating all years back to 2018 with GWPs from the IPCC Fifth Assessment Report.
- Incorporating supplier-provided GHG emissions data back to 2018.
- Improving the completeness of our PG&S and Capital Goods data.
- Updating our inflation adjustment factor for PG&S and Capital Goods from using a general inflation factor across all categories to using category specific inflation factors for each year.
- Incorporating hotel spend back to 2018.
- Incorporating flight class information.
- Updating to market-based FERA emissions.
- Incorporating well-to-tank emissions for business travel.
- Ensuring facilities that reported scope 1 and 2 emissions in 2023 also reported those scopes going back to 2018.

Our recalculated base year (2018) GHG emissions in tCO<sub>2</sub>e are: scope 1 – 43,213; scope 2 (market-based) – 49,409; scope 3 – 548,654.

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

Since we receive limited water consumption data for our leased office space, we revised our water withdrawal methodology to use an intensity-based approach for all offices beginning in 2023. 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 2023. We evaluated which offices are located in areas with high or extremely high water stress using the World Resources Institute (WRI) Aqueduct tool.

### WASTE

For 2023, we collected comprehensive waste output information from our UK facilities and data on ad-hoc waste disposal and electronic waste from our USA offices. Except in these cases, weight metrics were calculated based on waste intensities (kg/sqft) using previous years' actual data. Total weight was divided by total square footage for a specific year. To calculate 2023 intensity, intensities for each disposal method from 2018-2022 were averaged and then multiplied by WSP's 2023 occupancy rate. The USA and UK e-Waste data were used to develop intensities that were extrapolated for other WSP regions. These estimates exclude data from our material testing laboratories, most of which were acquired from the Golder and Wood E&I acquisitions. We intend to further evaluate waste generated at these facilities and include in future reporting where material.

**Table A-2: Social and Governance Performance<sup>73,74</sup>**

CATEGORY	INDICATOR	UNIT	2023	2022	2021	GRI STANDARD
Employees	<b>Full-Time Equivalent Employees (FTE)</b>	Number	63,676	63,498	53,508	2-7
	<b>Permanent, Full-Time Employees</b>	Number	57,267	50,024	48,648	2-7
	Male	Number	38,820	34,076	33,527	2-7
	Female	Number	18,447	15,948	15,121	2-7
	<b>Permanent, Part-Time Employees</b>	Number	4,675	5,055	3,280	2-7
	Male	Number	2,371	2,900	1,564	2-7
	Female	Number	2,304	2,155	1,716	2-7
	<b>Temporary Employees</b>	Number	3,016	3,594	3,405	2-7
	Male	Number	2,025	2,173	2,249	2-7
	Female	Number	991	1,421	1,156	2-7
	<b>Permanent Employees by Region</b>	Number	61,942	55,079	51,928	2-7
	Canada	Number	11,857	9,719	9,110	2-7
	Americas	Number	16,772	14,886	14,384	2-7
	EMEIA	Number	23,227	20,486	19,340	2-7
	APAC	Number	10,086	9,988	9,094	2-7

<sup>73</sup> Reported values represent data as at December 31<sup>st</sup> of each year. FTE numbers include all reporting year acquisitions. For all other indicators, the data for 2022 and 2023 exclude employees of businesses acquired in the fiscal year, as data collection was not integrated in time for reporting. The data for 2021 exclude two small USA acquisitions.

<sup>74</sup> Where gender breakdown data collected represent less than 100% of employees, the available percentage breakdown is applied to the total number of employees.

CATEGORY	INDICATOR	UNIT	2023	2022	2021	GRI STANDARD
Employees <sup>75,76</sup>	Temporary Employees by Region	Number	3,016	3,594	3,405	2-7
	Canada	Number	214	185	368	2-7
	Americas	Number	1,297	1,907	1,642	2-7
	EMEIA	Number	734	768	849	2-7
	APAC	Number	771	734	546	2-7
	Total Turnover Rate	%	20	20	21	401-1
	Voluntary Turnover Rate	%	15	16	17	401-1
	Employees Covered by Collective Bargaining Agreements	%	11	11	13	2-30
	Training Hours	Hours	1,577,992	1,212,046	1,045,646	404-1
	Training Hours per FTE	Hours/FTE	26	22	20	404-1
Gender Diversity	Women on Board of Directors	%	37.5 <sup>77</sup>	37.5	37.5	405-1
	Women in Global Leadership Team	%	26	27	23	405-1
	Women in Workforce	%	33	33	33	405-1

<sup>75</sup> Turnover metrics: Employees joining and leaving the companies WSP acquires after the completion of the relevant acquisitions 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.

