WSP

Accelerating Meaningful Action

Contents

HOW TO USE THIS REPORT

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

Overview

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About this Report

This report ("Report") covers the activities of WSP Global Inc. and its subsidiaries (collectively, "WSP" or the "Corporation") from January 1, 2020 to December 31, 2020, unless otherwise indicated herein. This report was prepared in accordance with the Global Reporting Initiative ("GRI") Standards: Core Option and contains disclosures recommended in the Engineering & Construction Services and the Professional & Commercial Services standards that were developed by the Sustainability Accounting Standards Board ("SASB"), as well as disclosures recommended by the Task Force on Climate-related Financial Disclosures ("TCFD"). This report also serves as our United Nations Global Compact ("UNGC") Communication on Progress.

Our intended audience for this Report includes our employees, clients and investors. Unless otherwise specified, the information in this Report covers all of WSP's operating companies across the world, including those acquired before January 1, 2021.

A list of these acquisitions can be found on page 9 of our Annual Information Form for the year ended December 31, 2020.

As a corporation, we intend to continue to report annually on our global sustainability and Environmental, Social and Governance ("ESG") activities and performance. To develop this Report, WSP consulted with a broad range of internal and external stakeholders on local, regional and global levels, including Workplace Strategy; Human Resources; Legal; Procurement; Ethics and Compliance; Risk Management; Finance; Health, Safety and Wellbeing; Investor Relations; Communications; regional operations; clients and investors. The Report is published with the overall approval of WSP's Global Director, Earth and Environment (our Global Corporate Director, ESG).

As a result of data coverage and quality improvements, a small number of past performance figures published in our 2019 report have been restated, and these are clarified in our footnotes. In addition, we restated our 2018 and 2019 greenhouse gas ("GHG") emissions to include all relevant scope 3 categories[1] and reflect emissions from acquisitions made in 2019. WSP received limited verification of the GHG emissions performance disclosed in this report. Verification was performed by an independent third party, Apex Companies, LLC; a copy of the Assurance Statement is available here.

1 Refer to the section "Environmental Performance".

What We Stand For

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

Our Belief

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

Our Purpose

We exist to future-proof our cities and environments.

Our Guiding Principles

We value our people and our reputation

We are locally dedicated with international scale

We are future-focused and challenge the status quo

We foster collaboration in everything we do

We have an empowering culture and hold ourselves accountable

Introduction
from our CEO

There is no doubt that 2020 will be remembered as the year that COVID-19 changed our world forever. Today, many of our communities are beginning a period of recovery and rejuvenation. History has shown us that the human spirit is resilient, and that difficulty often gives rise to a greater good.

After the "great pause", we are accelerating meaningful action to build back better, including a renewed commitment to addressing one of the greatest challenges to our communities, our economies, and our wellbeing – the planetary impacts of climate change. In this context, I introduce our 2020 Global ESG Report with a deepened sense of the vital importance of our commitment to lead our company and our industry into the future.

I am proud of WSP's continued resilience and achievement. The agility and ingenuity of our people enabled us to adapt not just to a "new normal", but beyond that, to strive for a "better normal". Even while many of our people continue to work remotely, we have put in place numerous initiatives to ensure our people remain connected and supported professionally, and that they are also given the flexibility to focus on their own physical

Alexandre L'Heureux

President and Chief Executive Officer

and mental wellbeing. It is testament to their dedication and commitment that the services we provide to our clients, and the projects we bring to life, have been largely uninterrupted.

Accelerating Climate Change Action

The urgency for universal and meaningful action to tackle climate change as the next great threat to future generations is finally moving beyond rhetoric to applied solutions. WSP is uniquely positioned to help businesses, governments and society address the legacy of carbon emissions, while simultaneously laying the foundations for more sustainable, more resilient urban and rural environments. Our Future Ready® program perfectly embodies that mission, and we are pleased to report that we have achieved our goal to implement the program globally by 2021. This approach is rooted in our own business and operations imperatives, and was highlighted as

WSP was named the "Most Sustainable Company in the Engineering Industry – 2020" by *World Finance* magazine, for the second year in a row.

Taking action to reduce the impact of our own operations remains a priority. In April of this year, we proudly announced that WSP would *Get Ready for Less*, fully revising our own GHG emissions reduction goals and setting a net zero commitment, which is supported by science-based targets. Meeting these targets will be a critical factor in all our operational decision-making and partnerships with all our stakeholders - from our employees, to our clients, to our supply chain.

Measuring our Impact in Clean Revenues

WSP became a signatory of the UN Global Compact ("UNGC") in 2019, and we reaffirm our commitment to the Ten Principles of the UNGC through this report. WSP's expertise is such that we are able to contribute materially to at least ten of the 17 United Nations Sustainability Development Goals ("SDGs").

While we believe there are even greater benefits than we can currently quantify, we know the designs and services we bring to clients and communities worldwide are advancing the SDG agenda today and for decades to come. Currently, we estimate that 43% of our global 2020 revenues can be classed as "Clean Revenue", as described in the section "UN Sustainable Development Goals". We are proud of this achievement and look to increase this measure each year.

The recent integration of Golder into WSP's Earth and Environment practice will also enhance our ability to deliver on the promise of growing clean revenues. A globally respected player with a 60-year heritage in the earth sciences and environment field, Golder doubles our existing environmental contingent to 14,000 experts, including more than 300 climate change experts – more than any other company in our field, positioning WSP as the leading global environmental consulting firm.

Putting a Spotlight on Inclusion & Diversity

WSP celebrates and thrives on its cultural and ethnic diversity. An inclusive and diverse workforce brings creativity of thought and a depth of experience that can make the difference between "tried-and-tested" and "pioneering". In 2020, we nominated Marie-Claude Dumas, a member of the Global Leadership Team and President and CEO of our Canadian operations, as Global Sponsor for Inclusion and Diversity ("I&D"). Under her direction and central to our new initiatives has been the creation of a Global I&D Network, the aim of which is to entrench those I&D behaviours from the leadership level down and from the grassroots level up. Our long-term I&D vision is to develop an inclusive mindset. This vision is anchored in four principles: fostering a trusting workplace, speaking up, managing fairly and growing stronger together.

A key focus area for WSP is the imbalance between the number of women employed by WSP overall against the number in leadership positions.

WSP is uniquely positioned to help businesses, governments and society address the legacy of carbon emissions, while simultaneously laying the foundations for more sustainable, more resilient urban and rural environments.

Our Board of Directors leads by example with a 37.5% female makeup. Similarly, we have 35% women in our approximately 500 top leadership positions globally, in both operations and corporate positions. We are determined to carry this commitment to gender diversity throughout our leadership ranks; in 2020, we tied our sustainability-linked syndicated credit facility to our success - or failure - to meet our target of over 30% of management positions held by women by 2021.

At WSP, we are on a journey towards inclusion of all differences. The majority of our regions have expanded their priorities to also support under-represented groups, including ethic and visible minorities. We are resolved to support a culture that strives to overcome bias, no matter what form it takes, unconscious or otherwise, and drive equity.

Our regions are working to continuously enhance local I&D programs tailored to the social environs in which they operate, establishing ambassador and ally programs and local committees, engaging in cultural learning opportunities, and creating professional development programs specifically focused on supporting minority populations.

For example, WSP has launched an Equity and Equality Plan in our US operations, while our Australian business was recognized for the second year in a row by The Workplace Gender Equality Agency ("WGEA") as an "Employer of Choice for Gender Equality".

Setting the Standard in our Industry

As set out in our Global ESG Statement, WSP is committed to setting the highest standard in our industry through an ambitious, data-driven ESG program that delivers optimal outcomes for all stakeholders. As we move into the second half of 2021, we will continue to focus on the key objectives set out in our current strategic cycle, and start planning for the next, which will run from 2022 to 2024. ESG principles will underpin every one of our strategic ambitions going forward.

Trusting in the dedication and ingenuity of our people, and our ESG-driven purpose, I am confident in our ability to Accelerate Meaningful Action that will positively shape the world in the decades to come.

Sustainability Highlights

Global Achievements

Named "Most Sustainable Company in the Engineering Industry – 2020" by *World Finance* magazine

Secured sustainability-linked terms for our syndicated credit facility, a first for a professional services firm in the Americas[2]

Joined Business for Nature's "Call to Action", which encourages governments to adopt ambitious policies that reverse biodiversity loss before 2030

Set science-based greenhouse gas emissions targets for both our operations and supply chain[3]

Reported that 43% of our 2020 global revenues had a positive impact on the environment and support the SDGs[4]

Select Regional Recognitions

Climate Change Adaptation and Resiliency Award[5] for a climate resilience study for the Regional Municipality of York's water and wastewater systems in Canada

Envision Platinum certification achieved for the California High-Speed Rail Authority (US), supported by WSP

Consultant of the Year and Engineer of the Year – 2020 Construction Week Awards, Middle East

The Hong Kong Report on the State of Sustainable Built Environment 2020 featured 20 WSP projects

WSP's David Symons was the Society for the Environment's Environmental Professional of the Year 2020

ESG RATINGS

We are pleased to be recognized for our ESG efforts, with strong third-party ratings.

A-
2020 CDP CLIMATE CHANGE QUESTIONNAIRE

A-
REFINITIV ESG SCORE[6]

20.3 Medium Risk
SUSTAINALYTICS ESG RISK RATING[7]

53 "Robust"
VIGEO EIRIS ESG SCORECARD[8]

AA
MSCI ESG RATINGS ASSESSMENT[9]

2 At the time of announcement (February 4, 2020).

3 We committed to set science-based targets in December 2020. The targets were approved and announced in 2021.

4 See section "UN Sustainable Development Goals".

5 Awarded by the Water Environment Association of Ontario/ Ontario Water Works Association. Joint submission from WSP and the Regional Municipality of York.

6 Based on 2019 performance. Source: Refinitiv, an LSEG business.

7 Last updated December 2020.

8 Last updated March 2021.

9 In 2021, WSP received a rating of AA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment. The use by WSP of any MSCI ESG RESEARCH LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of WSP by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

Performance Scorecard

	2021 OBJECTIVE[10]	STATUS	2020 PROGRESS
Clients and Expertise	Execute our Future Ready®[11] approach globally	Achieved	With the launch of Future Ready® in Asia, Latin America and the Caribbean and Central Europe, we have achieved our 2021 ambition to execute Future Ready® globally.
	Obtain a top quartile satisfaction rating by over 75% of our clients in the Net Promoter Score Survey ("NPS")	On track	In 2020, we conducted NPS surveys within most of our major operating regions. Individual NPS scores reported were either "excellent" (above 50), or "favourable" (above 20). Overall, WSP scored 34 on a scale from -100 to 100. WSP is working to expand use of the NPS survey within our global operations.
	Diversify our global portfolio by increasing our net revenues in target sectors (Earth & Environment, Water, Power & Energy, Resources and Industry) to between 30 and 50% of the total, to balance exposure to our Transportation & Infrastructure and Property & Buildings sectors	On track	In 2020 and 2019[12], we reported net revenues from these target sectors of 25%. The Golder acquisition will contribute to a substantial increase in Earth & Environment net revenues, from 2021.[13]
	Diversify our service offerings by increasing net revenue from Strategic Advisory Services to between 40 and 55%	On track	Strategic Advisory Services revenues increased slightly in 2020, due to growth in Earth & Environment as this sector is represented by a high proportion of advisory services. The Golder acquisition will contribute to a substantial increase in Strategic Advisory Services net revenues, from 2021.[13]
	Increase the percentage of Green Revenue[14] from our operations, i.e. revenue from services having a positive impact on the environment	On track	Increased our green revenues (included as a sustainability-linked term in our syndicated credit facility) by 3 percentage points between 2018 and 2020.

10 Unless a different timescale is indicated.

11 FUTURE READY® is registered in Canada and New Zealand. WSP FUTURE READY (logo)® is registered in Europe, Australia and in the United Kingdom.

12 The percentage reported for 2019 in our 2019 Global Sustainability Report omitted water revenues. The 2019 total has been revised from 23% to 25%.

13 Refer to WSP and Golder Investor Presentation dated December 3, 2020 for details of pro forma net revenues. The transaction closed on April 7, 2021.