<sup>76</sup> Training hours are based on total FTE at year end, including current year acquisitions.

<sup>77</sup> Directors at May 9, 2024, following the Annual and Special Meeting of Shareholders. At the time of gathering the diversity data (March 25, 2024), the Directors were Nominee Directors (please see the [2024 Management Information Circular](#) for more detail).

## ESG Data Tables

GRI Content Index

SASB Index

CATEGORY	INDICATOR	UNIT	2023	2022	2021	GRI STANDARD
Occupational Health and Safety <sup>78</sup>	Lost Time Incident Rate (LTIR)	Incidents per 200,000 hours worked	0.09	0.10	0.11	N/A
	Total Recordable Incident Rate (TRIR)	Incidents per 200,000 hours worked	0.30	0.33	0.27	403-9
	Recordable All Work-related Incident Rate (AIFR)	Incidents per 200,000 hours worked	1.24	1.29	1.14	403-9
	Fatalities	Number	0	0	0	403-9
Ethics & Integrity <sup>79</sup>	Code of Conduct onboarding training completed by employees					
	Canada	%	99	100	100	205-2
	USA	%	100	100	99	205-2
	LAC	%	—	100	100	205-2
	EMEIA	%	98	98	100	205-2
	APAC	%	100	100	100	205-2
	<b>Total</b>	<b>%</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>205-2</b>
	Code of Conduct refresher training completed by employees					
	Canada	%	100	100	100	205-2
	USA	%	100	99	100	205-2
	LAC	%	96	100	100	205-2
	EMEIA	%	100	100	100	205-2
	APAC	%	100	99	100	205-2
<b>Total</b>	<b>%</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>205-2</b>	
Customer Satisfaction	Net Promoter Score (NPS) <sup>80</sup>	Number	46.1	49.5	41	N/A

78 Data exclude 2023 acquisitions. LB Services (USA) is also excluded due to its divestiture. Data from 2022 have been restated to include Wood E&I figures, with the exception of AIFR as Wood E&I did not track this indicator, resulting in no available "All Incidents" data for the period.

79 Code of Conduct onboarding and refresher completion rate is based on number of employees assigned training, subject to certain exclusions and limitations. Statistics are subject to a margin of error estimated at less than 3%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP. In particular for 2023, WSP Latin America and the Caribbean (LAC) onboarding data are being migrated as a result of a transition in Learning Management System in 2023 and is excluded from the global calculation for onboarding training this year. In terms of overall 2023 onboarding performance, the omission of LAC data is not considered to have affected this result materially. Refresher training excludes certain 2023 acquisitions as these employees would have completed onboarding training.

80 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 2023, certain WSP countries/subregions collected NPS data that was combined to calculate a global NPS of 46.1. Based on revenue, approximately 92% of WSP's business is represented by the 2023 NPS score. More countries/subregions were included in the global 2023 NPS (20 countries/subregions provided data), compared to 2022 (17 countries/subregions).

## APPENDIX B:

# GRI Content Index

WSP has reported the information cited in this GRI content index for the period January 1, 2023, to December 31, 2023, 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 [Managing our ESG Impacts document](#).

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	<a href="#">About WSP; Financial Position &amp; Tax</a>
	2-2 Entities included in the organization's sustainability reporting	<a href="#">Reporting Scope</a>
	2-3 Reporting period, frequency and contact point	<a href="#">Reporting Scope; Back Cover</a>
	2-4 Restatements of information	<a href="#">Health &amp; Safety; Environmental Performance; Appendix A</a>
	2-5 External assurance	<a href="#">Reporting Scope; Environmental Performance</a>
	2-6 Activities, value chain and other business relationships	<a href="#">Market Sectors; Value Chain; Supply Chain Management</a>
	2-7 Employees	<a href="#">About Our People; Appendix A</a>
	2-8 Workers who are not employees	<a href="#">About Our People</a>
	2-9 Governance structure and composition	<a href="#">Governance &amp; Risk Management; 2024 Management Information Circular</a>
	2-10 Nomination and selection of the highest governance body	<a href="#">2024 Management Information Circular</a>
	2-11 Chair of the highest governance body	<a href="#">2024 Management Information Circular</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Governance &amp; Risk Management; GECC Charter; Managing our ESG Impacts</a>
	2-13 Delegation of responsibility for managing impacts	<a href="#">Governance &amp; Risk Management; Managing our ESG Impacts</a>
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">Managing our ESG Impacts</a>
	2-15 Conflicts of interest	<a href="#">Corporate Governance Guidelines; 2024 Management Information Circular</a>
	2-16 Communication of critical concerns	<a href="#">Code of Conduct, Business Partner Code of Conduct</a>

GRI STANDARD	DISCLOSURE	LOCATION
	2-17 Collective knowledge of the highest governance body	<a href="#">2024 Management Information Circular</a>
	2-18 Evaluation of the performance of the highest governance body	<a href="#">2024 Management Information Circular</a>
	2-19 Remuneration policies	<a href="#">2024 Management Information Circular</a>
	2-20 Process to determine remuneration	<a href="#">2024 Management Information Circular</a>
	2-21 Annual total compensation ratio	Not disclosed
	2-22 Statement on sustainable development strategy	<a href="#">2022-2024 Global Strategic Action Plan; Global ESG Statement</a>
	2-23 Policy commitments	<a href="#">Managing our ESG Impacts</a>
	2-24 Embedding policy commitments	<a href="#">Managing our ESG Impacts</a>
	2-25 Processes to remediate negative impacts	<a href="#">Reporting and Investigation Policy; Managing our ESG Impacts</a>
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Reporting and Investigation Policy</a>
	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 2023 that were considered sufficiently material to require disclosure in its 2023 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.
	2-28 Membership associations	<a href="#">Climate Risks &amp; Opportunities</a>
	2-29 Approach to stakeholder engagement	<a href="#">Materiality &amp; Stakeholders</a>
	2-30 Collective bargaining agreements	<a href="#">Appendix A</a>

GRI STANDARD	DISCLOSURE	LOCATION
GRI 3: Material Topics 2021	3-1 Process to determine material topics	<a href="#">Managing our ESG Impacts</a>
	3-2 List of material topics	<a href="#">Materiality &amp; Stakeholders; Managing our ESG Impacts</a>
	3-3 Management of material topics	<a href="#">Managing our ESG Impacts</a>
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	<a href="#">Climate Risks &amp; Opportunities; TCFD Report</a>
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Ethics &amp; Integrity; Appendix A</a>
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<a href="#">Environmental Performance; Appendix A</a>
	302-3 Energy intensity	<a href="#">Environmental Performance; Appendix A</a>
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	<a href="#">Managing our ESG Impacts</a>
	303-2 Management of water discharge-related impacts	<a href="#">Managing our ESG Impacts</a>
	303-3 Water withdrawal	<a href="#">Environmental Performance; Appendix A</a>
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	<a href="#">Biodiversity &amp; Natural Capital; Managing our ESG Impacts</a>
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	<a href="#">Environmental Performance; Appendix A</a>
	305-2 Energy indirect (scope 2) GHG emissions	<a href="#">Environmental Performance; Appendix A</a>
	305-3 Other indirect (scope 3) GHG emissions	<a href="#">Environmental Performance; Appendix A</a>
	305-4 GHG emissions intensity	<a href="#">Environmental Performance; Appendix A</a>
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<a href="#">About Our People; Appendix A</a>
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">About Our People</a>

GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	<a href="#">Managing our ESG Impacts</a>
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Managing our ESG Impacts</a>
	403-3 Occupational health services	<a href="#">Managing our ESG Impacts</a>
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Managing our ESG Impacts</a>
	403-5 Worker training on occupational health and safety	<a href="#">Managing our ESG Impacts</a>
	403-6 Promotion of worker health	<a href="#">About Our People</a>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Managing our ESG Impacts</a>
	403-8 Workers covered by an occupational health and safety management system	<a href="#">Managing our ESG Impacts; Appendix A</a>
	403-9 Work-related injuries	<a href="#">Health &amp; Safety; Appendix A</a>
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	<a href="#">Inclusion, Diversity &amp; Equity; Appendix A; Appendix C</a>
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed; <a href="#">Managing our ESG Impacts</a>
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	<a href="#">Ethics &amp; Integrity</a>
<b>GRI 411: Rights of Indigenous Peoples 2016</b>	411-1 Incidents of violations involving rights of Indigenous Peoples	<a href="#">Indigenous Relations</a>
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Community Engagement; Managing our ESG Impacts</a>
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Appendix C</a>