14 WSP now also tracks a broader metric, Clean Revenue, which aligns with the UN Sustainable Development Goals. See section "UN Sustainable Development Goals".

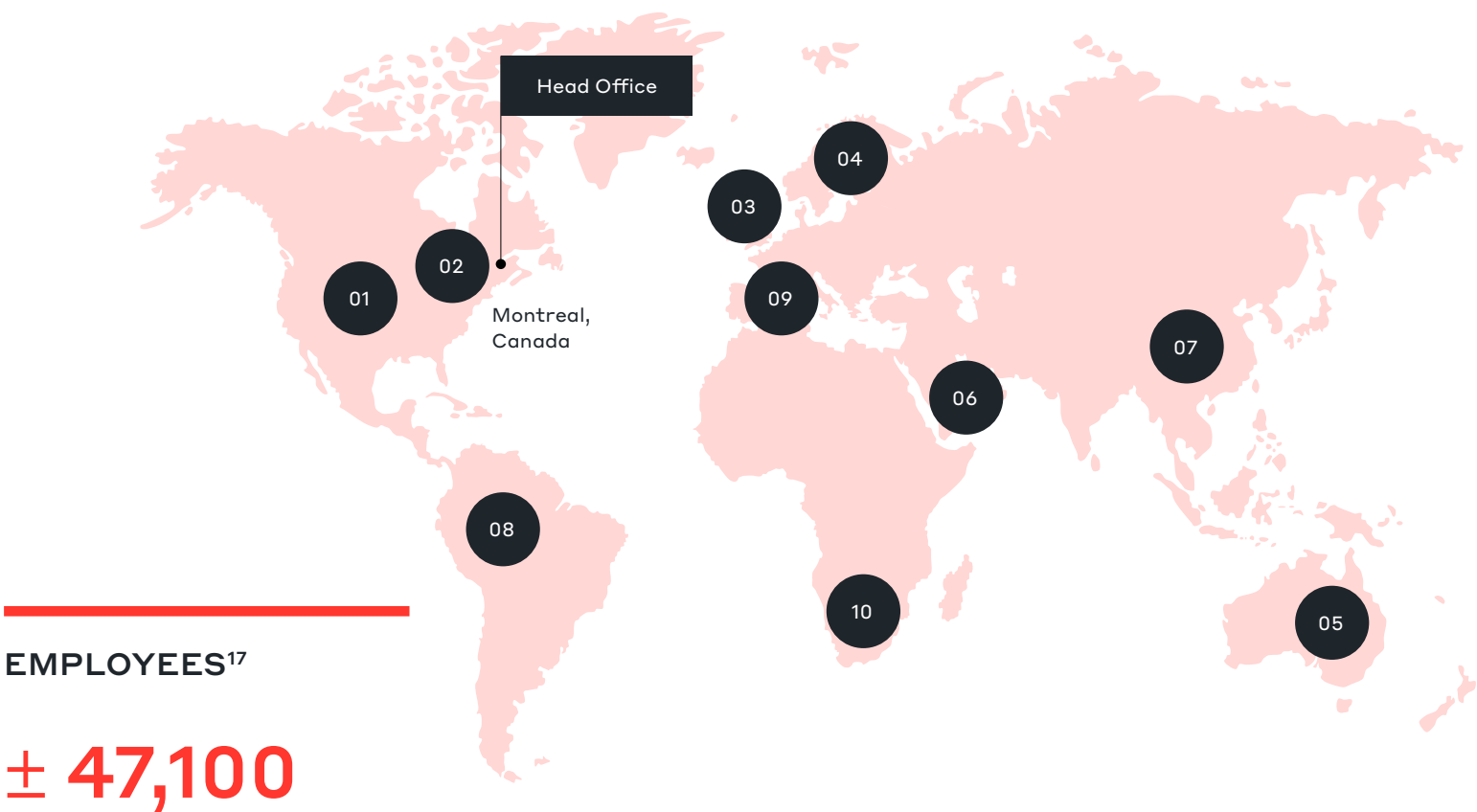|	2021 OBJECTIVE[10]	STATUS	2020 PROGRESS
Operational Excellence	Achieve a Lost Time Injury Rate ("LTIR") of <0.1 per 100,000 hours worked, in all regions	On track	Achieved an LTIR below 0.1 in all regions except Latin America and the Caribbean, and 0.05 globally.
	Ensure 100% of our workforce completes ethics onboarding training (following hire) and annual refresher training	On track	Achieved completion rates for Code of Conduct training of approximately 99% for onboarding training and approximately 90% for annual refresher training.[15]
	Reduce absolute scope 1 and 2 market-based GHG emissions 60% by 2030 from a 2018 base year. Reduce absolute scope 3 GHG emissions 30% over the same timeframe[16]	On track	Scope 1 and 2 market-based emissions decreased by 35% between 2018 and 2020. Scope 3 emissions decreased by 13% between 2018 and 2020.
	Source 100% renewable electricity by 2030	On track	In 2020, WSP's offices purchased approximately 27,529 megawatt hours (MWh) of renewable electricity (approximately 99,103 gigajoules (GJ)), representing approximately 35% of total electricity consumption.
People and Culture	Fill over 75% of Global Leadership positions (and those of their direct reports) by internal candidates	On track	Filled 66% of our vacant as well as new Global Leadership positions (and those of their direct reports) by internal candidates, compared to 59% in 2019.
	Reduce our voluntary turnover rate below 12% globally (compared to 15% in 2018)	On track	Observed a voluntary turnover rate of 10% at the end of 2020, an improvement of four percentage points in comparison to 2019.
	Fill over 30% of management positions (business leaders and middle management) by women (compared to 21% in 2018)	Requires improvement	Noted no change in the overall percentage of management positions held by women between 2019 and 2020 (remained at 21%). However, 35% of our approximately 500 top employees in leadership positions across our major regions are female.

15 Completion rate for Latin America and the Caribbean ("LAC") was lower for 2020 as training was only launched in December 2020, which has lowered the overall percentage for refresher training. Without the LAC region, the overall completion rate would have been 97%.

16 Our new GHG emissions reduction targets were approved by the Science Based Targets initiative ("SBTi") in early 2021 and announced in April 2021. While these goals supersede our existing GHG emissions reduction targets, we are still tracking our original interim target of reducing scope 1, scope 2 (market-based) and scope 3 business travel emissions 5% by 2021 from a 2018 baseline, as a performance metric associated with our sustainability-linked credit facility. Our scope 1, 2 (market-based) and scope 3 business travel GHG emissions have decreased by 44% between 2018 and 2020.
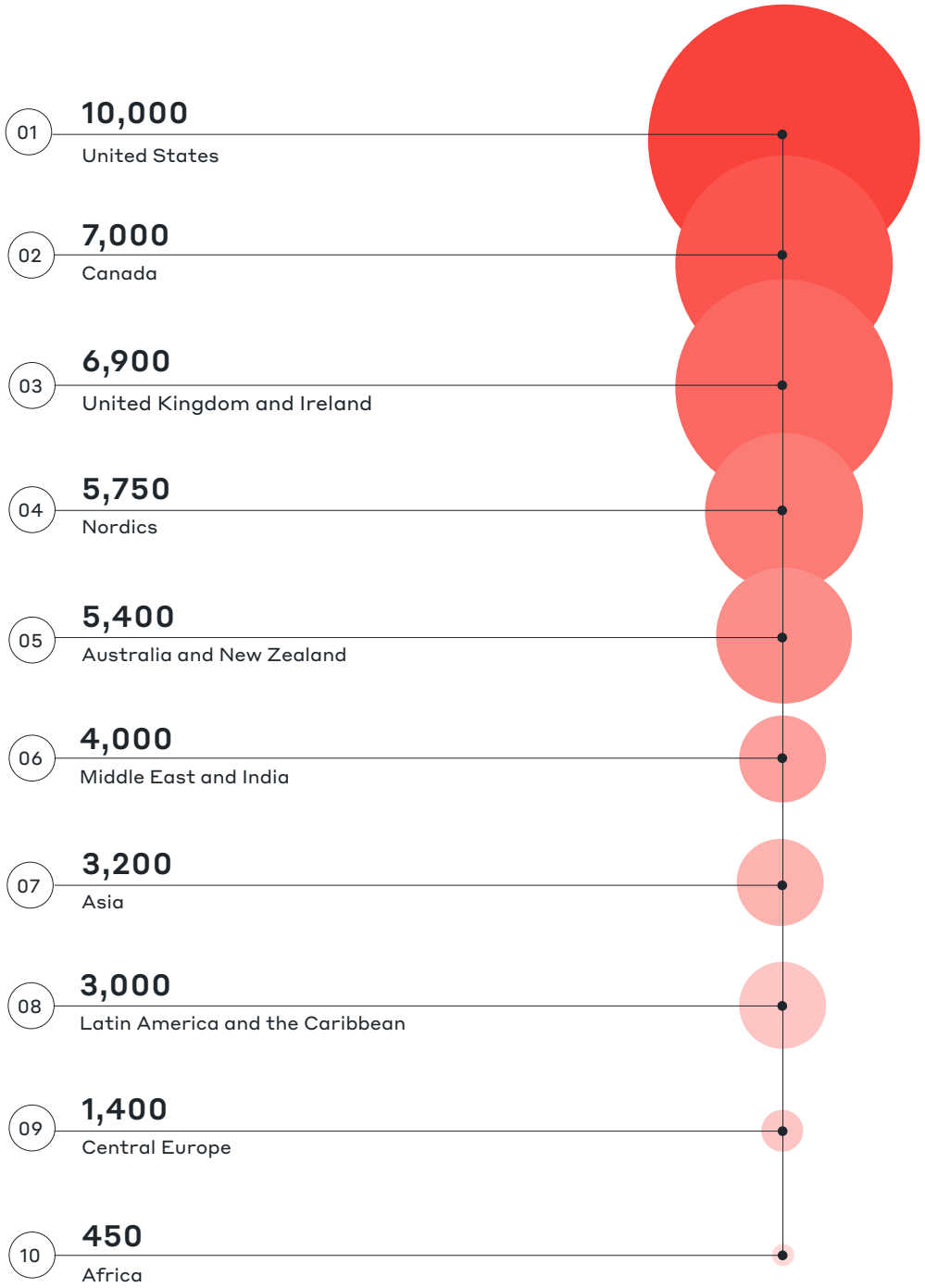
Our Business

At a Glance

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

Head Office

Montreal, Canada

01

02

03

04

05

06

07

08

09

10

EMPLOYEES[17]

± 47,100

OUR PRESENCE

01	**10,000** United States
02	**7,000** Canada
03	**6,900** United Kingdom and Ireland
04	**5,750** Nordics
05	**5,400** Australia and New Zealand
06	**4,000** Middle East and India
07	**3,200** Asia
08	**3,000** Latin America and the Caribbean
09	**1,400** Central Europe
10	**450** Africa

17 As at March 27, 2021

2020 REVENUES BY MARKET SECTOR

55%
Transportation
& Infrastructure

22%
Property & Buildings

9%
Power & Energy,
Resources, Industry

14%
Earth & Environment
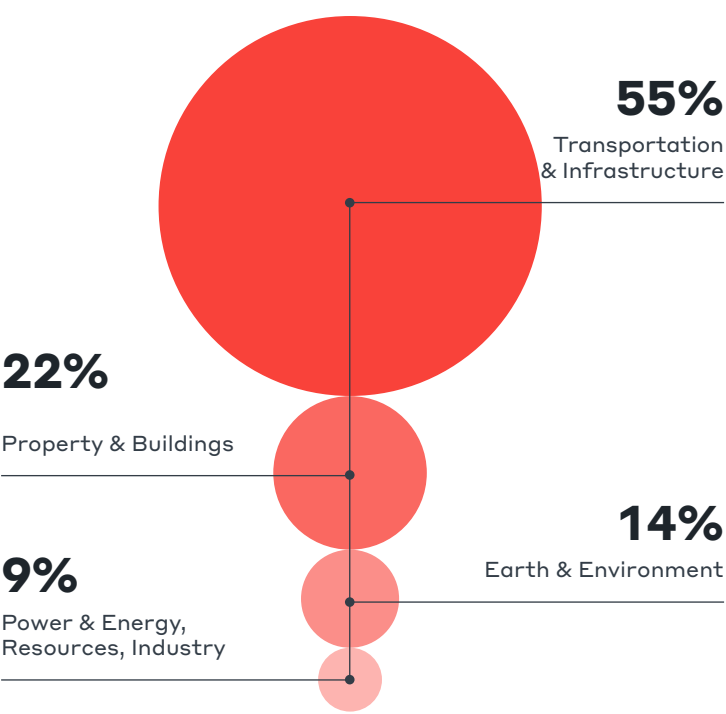
2020 NET REVENUES BY SEGMENT

35%
Europe,
Middle East, India
& Africa (EMEIA)

34%
Americas

17%
Asia Pacific (APAC)

14%
Canada
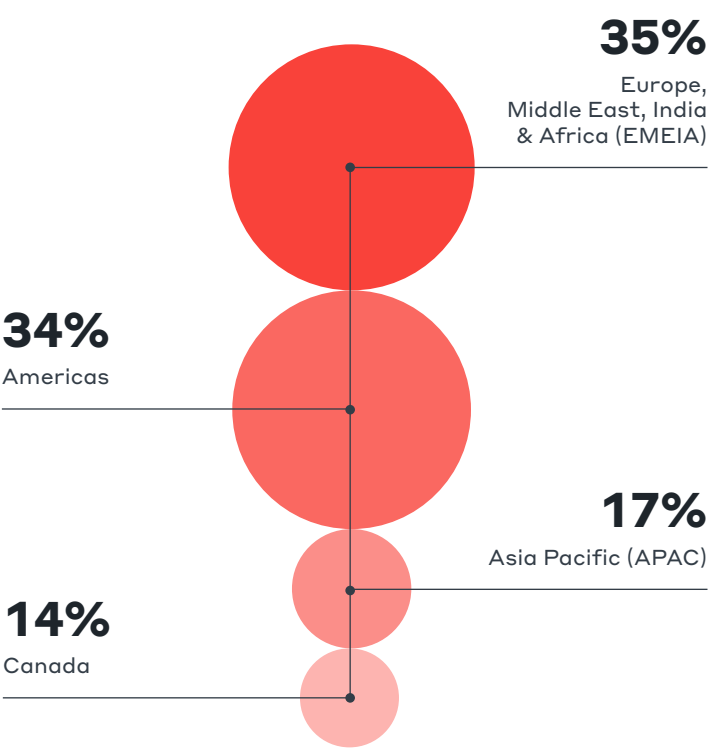
Financial Position

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

For full disclosure of WSP's economic position and metrics of economic value generated and distributed, please refer to our 2020 Annual Report, beginning on page 24 (Management's Discussion and Analysis).

— For our revenues and expenses (including personnel costs), please refer to the Consolidated Statement of Earnings on page 8 of the Fiscal 2020 Consolidated Financial Statements.

— WSP's revenues are allocated to geographic regions based on the country of operations, and this information is presented on pages 32 and 33 of the Fiscal 2020 Consolidated Financial Statements. Our disaggregated revenues by geographic region, market sector and client category can be found on page 34 of the Fiscal 2020 Consolidated Financial Statements.

A list of our principal subsidiaries can be found on page 5 of our 2020 Annual Information Form. All subsidiaries are covered by the descriptions in this Report, unless otherwise noted. For more information on our Named Executive Officers' compensation, please refer to our 2021 Management Information Circular, beginning on page 49.

Highlights relating to the development of WSP's business over the past three years are summarized in our 2020 Annual Information Form, starting on page 6. During the year ended December 31, 2020, WSP completed three acquisitions, details of which may be found in the Table of Acquisitions on page 9 of the Annual Information Form.

TAX PAYMENTS

WSP recognizes that taxes are a key mechanism by which companies contribute to the economy of the countries in which they operate. We strive to comply with local and international tax legislation, maintain high standards of tax governance and recognize being transparent on tax can add value to our business, investors and other stakeholders.

Over the forthcoming period we will use the GRI Standard on tax reporting, GRI 207: Tax, to assess the maturity of our existing tax strategy, governance and risk management frameworks and align these with our ESG strategy. We will undertake these activities with a view to providing informative and transparent tax reporting in future Global ESG Reports.

Value Chain

GLOBAL OPERATIONS

± 47,100

Employees[18]

± 70,000

Active Projects worldwide[19]

8.8B (CAD)

2020 Revenues

6.9B (CAD)

2020 Net Revenues[20]

2020 VALUE DISTRIBUTED

Employees

5.2B (CAD)

in personnel costs

Subconsultants

1.9B (CAD)

including direct costs[21]
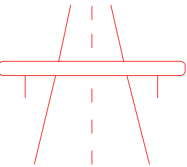
Shareholders

88.3M (CAD)

in cash dividends paid

Taxes

104.5M (CAD)
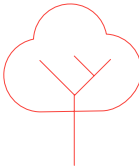
in income taxes paid

TRANSFORMATIVE PROJECTS

Transportation & Infrastructure

Property & Buildings

Earth & Environment
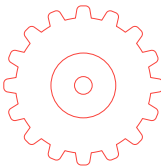
Power & Energy, Resources, Industry

18 As at March 27, 2021

19 Based on the Sustainability Accounting Standards Board definition of Active Projects.

20 Non IFRS measure. Net revenues are defined as revenues less direct costs for subconsultants and other direct expenses that are recoverable directly from clients. Additional details for non-IFRS measures can be found in WSP's 2020 Annual Report, which is posted on WSP's website at www.wsp.com, and filed with SEDAR at www.sedar.com.

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

WSP's Market Sectors

WSP operates in the market sectors described below.

TRANSPORTATION AND INFRASTRUCTURE

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

PROPERTY AND BUILDINGS

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

EARTH AND ENVIRONMENT

The Corporation has specialists working with and advising businesses and governments in all key areas of earth sciences and environmental consultancy, including ESG matters. These experts deliver a broad range of services including air, land, water, health and climate change. They work with and advise clients on environmental matters ranging from due diligence, permitting authorizations and regulatory compliance, to consulting on disposal of hazardous materials, land remediation, environmental and social impact assessments, and employee health and safety. WSP's reputation has been built on helping clients worldwide mitigate risk, manage and reduce impacts, and maximize opportunities related to sustainability, climate change, energy use and the environment. The services are offered at any stage of the project or asset lifecycle, and range from field data collection, and site-based services, all the way up to helping our clients' executives make the best ESG decisions.

RESOURCES

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

POWER AND ENERGY

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

INDUSTRY

The Corporation works in almost every industrial sector including food and beverages, pharmaceutical and biotechnology, automotive and chemicals. WSP's experts offer a variety of skills with a deep understanding of industrial and

energy processes, and the engineering expertise required to plan, design, build and operate a new plant, or to automate equipment in an existing industrial facility. A full range of consulting and engineering services is offered within multiple disciplines that span all stages of a project - from strategic studies, concept design and productivity analysis, to serving as an owner's engineer at each stage of an EPCM contract.

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

PLANNING AND ADVISORY SERVICES

The Corporation helps clients make informed decisions during various stages of the project life-cycle, taking into consideration changing economic, environmental and social factors, evolving government priorities and emerging technologies. To stay competitive and effectively manage and develop their infrastructure and property assets, public and private sector organizations are looking to gain access to more refined data and "lessons learned" from experts who help drive client success around the globe.

The Corporation not only provides local expertise, but also offers international benchmarks and best practice solutions based on its extensive experience. WSP's team blends the technical skills of its global network with results-oriented business acumen, to provide effective and sustainable strategies that also contribute to the advancement of the communities where WSP is present.

MANAGEMENT SERVICES

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

TECHNOLOGY AND SUSTAINABILITY SERVICES

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

UN Sustainable Development Goals

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

Integrated Development's Diverse and Impactful SDG Portfolio

📍 NEPAL

In Nepal, WSP is transforming women's lives and promoting greater gender equality through two UKaid-funded five-year programs: "Access to Finance" and "Skills for Employment". As part of the Access to Finance program, and working with key policy makers, regulators and market players, WSP is promoting financial inclusion and deploying innovative fintech solutions such as mobile banking. By the end of 2020, WSP had generated more than US$270 million in lending capital to help small-medium enterprises grow and reached more than 2.4 million beneficiaries, including more than 1.2 million women, and other low-income disadvantaged groups in rural communities.

Under the Skills for Employment program, WSP is expediting investments and partnerships that make quality skills training and decent reliable jobs more accessible for an estimated 90,000 Nepalis – over 35% of which consist of women, disadvantaged groups and persons with disabilities. Working with private sector firms, WSP has leveraged over US$13 million in commitments to secure access to finance, market access and sustainable jobs. By the end of 2020, WSP had impacted nearly 15,000 Nepalis and fostered productivity gains in numerous industries.

Both these programs are promoting more inclusive growth and greater economic resiliency in Nepal. Outside of Nepal, the group has helped transform people's lives by promoting seven SDG goals (SDGs 5, 8, 9, 10, 11, 16, 17) including: significant new jobs (>840,000), microloans (US$1.5 billion), sales (>US$1 billion), investments (US$1.1 billion), and more than 2,000 infrastructure projects (e.g., schools, health clinics, water systems).

© Image courtesy of Montgomery

© Image courtesy of Montgomery

Maren Moltke Lyngsgaard is a consultant in WSP in Denmark's Environment and Nature team. With a PhD in Marine Ecology, Maren specializes in the restoration of aquatic ecosystems that provide wider benefits for society and human health.

She was involved with the "Inprofeed" demonstration project for Denmark's Ministry of Food, Agriculture and Fisheries that helped pioneer an innovative and commercially viable solution for farming blue mussels in the country's natural fjord systems and processing them into fish feed, which brings greater ecological benefits compared to more conventional options. By recycling nutrients found in coastal waters back onto land, the "blue biomass" value chain showed improvement in both water quality and biodiversity in the waters surrounding the mussel farms.

Mussels are a sustainable low-carbon food resource for people too – but they can only make a positive ecological impact if there is demand for them. That's why WSP supported Maren as she published a cookbook that tells the story of blue mussels' many benefits and presents over 40 simple recipes using easily accessible ingredients, in the hopes that it will introduce mussels as a sustainable, quick and healthy food.

This is just one example of how we seek to deliver multiple co-benefits on the projects we work on, from increasing natural capital and reducing carbon emissions to improving human health and serving local communities.