## APPENDIX C:

# SASB Index

## Table C-1: Engineering & Construction Services

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
<b>Environmental Impacts of Project Development</b>	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	<p>In 2023, there were no significant environmental incidents reported. An environmental incident is defined by WSP as any unforeseen event that resulted in environmental damage and/or harm. WSP defines a significant environmental incident as an incident that resulted in a fine of US\$10,000 or greater, or a severity rating of high or critical. A high rating is defined as an environmental incident resulting in immediate and significant impact. A critical rating is defined as a catastrophic environmental incident/pollution incident resulting in irreversible, persistent, or long term/widespread harm.</p> <p>In 2023, WSP developed its Global HSEQ Management System Manual, which includes new sections on environmental management. The manual includes guidance on environmental incident classification, reporting and management. The Corporation's focus is to improve the consistency and clarity in reporting of environmental events (incidents, near misses, positive and negative observations) across WSP globally. This will enable the dissemination of lessons learned and best practices to drive continual improvement.</p>
	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 countries, we have developed tools to help our project managers identify and manage environmental impacts and permitting requirements, and we provide training on environmental awareness and risk management. This covers items such as water pollution, noise and nuisance, land contamination, waste, hazardous substances, and vehicle use, which could have a potential environmental impact or damage protected species and habitats. 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 <a href="#">Managing our ESG Impacts</a> document for more information.
<b>Structural Integrity &amp; Safety</b>	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 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 believes that WSP has accounted for sufficient provisions in that regard and that the final outcome should not have a material effect on the financial position or operating results of WSP.
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE																																		
<b>Workforce Health &amp; Safety</b>	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	<p>In 2023, our global TRIR was 0.30 per 200,000 hours worked. 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) or data from 2023 acquisitions. In addition, our 2023 TRIR excludes data from divested operation Louis Berger Services (USA).</p> <p>In 2023, we maintained zero fatalities which is consistent with our expectations and underscores the effective implementation of WSP's Lifesaving Actions.</p>																																		
<b>Life Cycle Impacts of Buildings &amp; Infrastructure</b>	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	<p>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.</p> <table border="0"> <tr> <td>(1) The number of projects completed in 2023 that achieved or are expected to achieve a sustainability certification include:</td> <td>(2) The number of projects that were still active at the end of 2023 and seeking a sustainability certification include:</td> </tr> <tr> <td>148 BREEAM</td> <td>321 LEED</td> </tr> <tr> <td>48 LEED</td> <td>192 BEAM Plus</td> </tr> <tr> <td>37 BEAM Plus</td> <td>180 BREEAM</td> </tr> <tr> <td>11 CGBL</td> <td>88 Green Star</td> </tr> <tr> <td>10 WELL</td> <td>72 WELL</td> </tr> <tr> <td>8 Fitwel</td> <td>65 CGBL</td> </tr> <tr> <td>4 Green Star</td> <td>37 BOMA</td> </tr> <tr> <td>2 TGS</td> <td>28 ISCA</td> </tr> <tr> <td>1 EEWH</td> <td>27 Fitwel</td> </tr> <tr> <td>1 ISCA</td> <td>20 TGS</td> </tr> <tr> <td>1 NABERS</td> <td>15 EEWH</td> </tr> <tr> <td>21 projects achieved/seeking other sustainability certifications</td> <td>14 Envision</td> </tr> <tr> <td></td> <td>13 DGNB</td> </tr> <tr> <td></td> <td>11 NABERS</td> </tr> <tr> <td></td> <td>10 Green Mark</td> </tr> <tr> <td></td> <td>84 Projects using other sustainability certifications</td> </tr> </table>	(1) The number of projects completed in 2023 that achieved or are expected to achieve a sustainability certification include:	(2) The number of projects that were still active at the end of 2023 and seeking a sustainability certification include:	148 BREEAM	321 LEED	48 LEED	192 BEAM Plus	37 BEAM Plus	180 BREEAM	11 CGBL	88 Green Star	10 WELL	72 WELL	8 Fitwel	65 CGBL	4 Green Star	37 BOMA	2 TGS	28 ISCA	1 EEWH	27 Fitwel	1 ISCA	20 TGS	1 NABERS	15 EEWH	21 projects achieved/seeking other sustainability certifications	14 Envision		13 DGNB		11 NABERS		10 Green Mark		84 Projects using other sustainability certifications
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	10 Green Mark																																				
	84 Projects using other sustainability certifications																																				
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	<p>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. For some projects, specialized employees with experience in utilizing sustainability rating tools and guidelines also ensure that energy and water efficiencies are considered. As a diverse firm, WSP has subject matter experts in energy, water, sustainability and resilience contributing from different lenses (built ecology, infrastructure, sustainability reporting, technical knowledge, planning and environment) to help make a positive impact in projects.</p>																																		