WSP's Maren Moltke Lyngsgaard: Serving Up Biodiversity

Case Study

📍 DENMARK

"Biodiversity doesn't know national borders – the globe is one whole system. And as a global company, WSP has an important role to play in helping to restore ecological systems. We can put forward proactive solutions that reach beyond artificial boundaries."
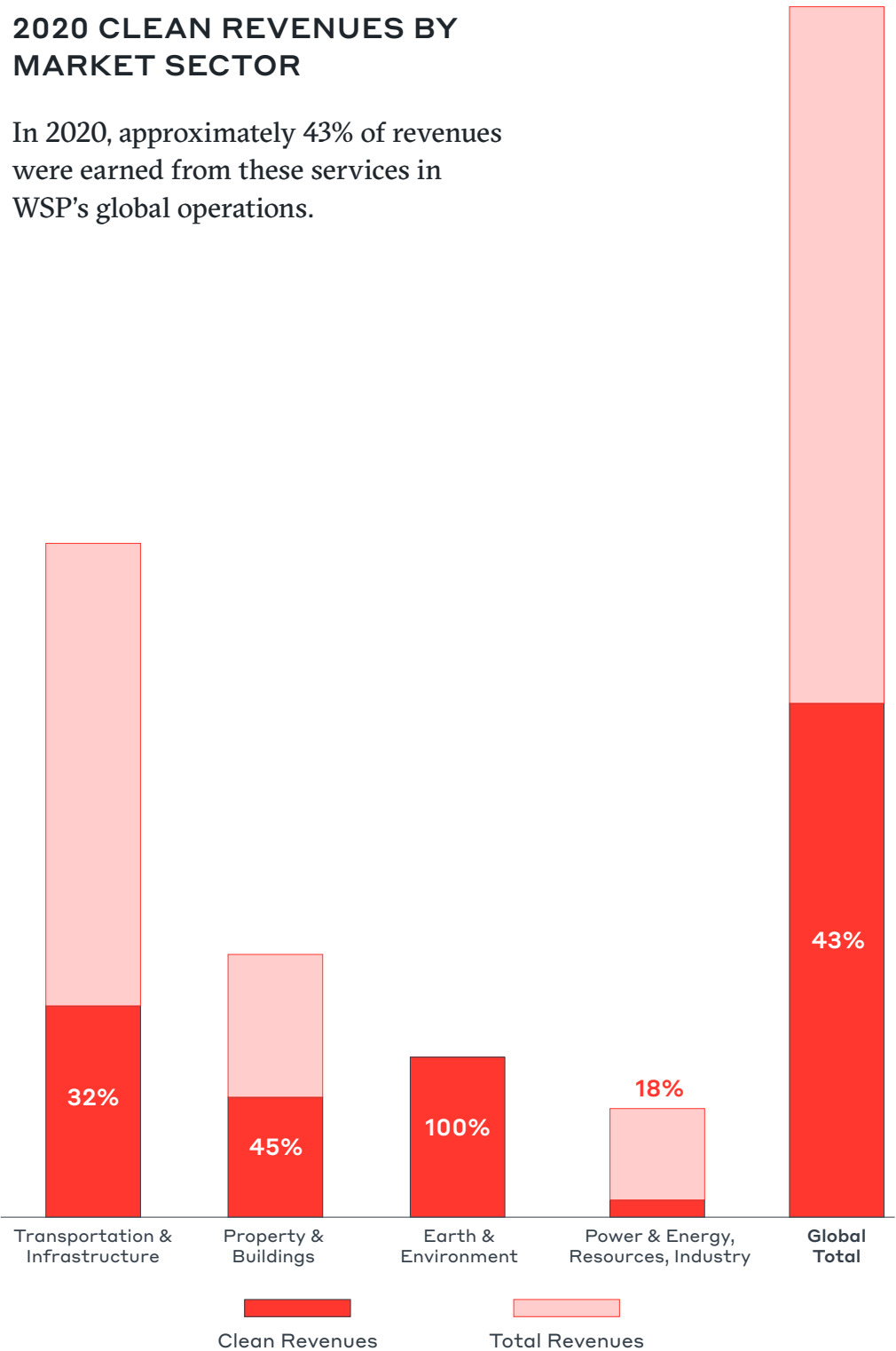
Measuring our Impact

WSP's greatest impact on sustainability is through our services and advice to clients. One method that we use to measure our impact is to estimate our percentage of Clean Revenue[22], defined as revenues earned from services that have a positive impact on the environment and that support the UN SDGs.

2020 CLEAN REVENUES BY MARKET SECTOR

In 2020, approximately 43% of revenues were earned from these services in WSP's global operations.

EXAMPLES OF WSP SERVICES INCLUDED IN CLEAN REVENUE

Transportation & Infrastructure	Property & Buildings
All water and wastewater services Most transit and rail services Other services supporting sustainability, resilience and decarbonization	Mechanical, electrical and plumbing (MEP) services supporting energy conservation, decarbonization and sustainable design Structures services supporting green building certification Other services supporting sustainability, green building certifications, sustainable cities, sustainable construction materials selection, or reduced embodied energy and carbon
Earth & Environment	**Power & Energy, Resources, Industry**
All services	All renewable power services Industry services supporting air pollution reduction, waste management, renewable energy, energy efficiency and various other clean technology applications

Transportation & Infrastructure — 32%
Property & Buildings — 45%
Earth & Environment — 100%
Power & Energy, Resources, Industry — 18%
Global Total — 43%

Clean Revenues   Total Revenues

22 We track Clean Revenue in addition to tracking Green Revenue as part of our sustainability-linked credit facility, which covers a narrower scope of services that have a positive environmental impact.

Strategy and Governance

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

Our strategy is supported by our Global ESG Statement. The statement, the outcomes of our latest materiality assessment (see the section "What Matters Most") and this Report are structured around the pillars of our Global Strategic Plan: Clients; Expertise; Operational Excellence and People and Culture.

Our Global ESG Sponsor:
An Interview

Q How does ESG fit into WSP's strategy and what was the motivation for establishing the ESG Committee?

Sustainability has always been at the heart of WSP, embedded both within our company and underpinning everything we do. In recent years the global conversation around sustainability has begun to coalesce around three core pillars, namely environmental, social and governance: ESG. There is growing recognition that each of those three strands cannot be taken in isolation but are intrinsically linked. It's an awareness that COVID-19 has served only to reinforce.

This was the trigger in 2020 for us to repurpose WSP's existing Sustainability Taskforce with an expanded remit, focusing expertise in each of these three areas from across the business, into a formalized ESG Committee. This enhanced ESG function, comprising representatives from all operating regions and corporate functions who have been empowered to implement the Committee's recommendations, now forms the global platform from which to execute our ESG program.

Indeed, the timing of its formation in the year when the pandemic took hold has been critical in enabling us to better deliver on our social responsibilities to our employees and stakeholders during one of the most challenging years we've ever seen.

Further underlining the importance that we attribute to this ESG narrative, early last year we took the pioneering step to link the terms of our credit facility to our ESG performance. It's a powerful motivation to continue scrutinizing and improving our own ESG record. WSP's ambition is to be best-in-class. If we are to credibly claim that distinction, we must lead by example.

André-Martin Bouchard

Global Director, Earth & Environment

Q What are WSP's new GHG emissions reduction targets and how will WSP achieve its net zero target?

Core to our ESG program is the imperative to address our GHG emissions as we globally transition to a low-carbon economy. WSP first set reduction targets in 2018, but given the pace at which climate science has evolved since then, this year we raised the level of our ambition. Our updated targets, approved by the Science Based Targets initiative (SBTi), align WSP with the most ambitious aim of the Paris Agreement, to limit global temperature rise to 1.5°C. We have committed to reduce absolute scope 1 and 2 market-based GHG emissions by 60% by 2030 from a 2018 base year, and scope 3 emissions by 30% over the same timeframe. We also aim to be net zero across our value chain by 2040.

In addressing our scope 1 and 2 emissions, we will focus on the energy efficiency of our global facilities and target vehicle fleet emissions. For example, by the end of this decade we are committed to sourcing 100% renewable electricity.

In terms of indirect upstream scope 3 emissions, we will be engaging with our suppliers, contractors and sub-consultants on their own carbon reduction targets. Our business travel footprint will also be evaluated to identify potential reduction opportunities.

Each of our operating regions is updating its plan to reduce emissions, to match or exceed our global GHG reduction aspirations, tailored to local operations and context.

Q How is WSP evaluating its climate risks and opportunities?

In 2020, we undertook a thorough, qualitative analysis of climate-related physical and transition risks and opportunities regarding our offices, employees, services, markets and host communities. The approach we took aligns directly with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We have begun to integrate the climate-related physical and transition risks into our Enterprise Risk Management (ERM) program, to minimize the impacts of these risks on our business and people. The ERM team will work in tandem with other members of the Global ESG Committee to begin to evaluate these risks on a regular basis.

Q Why is it critical to consider biodiversity alongside climate mitigation?

Given that countless communities across the world rely on healthy, functioning ecosystems for their livelihoods, global biodiversity loss represents one of the biggest risks we face today. It's estimated that over half of global GDP – US$44 trillion – is exposed to financial risks linked to biodiversity loss. And it is clear that the impacts of climate change could further destabilize delicately balanced ecosystems already imperiled by our past actions.

With so much of our global economy tied to the Earth's natural capital, it is vital for society that every action focused on cutting emissions and achieving net zero must simultaneously foster healthy ecosystems and the biodiversity upon which they are built.

Driven by this reality and coinciding with the start of the United Nation's Decade on Ecosystem Restoration, in 2020 WSP became a signatory of the Business for Nature initiative. As part of this global coalition, WSP is sending a clear message to policy makers and governments worldwide that tackling climate change and restoring biodiversity go hand in hand. With thousands of experts, including biologists, hydrogeologists, ecologists and toxicologists, to name but a few, WSP is positioned to assist in laying the foundations to rebuild the biodiversity upon which we rely.

Q How does the recent acquisition of Golder fit into WSP's strategic goals?

The strength of our determination to further the ESG agenda, both within our own organization and with our clients, was underlined by our recent acquisition of Golder, a globally recognized and highly respected earth sciences and environmental consulting firm. The merger of our respective environmental contingents, to form the world's leading environmental consulting capability, is a bold statement of our intention to meet global ESG ambitions. Combined, our two organizations will offer unrivalled ESG services to our clients, regardless of sector or geography.

In short, WSP is now positioned to play a pivotal role in the decades ahead in achieving a sustainable, equitable and prosperous future for our employees, clients, stakeholders and society at large.

Sustainability has always been at the heart of WSP, embedded both within our company and underpinning everything we do.

Governance

Corporate Governance

WSP Global Inc.'s Board of Directors ("Board") is responsible for the stewardship of WSP and oversees the management of the business and affairs of WSP. The Board of Directors' duties and responsibilities are set out in a formal charter, which was last updated in 2020.

The Board discharges its responsibilities directly and through its Committees, currently the Audit Committee and the Governance, Ethics and Compensation Committee ("GECC"). WSP's Corporate Governance Guidelines and 2021 Management Information Circular reflect WSP's compliance with securities laws and corporate governance best practices applicable in Canada.

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

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

Environmental, Social and Governance

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

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

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

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

More information about WSP's ESG approach is available in our 2021 Management Information Circular.

Global ESG Statement

Our Global ESG Statement (formerly Global Sustainability Policy) 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 operating entities, and employees at all levels are responsible for respecting the commitments set out in the Global ESG Statement, which was last updated in May 2021.

In preparing this Report, we have identified ESG issues that are material to our business. Guided by our Global ESG Statement, we manage these material issues using specific policies; programs and training; tools and communications; goals and targets; and roles and responsibilities. These management processes for material issues identified are described throughout this Report.

Risk Management

Corporate and Business Risks

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

The ERM program comprises a risk universe covering the following 13 areas: People; Ethics; Projects; Information Technology; Regulatory; Finance; Emerging; Corporate Governance; Environmental, Social and Governance; Reputation; Marketing and Communications; Workplace Strategy & Procurement; and Strategy.

These risk areas are further divided into categories, of which approximately 18 are identified by Management and approved by the Board of Directors, as recommended by the Audit Committee of the Board, as WSP's top risks. These global risks are aligned with regional risks, alongside their respective mitigating mechanisms, which are periodically assessed to determine whether there is adequate mitigation. Action plans have been put in place or are currently being prepared for all top risks.

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

Our RM governance includes a global delegation of authority policy (GDOA), and the regional delegation of authorities are derived from this global framework. The GDOA, along with other related risk management policies, is managed and monitored by a global approval panel (GAP), which ensures compliance with the GDOA across WSP. As such, certain business decisions which may involve higher risks for WSP must be reviewed and approved by the GAP before proceeding.

A list of our top global risks and their definitions (including a summary of management and mitigation strategies, 2020 actions and 2021 planning), can be found here. In addition, discussion of the risks may be found in section 20 (Risk Factors) of the 2020 Annual Report (Management's Discussion & Analysis on pages 32-47).

Case Study

Climate Adaptation and Renewal for Copenhagen

📍 COPENHAGEN, DENMARK

Experts from various WSP departments are involved in this climate adaptation and urban renewal project, which aims to provide better cloudburst protection while enhancing recreational areas for local residents.

The City of Copenhagen faces mounting costs stemming from cloudbursts, which are associated with flooding and other damage in the area. For many years, residents of the Karens Minde Aksen area of Sydhavnen in central Copenhagen have been calling for enhancements to existing recreational areas, including safer parks and renewal of playgrounds. This climate adaptation and urban renewal project provides an opportunity to address both issues at the same time.

Schønherr Architects and WSP are responsible for this project and played a key role from the outset, including preliminary sketches and the tendering process. Due to the complexity of the project, experts from several WSP departments have been involved, including biodiversity specialists. Going green serves a dual purpose: when a cloudburst occurs, up to $15,000\,\text{m}^3$ of rainwater must be collected and managed. Green spaces typically absorb and retain more rainwater and reduce the overall burden on the municipal sewage system.

With a surface area of over $37,000\,\text{m}^2$, Karens Minde Aksen will also be reconfigured to accommodate more cultural and social amenities for local residents.

6 CLEAN WATER AND SANITATION

6.6
By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes

11 SUSTAINABLE CITIES AND COMMUNITIES

11.7
By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

13 CLIMATE ACTION

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

15 LIFE ON LAND

15.1
By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

15.5
Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

Climate-related Risks and Opportunities

Climate-related Risks and Opportunities

In this Report, we have developed disclosures in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We are committed to ongoing TCFD alignment, disclosing our climate-related risks and opportunities, and enhancing our disclosure and climate action over time. Climate-related risks and opportunities are key considerations of our governance approach, and risks will be evaluated as part of our ERM program under Environmental, Social and Governance. See response C2.2 in our 2020 CDP Questionnaire (registration required for viewing) for a description of how we determine, assess and implement internal controls for climate-related risks at a company level, and how we establish asset level business continuity plans (BCPs) to ensure the resilience and continuity of our operations.

We continually assess, monitor and respond to the risks posed by a changing climate, while providing continuity of services that help our clients manage those risks and as part of our Future Ready® program. We also monitor opportunities to enhance our adaptive capacity by making our people and operations more resilient, ensuring preparedness of our employees, and expanding our services to address our clients' needs for ESG and climate resilience services, as well as facilitating their equitable transition to a low-carbon economy.

This section presents key findings from our qualitative assessment of climate-related risks and the potential impacts on our business. See Appendix D for the full TCFD index.

What is "transitioning to a low-carbon economy"?

The technology, infrastructure, investment, market and policy adjustments needed to move from higher-emission, traditionally non-renewable energy sources (e.g., oil, natural gas, coal) to lower-emission renewable energy sources (e.g., solar, wind, geothermal, hydropower, biomass).

Our TCFD Process

Our approach to managing current and evolving climate-related risks and opportunities aligns with the recommendations of the TCFD. In 2019, we conducted a TCFD gap analysis and developed a Climate Resilience Action Roadmap, an internal document. In Q1 2021, we completed an initial qualitative physical and transition climate scenario analysis and identified strengths and opportunities for improvement. The qualitative assessment will be used to inform a future quantitative climate scenario analysis. We are in the process of integrating climate-related risks into our ERM program, and are planning to address these risks and implement controls and key risk indicators by the end of 2021.

Physical and Transition Risk and Opportunity Assessment

We assessed the exposure of our operating regions to physical climate risks, which allows us to identify the most at-risk operating regions, focus our adaptive capacity assessment, and develop climate-adjusted regional business continuity plans. To assess physical risk, we used an initial, city-level approach to understand climate-related impacts to both our offices and employees in 17 major cities across the globe. For each site, we considered the likelihood and consequence of acute (e.g., flooding, cyclonic events, drought and extreme temperatures) and chronic (e.g., increasing temperatures, rising sea levels and changes in precipitation patterns) risks. We reviewed historical trends and impacts and analyzed future climate projections for 2035 and 2060 under the Intergovernmental Panel on Climate Change's

(IPCC's) Representative Concentration Pathway (RCP) 8.5 (higher-emissions) scenario[23], which is aligned with industry best practice in assessing physical climate-related risk. After developing our initial findings, we engaged leaders and experts from across our business to conceptually validate our results and discuss potential investment and mitigation strategies.

Our assessment used a market and policy-driven approach to assess WSP's exposure to the following potential climate-related risks and opportunities associated with the transition to a low-carbon economy:

— **Risks:** Policy and legal, technology, market and reputation.

— **Opportunities:** Market and resilience.

Our analysis was conducted using two scenarios under a 2035 timeframe: 1) a low-emissions scenario with increased climate-related opportunities and low-carbon policies; and 2) a high-emissions, business-as-usual scenario with fewer low-carbon opportunities. We assessed two transition scenarios over a single timeframe to assess the range of possible outcomes to our business. The following tables present a summary of our physical risks and transition risks and opportunities for 2035 using a high-emissions scenario for physical risk and a low-emissions scenario for transition risks and opportunities.

With this assessment and the findings that we have identified, we are beginning to integrate these findings into our ERM program.

Summary of Climate-related Physical and Transition Risks

Physical risks resulting from climate change can be acute or chronic. Acute physical risks refer to those that are event-driven, including increased severity of extreme weather events, such as cyclones, hurricanes, floods or extreme temperatures. Chronic physical risks refer to longer-term shifts in climate patterns such as sustained higher annual average temperatures, sea level rise, or changing precipitation patterns.

Transitioning to a lower-carbon economy will require policy, legal, technology and market changes to address mitigation and adaptation requirements related to climate change. Depending on the nature, speed and focus of these changes, transition risks may pose varying levels of financial and reputational risk to organizations.

23 The RCPs describe four different possible pathways of GHG emissions concentrations in the atmosphere as defined by the IPCC. RCP 8.5 represents a higher-emissions scenario, with GHG emissions continuing to rise at current rates.

PHYSICAL RISK TYPE AND POTENTIAL PHYSICAL IMPACT

Acute: Risks vary by geography, but acute risks, particularly flooding and extreme temperatures (heat and/or cold stress), are likely to impact access to the office and employee health and wellbeing the most. While there will likely be limited impact to the office space itself, flooding may inhibit employee access to offices and field assessments, and potentially cause employees to incur disruptions or productivity losses while working remotely. Extreme temperatures impact employee health and productivity, strain heating and cooling systems and particularly expose those in the field.

While drought does not directly impact WSP operations, it has the potential to create drier conditions that, paired with changes in temperature and precipitation regimes, may increase the potential for wildfires, poor air quality and associated public health impacts to employees working in the office, remotely or in the field.

Chronic: Chronic risks may exacerbate acute risks. Rising sea levels and changes in precipitation patterns may exacerbate nuisance and flash flooding in cities where our offices are located, hindering employee access to offices and field sites. Increasing temperatures can enhance the impacts of extreme heat events, straining office cooling systems, impacting the remote workforce with no access to cooling and potentially altering fieldwork schedules.

TRANSITION RISK TYPE AND POTENTIAL FINANCIAL IMPACT[24]

Policy and Legal: Increased operating costs due to carbon prices. In a sustainable development scenario, our operating costs will increase due to carbon pricing on energy. While these impacts are low as a share of revenue, they may impact margins over time. WSP advises on large infrastructure projects which have expected life spans of decades. Climate change may impact the long-term health and viability of the infrastructure, and failure to properly assess and account for climate-related impacts in the design phase may subject WSP to litigation or fines.

Market: Our business serves traditional energy companies. These clients may face market pressures in a sustainable development scenario. Our revenue from traditional energy clients may decline in a low-emissions scenario. The impacts may be larger for the Canadian and Middle Eastern markets, which rely more heavily on revenue from traditional high-carbon energy markets.

Technology: New technologies may be introduced as part of the transition to a low-carbon economy that disrupt WSP's business model by decreasing the appetite for our services. While we may need to adjust our services to adapt to new technologies, no potential climate-related innovations were identified that fundamentally impact WSP's business.

Reputation: Employees are increasingly interested in their employer's commitment to combatting climate change and transitioning to a low-carbon economy. Our continued support of traditionally high-carbon projects, such as roads and buildings, can expose us to reputational impacts if they are not designed to support a low-carbon and resilient future. In addition, WSP assists clients in the extractive sectors plan and execute projects. These projects may face opposition from communities, landowners, Indigenous communities and other interested stakeholders. Controversial projects may subject resource and infrastructure projects to enhanced investor and stakeholder scrutiny, impacting not just the client but also WSP by association.

Adaptive Capacity of our Businesses and Offices

Following the physical risk assessment of our business and top operating regions, we qualitatively assessed WSP's capacity to manage and mitigate climate-related risks and capture opportunities. For this adaptive capacity assessment, we used the United Nations definition of adaptive capacity: *The ability of a system to adapt so as to better cope with evolving extreme weather and climate-related risks and reduce the likelihood of the occurrence and/or the magnitude of harmful outcomes resulting from these risks.*

The scope of our assessment included four components, which are mission-critical to our operations and our ability to run and grow our business:

— **Offices:** Physical infrastructure and operations as they relate to disaster preparedness, business continuity planning, facility-level risk assessment and IT vulnerability assessment;

— **Employees:** Training, commuting and health, safety and wellbeing;

— **Regional and urban context:** Climate action planning and critical infrastructure dependencies, including power, water, emergency services and community engagement; and

— **Business impacts:** Our ability to continue operating safely through extreme weather and climate-related risks.

Our findings suggest that we have established procedures in place to address each of the four components outlined above. However, a more consistent integration of extreme weather and climate (both acute and chronic risks) considerations in related processes will strengthen our approach. We will continue to enhance our adaptive capacity as we refine our processes and mature in our TCFD journey. Additional information can be found in our TCFD Index.

Summary of Climate-related Opportunities

Efforts to mitigate and adapt to climate change also produce opportunities, for example through resource efficiency and cost savings, the adoption of low-emission energy sources, the development of new products and services, access to new markets and building resilience along the supply chain.

OPPORTUNITY TYPE AND POTENTIAL FINANCIAL IMPACT

Low Carbon, Resilience and Future Ready® Services: As a global professional services firm, WSP experiences high demand for services when countries and companies invest in infrastructure. The climate crisis will compel many countries and companies to invest in climate-resilient and sustainable infrastructure, update standards, and enhance climate, ESG and environmental regulations.

WSP positions itself as a leader in ESG and climate resilience and is prepared to benefit from increased investment in sustainable and climate resilient infrastructure. The opportunity can be expected to be high as all future infrastructure projects across jurisdictions may soon be required to consider major climate change in design. We intend to be a leading provider of end-to-end resilience solutions for our clients.

Renewable Energy and Infrastructure: In scenarios where the world transitions to a low-carbon economy, energy companies, utilities and governments will have to invest in infrastructure and technology to build energy efficiency, to electrify (and potentially leverage hydrogen), and to take advantage of renewable power generation.

WSP is well positioned with our clients to be a trusted partner, regardless of sector, as they participate in a transition to a low-carbon economy. In addition, our work with the mining industry may see increase in revenue as demand for minerals such as copper, zinc, nickel grows to meet demand for electric vehicles.

Impacts to Our Business

Our initial qualitative climate scenario analysis indicates that although our business, people and clients may be impacted by inherent climate-related risks, we are actively addressing the risks that we have identified and do not consider these to pose a material financial risk to our business.

Given our focus on providing best-in-class ESG services, we have identified considerable climate-related opportunities. We believe our business is well positioned to be part of the equitable transition to a low-carbon economy. We have a number of service lines that are aligned with our Future Ready® program; specifically, we help build sustainable and climate-resilient infrastructure, design and support renewable energy projects, and provide climate change advisory services to help our partners disclose their climate-related risks and opportunities in alignment with TCFD.

Case Study

Climate Change Vulnerability and Risk Assessment

📍 SHAKTOOLIK, ALASKA, USA

Top priority "at risk community" in Alaska

Combined community experience with technical modelling to understand current and future risks

Approach focused on stakeholder engagement and community ownership of the study

Shaktoolik, a remote Alaskan village of 260 people, is located 125 miles east of Nome between the Tagoomenik River and the Bering Sea.

As the area is prone to storms and winds, the community may need to move again (this is its third location). The Alaska Department of Environmental Conservation included Shaktoolik in its six top-priority "at-risk" communities due to the impacts of climate change and global warming, including rising sea levels. The village is one of four communities in immediate need of relocation.

Golder, now a member of WSP, teamed up with Bristol Engineering Services Company, an Alaskan Native Corporation, to provide a climate change vulnerability and risk assessment and to quantitatively assess the community's vulnerability to flooding and erosion, in addition to considering climate change mechanisms that could have an adverse impact.