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1 IF-EN-410b.2	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.  As at December 31, 2023, the renewable energy project-related backlog was \$260.3M. This value includes all renewable power (wind, solar, geothermal, hydro and biomass) engineering and studies and environmental permitting. This number excludes transmission lines and sub-station work associated with renewable electricity such as the <i>Propel NY Energy</i> and <i>Champlain Hudson Power Express</i> renewable transmission programs, which is a growing service area.  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		
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	The backlog for non-energy projects associated with climate change mitigation was estimated to be approximately 20% of the Corporation's total backlog as at December 31, 2023, or \$2,827M. In order to estimate this figure, for each market sector, we calculated the percentage of 2023 revenues from non-energy climate change mitigation services and applied this percentage to the total backlog of the respective market sector. The estimate captures the following services: low-carbon infrastructure, public transit, sustainable infrastructure certifications, building retrofit and rehabilitation, green and/or sustainable building design services and certifications, sustainable industrial projects, decarbonization planning, carbon capture and storage, coal mine closure, climate change mitigation, energy efficiency, ecology & biodiversity and sustainability & ESG strategy. This estimate excludes services associated with climate change adaptation and resilience.  Note: The percentage of revenues from non-energy climate change mitigation services is unaudited and based on a subset of the SDG-Linked Revenues we report. The estimation uses the assumption that the project mix in backlog is similar to the revenue mix.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	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, 2023.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption practices, and (2) anticompetitive practices	IF-EN-510a.2	(1) \$0 (2) \$0  Monetary losses disclosed relate to monetary losses resulting from fines, penalties and/or damages required to be paid because of formal legal 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 <a href="#">Managing our ESG Impacts</a> document.
	Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	IF-EN-510a.3	See our <a href="#">Managing our ESG Impacts</a> document.

ACTIVITY METRIC	CODE	RESPONSE
Number of Active Projects	IF-EN-000.A	We had approximately 200,000 active projects as at December 31, 2023.
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 \$14.1 billion as at December 31, 2023. <sup>81</sup>