The Monte Carlo Method analysis of tides and storm surges, combined with two-dimensional wave modelling and associated run-up and overtopping discharge modelling, was applied to generate a range of existing and future scenarios. Community engagement sessions provided an opportunity to provide updates and seek feedback on progress and methods, summarize preliminary study results and gather essential input from community members, including Shaktoolik elders.

The findings from Golder's risk assessment show that consequences and risks to community infrastructure from flooding are expected to increase with climate change. This important assessment gives the community a time horizon in which to prioritize short-term mitigation activities regarding implementation of erosion and flood protection for critical infrastructure, as well as the ability to plan for the future when erosion and flood protection are no longer sustainable.

11 SUSTAINABLE CITIES AND COMMUNITIES

11.4
Strengthen efforts to protect and safeguard the world's cultural and natural heritage

13 CLIMATE ACTION

13.1
Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries' indicators

13.3
Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

Our Net Zero Commitment

In April 2021, WSP increased the ambition of our GHG emissions reduction targets by announcing a net zero commitment supported by science-based targets[25]. We signed the Business Ambition for 1.5°C commitment and joined the Race to Zero, which focus on taking action aligned with the most ambitious aim of the Paris Agreement to limit warming to 1.5°C.

Our new targets include:

Achieve net zero by 2040 across WSP's global business.

60%

reduction in absolute scope 1 and 2 market-based GHG emissions by 2030

30%

reduction in absolute scope 3 emissions by 2030

100%

renewable electricity by 2030

Commit to better understand the GHG emissions associated with our project advice and designs, and collaborate with our clients and partners to drive emissions reductions.

Climate Action

WSP has taken action to address the urgency of climate change within our industry. Recent examples include:

— WSP's UK business joined the SteelZero Initiative, a global initiative aimed at driving market demand for net zero steel with support from eight major steel buyers and specifiers across sectors.

— WSP's USA business partnered with the Coalition for Climate Resilient Investment (CCRI) to integrate climate-related data into cash flow modelling and valuation estimation practices for infrastructure assets.

— WSP's Swedish business co-authored a debate article (in Swedish only) on climate policy, urging the Swedish government to commit to a national CO_2 budget, accelerate the transition to a circular economy, use public procurement to reduce the climate impact of projects, facilitate innovation and introduce incentives.

Precautionary Principle

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

— Our experts assess project risks and present clients with recommendations that protect the environment and prioritize health and safety (see an example from Australia).

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

— Within our own business, we are also proactive in managing climate change and other environmental impacts, striving to reduce our own greenhouse gas emissions in alignment with the latest climate science. In addition, we support clients in reducing their GHG emissions and adapting to the impacts of climate change through resilient design (see an example from Sweden).

25 WSP publicly committed to setting science-based targets in December 2020.

Case Study

Towards a Long-Term National Climate Strategy

📍 CHILE, SOUTH AMERICA

WSP played a key role in launching the participatory process for the Chilean government's long-term climate strategy.

Working closely with the client (International Bank for Reconstruction and Development, a major institution of the World Bank) and with the technical counterpart (Climate Change Office of Chile's Environment Ministry), WSP organized, launched and oversaw the participatory process, which included 39 working groups and over 1,000 participants.

Academics, civil society members, youth groups, communities, climate change committees and other regional stakeholders were also involved, together with representatives of the private sector and public institutions.

Chile has embarked on a participatory process to develop a long-term national climate strategy.

The target is to become carbon-neutral and resilient by 2050.

This pledge reflects Chile's commitments under the Paris Agreement.

WSP's consulting team drew up a stakeholder map for the process, designed methodologies for the participatory meetings and supported the development of the technical content to guide the discussions. Through this process, the main aspects of Chile's climate strategy were identified, including long-term cross-sectoral goals, mitigation/adaptation issues and required policies and instruments.

This participatory process is a key component in Chile's transition towards carbon neutrality over the next 30 years. The long-term climate strategy will set out the steps the country must take in the coming decades as it addresses climate change challenges and improves environmental resilience.

13 CLIMATE ACTION

13.2
Integrate climate change measures into national policies, strategies and planning

13.3
Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

Case Study

Electrified Road Project

📍 ÖREBRO-HALLSBERG, SWEDEN

WSP has been commissioned to plan the electrification of a section of the existing highway between the cities of Örebro and Hallsberg.

The Swedish Government recently decided to fund the electrification of a pilot road stretch in Sweden. Consequently, WSP was commissioned by the Swedish Transport Administration to plan one of two candidate stretches for the pilot. Our task was to plan the electrification of a 21-km stretch of the existing highway between Örebro and Hallsberg (200 km west of Stockholm). If this road stretch is chosen for electrification, the existing roadways will be modified to enable trucks to recharge automatically as they drive. In addition to reducing carbon emissions from heavy freight transport, electrified roads could help to boost energy efficiency and reduce transport costs.

Is not yet known whether vehicles will be charged via the ground or using overhead wires, therefore WSP considered four different solutions and technology options for the electrification of the existing highway.

A total of 19 disciplines were involved in the project, including electrical and environmental engineering, geotechnology, and risk analysis. Our work provides valuable information for decision-makers to select which of the two road stretches that should be electrified first, and which technology to choose.
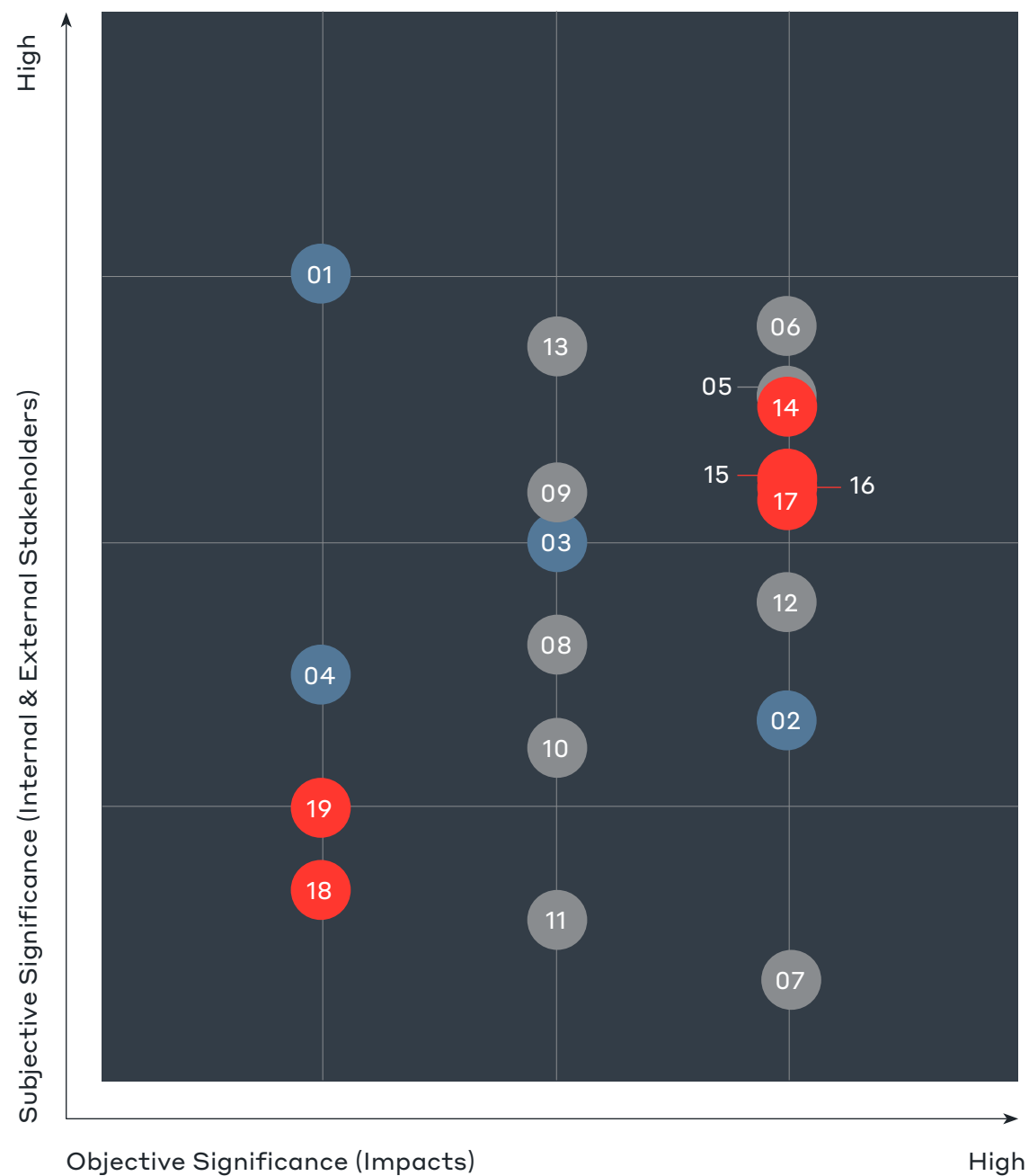
7.2
By 2030, increase substantially the share of renewable energy in the global energy mix

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

9.4
Upgrade all industries and infrastructures for sustainability

What Matters Most

Materiality Assessment

We periodically conduct a materiality assessment to ensure that we report on what matters most to our stakeholders. Our most recent materiality assessment was conducted in 2018 in accordance with the GRI Standards. The results were plotted onto our materiality matrix, and have been used to define the topics and content included throughout this report. A full description of our materiality assessment can be found in our 2019 Global Sustainability Report.

Click on a topic below to review the topic definition and boundary.

MATERIAL TOPICS

Clients and Expertise

01 Financial Performance

02 Green Revenue

03 Innovation

04 Project Impacts

Operational Excellence

05 Occupational Health and Safety

06 Ethical Business Practices

07 Supply Chain

08 Energy

09 GHG Emissions

10 Water

11 Effluents and Waste

12 Environmental Compliance

13 Climate Change Resilience

People and Culture

14 Diversity and Equal Opportunity

15 Employee Training and Education

16 Non-Discrimination

17 Employment Practices

18 Local Community Impacts

19 Indigenous Relations

Engaging our Stakeholders

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

STAKEHOLDER	TYPE OF ENGAGEMENT	ENGAGED AS PART OF REPORTING PROCESS?	EXAMPLES OF FEEDBACK AND WSP'S RELATED ACTIONS
Employees (Frequency of Engagement: *From daily to annually)*	Employee surveys Townhall meetings Information cascaded from leadership, via team meetings Leadership Forum activities/webcasts Global internal communications (intranet, emails, newsletters) and local intranets Annual Report ESG Report Leadership interviews Social media campaigns for World Observance Days	Yes	Employees generally believe WSP's Energy, Water, GHG Emissions, Supply Chain and Green Revenue to be important to manage, and that WSP should also implement the solutions we suggest to clients to help them reduce their impacts. To that end, in April 2021, WSP set science-based GHG emission reduction targets, which set us on the path to achieving net zero emissions across our value chain by 2040 and exceeded the ambitions we laid out in our 2019-2021 Global Strategic Plan. At the onset of the global COVID-19 pandemic, employees required increased communications and our regional teams responded by regularly informing and engaging employees with clear guidance, safety tips and an avenue to address their concerns. Employment, Inclusion and Diversity, Training, and Health, Safety and Wellbeing topics are important to promote a rewarding, equitable and safe workplace environment.

STAKEHOLDER	TYPE OF ENGAGEMENT	ENGAGED AS PART OF REPORTING PROCESS?	EXAMPLES OF FEEDBACK AND WSP'S RELATED ACTIONS

Investors and analysts
 	
(Frequency of Engagement: *Ongoing, quarterly to annually)*
	Investor relations activities including investor days, meetings, roadshows, conferences, discussion with senior executives and market sector experts, conference calls.
	