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

## 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 & Privacy” in this Report, as well as the <a href="#">Managing our ESG Impacts</a> document.
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	See the section “Information Security & Privacy” in this Report, as well as the <a href="#">Managing our ESG Impacts</a> 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 2023, we had 2 data breaches that required a notification to a regulator. These incidents were isolated to a portion of an acquired entity whose IT infrastructure remained separate and distinct from WSP's systems and network. In both cases the personal and confidential data impacted was limited and as such the risk of harm to people was low. The personal data impacted primarily related to the organization's employees and all necessary notifications were made. The incidents, while unfortunate, have provided valuable insights and informed refinement of both our acquisition due diligence and integration strategies.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE																									
Workforce Diversity & Engagement	Percentage of gender representation for (1) executive management and (2) all other employees	SV-PS-330a.1	(1) As at March 25, 2024, 26% of the members of WSP's Global Leadership Team were women. (2) See the section "Inclusion, Diversity & Equity" in "About our People" for a gender breakdown per region and employee business category as of December 31, 2023.																									
	Percentage of racial/ethnic group representation within the United States for (1) executive management and (2) all other employees <sup>82</sup>	SV-PS-330a.1	<p>Within our USA, Canada and UK operations, which represent 55% of our global workforce, 22% of the employees in these countries have self-identified as a minority. As at December 31, 2023, 20% of our executive management team within WSP in the United States, defined as individuals within two reporting levels of the Regional CEO, and 26% of all other employees within WSP in the USA self-identify as racially/ethnically diverse. Racial/ethnic group representation is provided below for all United States employees as of December 31, 2023.</p> <table border="1"> <thead> <tr> <th>RACIAL/ETHNIC GROUP</th> <th>% OF UNITED STATES TOTAL WORKFORCE</th> </tr> </thead> <tbody> <tr> <td>American Indian or Alaskan Native</td> <td>0.4%</td> </tr> <tr> <td>Asian (not Hispanic or Latino)</td> <td>11.3%</td> </tr> <tr> <td>Black or African American (not Hispanic or Latino)</td> <td>5.6%</td> </tr> <tr> <td>Hispanic or Latino</td> <td>6.1%</td> </tr> <tr> <td>Native Hawaiian or Other Pacific</td> <td>0.3%</td> </tr> <tr> <td>Two or More Races (not Hispanic or Latino)</td> <td>2.4%</td> </tr> <tr> <td>White (not Hispanic or Latino)</td> <td>67.8%</td> </tr> <tr> <td>Employee chose not to disclose</td> <td>6.2%</td> </tr> <tr> <td>Grand Total</td> <td>100%</td> </tr> </tbody> </table> <p>Other Reporting Categories for WSP in the United States as of December 31, 2023:</p> <table border="1"> <thead> <tr> <th>CATEGORY</th> <th>% OF UNITED STATES TOTAL WORKFORCE</th> </tr> </thead> <tbody> <tr> <td>Employee with a Disability</td> <td>1.5%</td> </tr> <tr> <td>Veteran</td> <td>4.9%</td> </tr> </tbody> </table>	RACIAL/ETHNIC GROUP	% OF UNITED STATES TOTAL WORKFORCE	American Indian or Alaskan Native	0.4%	Asian (not Hispanic or Latino)	11.3%	Black or African American (not Hispanic or Latino)	5.6%	Hispanic or Latino	6.1%	Native Hawaiian or Other Pacific	0.3%	Two or More Races (not Hispanic or Latino)	2.4%	White (not Hispanic or Latino)	67.8%	Employee chose not to disclose	6.2%	Grand Total	100%	CATEGORY	% OF UNITED STATES TOTAL WORKFORCE	Employee with a Disability	1.5%	Veteran
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	(1) Voluntary and (2) involuntary turnover rate for employees <sup>83</sup>	SV-PS-330a.2	(1) Our global voluntary turnover rate for 2023 was 15%. (2) Our total global turnover rate (voluntary and involuntary) for 2023 was 20%.																									
	Employee engagement as a percentage	SV-PS-330a.3	In 2023, approximately 93% of employees were invited to participate in an engagement survey, and in this group the overall participation rate was 80%. The result was a score of 7.7/10 on our global engagement index.																									

82 Excludes 2023 acquisitions.

83 Employees joining and leaving the companies WSP acquires after the completion of the relevant acquisitions 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.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	See the section " <a href="#">Ethics &amp; Integrity</a> ".
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	\$0 Monetary losses disclosed relate to monetary losses resulting from fines, penalties and/or damages required to be paid because of formal legal proceeding instituted before a court or administrative body against WSP in relation to allegations of corruption, bribery and anti-competitive conduct.

ACTIVITY METRIC	CODE	RESPONSE
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	See <a href="#">Appendix A</a> .
Employee hours worked; percentage billable	SV-PS-000.B	In 2023, our billable employees worked a total of 88,158,724 hours. 2023 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, 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, future compliance with local and international tax legislation and tax governance standards, and our relationships with the tax authorities, further enhancing our SDG-Linked Revenues reporting as we transition to a global ERP, potential sustainability benefits arising from WSP's project work for clients, WSP's capacity to adapt to changing regulatory environments, objectives tied to our triennial global strategic plan, driving a culture that fosters employees' emotional, psychological and social welfare, driving diversity, equity and inclusion within our teams 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, promoting an inclusive and safe environment, continuously improving our investigations process, maintaining a robust ethics and compliance program and increasing employee awareness, training and learning opportunities, human rights commitments, 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, technology risk management, realigning end-to-end technology services, obtaining GHG emissions data from our suppliers, engaging suppliers to align with our ESG 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, operationalizing our HSEQ Management System Manual, implementing a new HSEQ data management system, our management of travel 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, 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, improving the completeness of our purchased goods & services and capital goods data, transitioning to a hybrid method of estimating supply chain emissions, 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
- Our ability to deploy nature-based solutions into our project work

Inclusion and Diversity (I&D) and Culture Objectives	<ul style="list-style-type: none"> <li>Our ability to attract and retain skilled people</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient diverse labour market availability</li> <li>The implementation of corporate and business initiatives and training to increase awareness, education and engagement in support of our I&amp;D targets</li> <li>Our ability to measure employees' sense of belonging and trust</li> </ul>	<ul style="list-style-type: none"> <li>The effectiveness of our policies, procedures and initiatives in positively impacting employees' sense of belonging and trust</li> <li>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</li> </ul>
Health & Safety Objectives	<ul style="list-style-type: none"> <li>Continued effective management of health &amp; safety risk</li> <li>No significant shift in our health &amp; safety profile</li> </ul>		
Ethics & Integrity and Information Security and Privacy Objectives	<ul style="list-style-type: none"> <li>Continued effective management of ethics &amp; integrity</li> <li>Continued effective management of information security and privacy</li> </ul>		
Community Engagement and Indigenous Relations Objectives	<ul style="list-style-type: none"> <li>Our ability to effectively engage with Indigenous communities</li> <li>Our ability to support the communities where we live and work</li> </ul>		
ESG Governance and Compliance with Laws, including Auditing	<ul style="list-style-type: none"> <li>We will have sufficient time and resources to prepare for new ESG regulatory requirements in the markets in which we operate</li> <li>Our materiality assessment will successfully support and enhance our ESG program and be integrated into our ERM</li> <li>Legal and regulatory requirements will not substantially and rapidly change such that our processes to respond to them and adapt are no longer effective</li> </ul>		
Business Development and Growth, including SDG-Linked Revenues	<ul style="list-style-type: none"> <li>Our belief that we are positioned to capture significant opportunities to support the low-carbon transition</li> <li>Our belief that our commitment to ESG will drive long-term value for stakeholders</li> <li>Our belief that we can reasonably estimate SDG-Linked Revenues</li> </ul>	<ul style="list-style-type: none"> <li>Our ability to collect feedback from clients on WSP's performance and satisfaction with WSP as a supplier</li> <li>Achieving our acquisition strategy in sectors or geographies with higher SDG-Linked Revenues share, such as Earth &amp; Environment</li> <li>No negative impact on the calculation of our SDG-Linked Revenues from refinements in or modifications to international standards</li> </ul>	<ul style="list-style-type: none"> <li>Our ability to map projects to our SDG-Linked Revenues taxonomy</li> <li>Our ability to implement our global enterprise resource planning (ERP) system that can track SDG-Linked Revenues</li> <li>Our belief that we can provide certain sustainability benefits to our clients in our project work</li> </ul>
Supply Chain Risk Management	<ul style="list-style-type: none"> <li>Suppliers' compliance with our agreed requirements including the Business Partner Code of Conduct</li> </ul>		

These assumptions also include those described in the "Forward-Looking Statements" section of each of WSP's 2023 Annual Management's Discussion and Analysis ("MD&A") dated February 29, 2024, and Managing our ESG Impacts report published in April 2024, which sections are each incorporated by reference in this cautionary statement. The WSP 2023 Annual MD&A has been filed by WSP with the Canadian provincial securities regulatory authorities (available at [www.sedarplus.ca](http://www.sedarplus.ca)). 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 22, 2024. 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; challenges associated with the continued implementation of our global ERP system; difficulty in accurately measuring, evaluating and disclosing the Corporation'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 Corporation'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 2023 Annual MD&A, which section, and the other sections of the WSP 2023 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 22, 2024, 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 67,200 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 2023, WSP reported \$14.4 B (CAD) in revenue. The Corporation's shares are listed on the Toronto Stock Exchange (TSX: WSP).

**[wsp.com/esg-report](https://wsp.com/esg-report)**

We welcome and encourage your feedback on our 2023 Global ESG Report:

[corporatecommunications@wsp.com](mailto:corporatecommunications@wsp.com)

WSP's [prior Global ESG Report](#) was published in May 2023.