	Website postings
	
	Financial reports
	
	Press releases and media relations
	
	Annual Information Form
	
	Annual Report
	
	ESG Report
	
	Annual Meeting of Shareholders
	
	Site visits to explain our project work
		Yes	In 2020, investors were interested in WSP's efforts to ensure a robust ESG program, for example governance and our sustainability-linked credit facility. We engaged with at least 12 shareholders specifically on ESG matters and attended ESG conferences including RBC's First Annual RBC Global ESG Conference. Investors showed particular interest in:
			— TCFD & SASB reporting
			   — TCFD reporting has been advanced this year, and we report against SASB indictors for the first time
			— WSP's Earth and Environment sector/interaction with ESG program
			   — For example, see our communications around the Golder transaction
			— Inclusion & Diversity
			   — See "People and Culture" section for progress.
			Examples of questions received:
			— What is the company's strategy for managing environmental impacts of its engineering projects?
			— How does the company consider its exposure to carbon-energy clients in the context of potential regulation such as carbon tax or limits on GHGs?
			— How does the company support inclusion and diversity ?
			— What are the company's strategies for preventing corruption and bribery?

Clients (Frequency of Engagement: *Ad hoc, annually and on an ongoing basis for client projects)*	Project communications Project feedback received from clients Client interviews Thought leadership communications Workshops and panels during events Examples of engagement in 2020 include: — 94 webinars open to clients which gave us an opportunity to have a touchpoint with 4,869 clients, partners and potential recruits throughout the year, addressing climate change, new mobility, smart cities, project delivery, asset management, intelligent transportation systems, and solutions related to flying and using public transport in a pandemic and post-pandemic world. As part of our "Delivering a Better Normal" thought leadership series exploring COVID-19's many implications for the built environment, we interviewed over 40 clients, technical experts and industry leaders in the areas of workplace, healthcare and net zero.	Yes	WSP regularly receives questionnaires from clients on our ESG program and performance. Common topics include health and safety, GHG emissions, energy, water and waste consumption, supplier diversity and environmental management system coverage.

STAKEHOLDER	TYPE OF ENGAGEMENT	ENGAGED AS PART OF REPORTING PROCESS?	EXAMPLES OF FEEDBACK AND WSP'S RELATED ACTIONS
Business partners, including subcontractors, joint ventures and consortiums (Frequency of Engagement: *Ad hoc)*	Project communications	No	
Suppliers (Frequency of Engagement: *Ad hoc, as part of supplier vetting process)*	Procurement process Questionnaires in onboarding process Engaging with major suppliers on carbon footprint of goods and services	No	
Governments, including regulatory authorities (Frequency of Engagement: *Ad hoc)*	Project communications involving government agencies	No	
Industry bodies (Frequency of Engagement: *Ad hoc)*	Participation on key industry association committees Attendance at industry functions Sponsorship of industry events and research Trade show displays Thought leadership	No	
Local communities (Frequency of Engagement: *Ad hoc)*	Consultation on behalf of clients within projects Local community involvement/charity work Sponsorship and donations	No	

Case Study

Socially Sustainable Housing for Seniors in Tromsø

📍 TROMSØ, NORWAY

Old age affects people differently. We each have varying degrees of social networks and financial security, but we all have a fundamental need for safety, care and social belonging.

This project, in collaboration with the real estate developer Peab Eiendomsutvikling Nord AS, features a mixture of privately-owned senior housing and municipal care housing, in addition to rental units. The goal is to facilitate social inclusion so even financially disadvantaged seniors can take part.

WSP is helping to develop a concept for socially sustainable housing geared towards seniors and older people with varying needs. To prevent loneliness, communal solutions have been devised, including extensive shared spaces (e.g., gym, lounge with kitchen and an on-site café for residents). A letter of intent was signed with a nearby school to create social contacts between the students and the elderly residents.

The project is located close to the city centre; there is also a bus stop nearby. Social welfare technology and smart solutions will help to ensure adequate levels of safety and care for all concerned.

11 SUSTAINABLE CITIES AND COMMUNITIES

11.1
By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

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

17 PARTNERSHIPS FOR THE GOALS

17.17
By 2030, stimulate and promote well-functioning partnerships in the public sector, between the public and private sectors and in civil society based on the partnerships' experiences and resource strategies

Clients and Expertise

In this section

In 2020, we maintained a strong focus on deepening our relationships by bringing the "best of WSP" to our Clients. This implies providing forward-thinking advice, innovations and unparalleled Expertise to help them succeed in a changing world.

The global COVID-19 pandemic underscored the importance of considering future scenarios and building resilience to acute shocks and chronic stressors. Since the beginning of the pandemic, we have assisted clients and communities with their COVID-19 response, recovery and resilience efforts to address the immediate impacts as well as prepare for the future. We have been able to continue to serve our clients with agility, in difficult circumstances.

With the roll-out of the Future Ready® program in all regions, we are in a strong position to continue to care for our clients and provide expertise as we strive to create a low-carbon future.

"Future Ready®, in my view, is at the centre of what we should be aspiring to do as a business and the way we serve our clients in the years to come."

- Alexandre L'Heureux ,
   President and CEO, WSP Global Inc.

We start our section with an interview with Rachel Skinner, Executive Director at WSP in the UK and 156th President of the Institution of Civil Engineers (ICE).

Shaping Net Zero:
An Interview

Q In addition to your role at WSP, you are the current president of the ICE. What made you choose net zero as the theme of your presidency?

I wanted to select a theme that was singular, had a sense of urgency and had the potential to make a real difference. Climate change and net zero carbon became the obvious choice from both a professional and personal perspective.

Infrastructure is responsible for carbon dioxide emissions—both through the way we plan, design and build, and through the ways that the resulting infrastructure systems are then used by people all over the world over many generations. These emissions are now the primary driver of climate change, which in itself poses an existential threat to our future. I therefore chose to focus my year as ICE President on raising awareness about the critical role of the engineering community in taking rapid action to cut carbon emissions and support efforts towards net zero, alongside the need for better climate resilience.

Rachel Skinner

Executive Director
- Transport,
WSP in the UK

To get to net zero by 2050, we must play our part in cutting the total carbon emissions associated with infrastructure systems in half by 2030. These carbon reductions are a key element that will help society to meet international science-based targets that seek to limit global warming to 1.5°C by 2050, compared with pre-industrial levels. This is the defining challenge of our generation and there is no time to waste.

Q As a professional services firm, WSP's greatest impact on carbon reduction is through the services we offer and the projects we deliver. WSP's UK region has committed to halve the carbon impact of all designs and advice provided to clients by 2030. How are you approaching this ambitious undertaking?

We recognize that we have set ourselves an ambitious target. Cutting emissions associated with our designs and advice in the UK was a very conscious commitment that links directly to the level of action needed across the infrastructure community. In the UK, this is

a legally binding commitment and many of our clients are already approaching us for project level net zero support.

The first step is to understand our carbon impacts across our diverse portfolio and identify where we can have greatest influence and where there are 'unknowns' to explore. We quickly realized that there are two key areas to consider. First, carbon emissions linked to constructing infrastructure. Whenever we help clients plan and consider options such as whether to build, where to build, what to build and how to build, we can influence and seek to reduce construction (or capital) stage carbon emissions very substantially. Second, for both new and existing assets, much larger amounts of carbon emissions – sometimes more than 90% of the whole life impact – relate to their everyday operation over many decades. In some parts of our business, such as Property & Buildings, there are well-tested tools already able to estimate whole lifecycle carbon emissions. In other areas, we need to help establish consistent methods of estimating carbon with our clients to help to understand and deliver the art of the possible.

Q **What are the primary actions design, advisory and other professionals can take to reduce carbon through the infrastructure lifecycle?**

We must fundamentally rethink how we approach designs to become much more 'carbon conscious' in everything we do. This is a relatively new lens to look through for most of our clients and design teams, in addition to thinking about quality, cost, safety, social inclusivity and so on. There is no 'one size fits all' approach but carbon has to become one of the high value outcomes that we seek, in balance with other objectives. To do this, the first action is to find and start to quantify the carbon emissions.

The earlier in the project lifecycle this starts, the greater the opportunity to build value through carbon savings without additional cost or risk. In fact, a growing weight of evidence confirms that carbon-led thinking can reduce costs. As one simple example, designing with carbon in mind may mean that quantities of concrete or steel can be reduced, to benefit both cost and carbon. As another, better place-based planning could significantly reduce whole life carbon emissions impacts for both new communities and existing places.

There are many other dimensions to this carbon consciousness that will affect future infrastructure investment. On the basis that net zero is a balance point that does not mean absolute zero, we are exploring a carbon-led decision hierarchy, where the ideal outcome would be the elimination of carbon emissions altogether, but in practice we know that we will need to step through a process of minimizing carbon emissions before mitigating or offsetting any residual impact. This last piece is evolving fast and is widely misunderstood but will become crucial. Just as we mitigate other impacts in everyday technical design practice, there is little doubt that we will increasingly need to embrace and design-in carbon

offsets in a direct and measurable way. A wide range of nature-based solutions in tandem with carbon capture technologies will become essential in demonstrating net zero credentials for our clients.

Q **What would you say to engineers and professionals starting out in their career as they look to contribute to decarbonizing infrastructure?**

The climate challenge presents an incredible opportunity for young professionals who want to build a career with purpose and make a difference. The generation coming into the workplace now has grown up with climate change as a major concern, so there is no uncertainty phase that has hindered earlier generations. There is also a pent-up frustration amongst this group that we haven't addressed climate change with urgency until now, underpinned by a strong desire for fairness and social justice. Academic course content and professional accreditation expectations are already changing to reflect a new focus on climate action, which is positive. This will be a decade of rapid change, where carbon reduction and climate resilience shifts to the mainstream, so young and emerging professionals in all roles must use their significant influence, knowledge and informal power to bring about fast change.

Case Study

Energy Transition - From Natural Gas to Canal Water

📍 AMSTERDAM, THE NETHERLANDS

Boasting over 100 km of canals, Amsterdam is rebuilding its quays, many of which are over 100 years old and nearing the end of their lifespan. An infrastructure project with large impact, but also a chance to accelerate the energy transition.

This provides a perfect opportunity in research and development to integrate a cutting-edge innovation: the use of heat exchangers to extract thermal energy from surface water, which can then be used to heat living spaces and buildings, in effect replacing natural gas.

WSP sees the renovation of the quays as an opportunity to fully embrace sustainability by integrating heat exchangers. Powered by solar panels (which use only 25% of the total energy extracted), these devices could help to end our dependency on fossil fuels. Thermal energy extraction from surface water (as a sustainable replacement for natural gas) ties in perfectly with our expertise in the areas of hydraulic engineering, water management and sustainable energy solutions.

Reduction in dependence on natural gas for heating

Higher performance/ efficiency and more cost effective compared to other all-electric solutions

Uses a reliable and always available source of energy: water

7 AFFORDABLE AND CLEAN ENERGY

7.1
By 2030, ensure universal access to affordable, reliable and modern energy services

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

Future Ready® Program

Our Future Ready® program drives a mindset shift towards developing solutions for long-term resilience and adaptability. It is important as many of the projects we work on have design lives of decades. Decades when society will have different needs and technologies will change. Decades when climate change will bring more extreme weather and also a phase-down of fossil fuels.

Through 2020 we continued to research future trends and to apply Future Ready® on projects across the world.

Examples of our Future Ready® thought leadership are provided in this section.
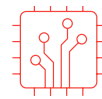
We See The Future More Clearly

Our experts analyze future trends through four lenses.
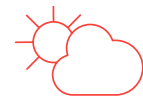
CLIMATE

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

TECHNOLOGY

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

SOCIETY

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

RESOURCES

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

DELIVERING A BETTER NORMAL

As the COVID-19 pandemic continues to impact communities and economies around the world, we face a global crisis of great magnitude. We do not yet know how we will extricate ourselves or what the world will look like when we do, only that it is likely to be a very different place.

WSP's "Better Normal" series explores COVID-19's many implications for the built environment, the challenges and opportunities that it presents, and the potential solutions for creating a better, healthier, more equal and sustainable world.

PARTNERSHIP WITH THE HELEN CLARK FOUNDATION

WSP collaborated with the Helen Clark Foundation, an independent public policy think tank based in Auckland, New Zealand, on two reports focused on the Aotearoa community.

Alone Together: a ground-breaking look at the impact of loneliness on the people and communities of Aotearoa.

Decarbonising Transport: The Shared Path: evaluating the benefits Aotearoa would realize by substantially reducing traffic volumes in cities, and outlining what's needed to deliver this.

NET ZERO CARBON CONSTRUCTION

The construction sector accounts for a considerable share of global emissions, and the construction of buildings and infrastructure accounts for approximately 20 percent of global carbon emissions every year. When also adding the operations of buildings and infrastructure, the share of emissions is significantly higher.

WSP published a research paper on Net Zero Carbon Construction to share best practices on how to reduce emissions in the construction sector. The paper presents five key steps to substantially lower carbon emissions in construction projects.

DELIVERING NET ZERO

WSP and independent think tank, Bright Blue published a major essay collection, Delivering Net Zero, which outlines radical new ideas for how the UK can deliver on its net zero commitment by 2050. Mark Naysmith, Chief Executive Officer, UK, Middle East, India and South Africa, commented: "Ensuring that big societal ambitions get delivered is what drives our planners, engineers, environmental consultants and technical experts. To us, there is no agenda greater than mitigating climate change and environmental degradation."

FUTURE READY® KERBSIDE: CREATING PLACES THAT PUT PEOPLE FIRST

WSP partnered with Uber on a white paper called Future Ready® Kerbside, which examines what we need to do today to ensure our kerbsides and streetscapes enable the places people want now and into the future.

We Design For The Future Today

We are embedding Future Ready® throughout our project delivery process. In 2020:

— The Future Ready® program was launched in Asia, Latin America and the Caribbean and Central Europe—achieving our goal of launching Future Ready® in all regions by 2021.

— We developed a Future Ready® project manager training program that was launched in 2021.

— Over 4,700 attendees participated in our monthly Future Ready® innovation lab series hosted by WSP in the UK. Topics included creating net zero strategies, the impacts of COVID-19 on our built environment, future opportunities with digital road design and putting people at the centre of our green spaces.

— Over 1,450 attendees participated in an internal, four-week-long WSP in the USA Future Ready® Showcase held in October 2020, which provided a platform for knowledge sharing on innovative Future Ready® services and solutions we deliver to clients.

Case Study

© Image courtesy of The Brandt Companies

Sarah Cannon Cancer Hospital

📍 PLANO, TEXAS

HCA Healthcare, the owner, commissioned WSP and various partners to build this four-storey hospital facility, which includes 30 specially designed burn and trauma ICU rooms.

Sarah Cannon Cancer Hospital is the world's first hospital to earn the U.S. Green Building Council's LEED v4 Gold certification—a milestone achievement. WSP provided mechanical, electrical and plumbing engineering, as well as construction administration services for the new ICU building.

Valued at US$110 million, the 138,000 sq. ft. facility on the Medical City Plano campus has 90 patient beds, in addition to operating/recovery rooms. The design team faced three major challenges: reducing the overall budget and construction time by 10%; using pre-fabricated components as much as possible; and completing

95%

of construction waste recycled or reused

the commissioning of all building systems and spaces prior to the opening.

WSP's team designed the cooling and heating systems to be over 21% more efficient than the baseline, with other ground-breaking energy efficiency features potentially leading to major cost savings. Noise mitigation solutions were provided for the cooling towers and generators.

Overall, more than 95% of the construction waste was recycled or reused and diverted from landfill disposal. Throughout the project, additional materials and finishes were selected on the basis of sustainability, including responsible sourcing, life-cycle effectiveness and use of healthier, low-emitting materials for improved indoor air quality.

This remarkable LEED project serves as a template for other WSP medical tower projects, two of which are currently in the design stage.

7 AFFORDABLE AND CLEAN ENERGY

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

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

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

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.4
By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

12.5
By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

© Soren Nielsen

© Mikkel Schmedes

Case Study

Restoration of Eelgrass Meadow

📍 ØRESUND, SWEDEN (SCANIA REGION)

Southern Sweden is subjected to extensive coastal erosion, in part due to rising sea levels, increased maritime traffic and extreme weather due to climate change.

As part of the EU-funded Life Coast Adapt project, WSP is advising on locations and methods for planting eelgrass. Restoring eelgrass meadows offers multiple benefits, including stabilizing the seabed, dissipating incoming waves, fostering fish/crab habitats and increasing carbon capture. This project is a prime example of how we can cooperate innovatively with nature to achieve specific environmental goals.

The following Future Ready® trends are being specifically addressed by this project:

— Ecosystem threats: the decline of eelgrass populations has impacted marine wildlife by reducing nurseries (juvenile habitats).

Planting eelgrass protects against coastal erosion and strengthens marine diversity.

WSP is assisting with planning and advising on planting locations and methods.

Eelgrass also provides ecosystem services in the form of water purification and carbon storage.

— Extreme weather: the increased frequency of storms and heavy rain has accelerated the rate of coastal erosion.

— Coastal erosion: as sea levels rise and extreme weather events become more common, coastal erosion in southern Sweden is expected to increase.

— Carbon storage: efforts to reduce overall carbon emissions must be combined with initiatives to boost carbon capture (restoring eelgrass meadows increases carbon storage).

Initial planting has been successfully carried out. Based on observed results, eelgrass meadows will then be planted on a larger scale. In time, this will lead to development of a viable eelgrass population while also relying on natural ecosystem services to provide long-lasting protection against coastal erosion.

13 CLIMATE ACTION

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

14 LIFE BELOW WATER

14.2
By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration

Project Impacts

Case studies throughout this Report highlight how we are applying future-ready thinking in practice to projects we deliver.

In 2020, we made progress on several initiatives to further measure our impact:

— We implemented a method to measure our SDG-linked revenue globally (our "Clean Revenue").

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

— We developed a roadmap to estimate GHG emissions from all of our sectors in the UK to establish a baseline for the UK region's goal to halve the carbon footprint of our designs and advice by 2030.

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

We Lead in Innovation

Our Future Ready® program applies a holistic lifecycle approach to complex challenges faced by our clients and the communities they serve. WSP delivers innovative solutions to our clients from the latest advances in micro-mobility, to new approaches to site remediation, to innovative tools for measuring project emissions.

GLOBAL INNOVATION PLATFORM

WSP launched a global innovation platform in order to foster collaboration across the globe. The platform is a dynamic inventory of WSP's innovative digital solutions, business processes, research projects, and design tools, and already contains over 225 innovations: from Chile, an app to keep a pulse on the public "mood" about a client or industry; from Canada, development of a GPS fusion machine learning platform to forecast freight travel; and from Sweden use of virtual "Japanese paper folding" techniques to analyze the stresses in a structure.

WSP SMART™ [26]

WSP's Smart™ connected infrastructure solutions are a set of service offerings that use data and technology to create efficiencies, sustainability and digital connectivity, and encourage economic development, enabling communities to thrive. We use a five-step iterative process to guide this transition.

SANIVUE™ [26]

Customers who frequent high-traffic areas and use shared equipment need real-time information about the cleaning status of said assets and facilities. In response, service providers like transit agencies, hotels, restaurants, libraries and schools designed strict new sanitation and safety procedures — but beyond these practical aspects, they faced the unprecedented challenge of rebuilding public confidence around sharing spaces in the wake of COVID-19.

To close the confidence gap, WSP's SaniVue™ cloud-based platform provides organizations with the ability to track, audit, and communicate asset cleaning activity to users in a timely manner. Database entries in SaniVue™ are stored securely in the cloud, complying with the highest global data security and privacy standards.

CARBON ZERO APPRAISAL FRAMEWORK

WSP's carbon zero appraisal framework enables project teams to quickly assess lifecycle carbon emissions associated with design. The tool creates a carbon cost ratio that allows project teams to compare options and select the designs that make a real, measurable difference on climate resilience and emissions reduction. WSP has used the framework to help Leeds City Council (UK) predict that the Leeds Public Transport Infrastructure Program would remove 23,000 tCO$_2$e over 60 years; equivalent to 13.4m car trips.

Partnerships

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

Enhancing the Green Star Rating System

AUSTRALIA

WSP has played a key role in helping the Green Building Council of Australia to progress its Green Star rating system. We have sought to expand Green Star's scope to encompass social sustainability issues, while ramping up the requirements in line with the 1.5°C Paris Agreement. WSP has also helped to map out modifications to Green Star rating for Buildings, and conducted research into world best practice sustainable precincts, in support of progressing Green Star rating for New Communities.

Launched in 2003, the Green Star rating system established new benchmarks for sustainable buildings, transforming Australia's real estate landscape. To date, over 2,250 projects have been awarded Green Star ratings. Evolving from a single tool for building design, Green Star has become a fully-fledged system that influences building design, construction, interiors, operations and entire communities.

Today, 38% of Australia's office space is Green Star-rated. Half a million people live in Green Star rated communities, while 1.3 million visit a Green Star rated shopping centre each day.

As a technical partner, WSP provided advice to shape newer versions of Green Star's tools, which were progressively rolled out from late 2020. The first tool to be released, Green Star for Buildings, includes an ambitious trajectory for all certified buildings to achieve net zero emissions and 100% renewable energy from today through to 2030. Importantly, there will be no gas combustion in any building under this new set of requirements, marking a significant immediate challenge, but necessary move to align with a leadership position in limiting global warming to 1.5°C.

Operational Excellence
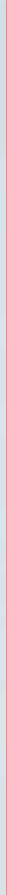
Our Operational Excellence pillar focuses on creating value for our clients, people and shareholders by strengthening our organization, notably through:

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

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

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

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

One of the ways we strengthen our operations is to provide an environment for our people to deliver on their full potential. We start this section with an interview with Andy Shannon, our Global Head of Health, Safety & Security.

Making Safety Personal:
An Interview

Q The COVID-19 pandemic elevated the importance of Health, Safety and Wellbeing ("HSW"). What was your approach to support safe working conditions for WSP employees in a complex, global business?

At WSP, we are fortunate to have a well-established Global Safety Committee, with representation from all regions. We coordinated our COVID-19 response through this team to ensure a consistent approach to how we manage impacts of the pandemic. Each region had a crisis management team that ensured compliance with all regulations, developed protocols and procedures, and shared lessons learned and best practices. Together with our global workplace team, we developed a "return to business" readiness plan for regions that had to close office space. We also implemented *WorkTogether*, a secure mobile app that requires employees to complete a confidential health assessment before coming to

Andy Shannon

Global Head of Health, Safety & Security

the office, to help protect employees, clients and partners while ensuring privacy.

Q While a majority of WSP employees have been able to work remotely, some of our services require employees to be onsite to conduct field work or oversight activities. How did you help project teams establish safe working conditions on project sites?

Each region established a COVID-19 risk assessment process aimed at guiding employees who need to be at project sites, whether we manage the site or it's under control of clients or contractors. In addition to adhering to local government requirements, we established our own minimum standard for onsite work in each region that considered specific exposure risk and relevant scenarios. Our HSW team monitored compliance and found that the process worked very well.

Q **WSP's 2021 – 2023 Zero Harm Roadmap was updated to include employee wellbeing. What are some key ways WSP supported employee wellbeing in 2020?**

We recognize that the world changed dramatically last year. Collaboration between our HSW, Workplace Strategy, IT and HR teams enabled employees to effectively deliver services remotely. However, it was important to acknowledge the varying impacts this had on our employees' mental health and wellbeing. Not everyone is comfortable working from home, and many had to juggle additional childcare, schooling and other personal responsibilities during this time. It was important to recognize that everyone was doing their best under difficult circumstances. Our crisis management team provided resources and support focused on mental health and wellbeing. We promoted greater flexibility, empathy and mindfulness. At the end of 2020, we formally incorporated wellbeing into our Expectations and Zero Harm Roadmap to better identify, mitigate and prevent certain factors and conditions that could negatively harm an employee's psychological wellbeing.

Q **Why do you believe it's important to *make HSW personal?***

It's everyone's responsibility to work safely, not just for ourselves, but for the safety and wellbeing of our colleagues. Working in an unsafe manner can also impact clients and members of the public. Beyond statutory responsibilities, it is our moral responsibility to make health and safety part of our ethos to ensure everyone goes home safely each night. This sense of responsibility was heightened during COVID-19, as it was imperative to make employees feel safe coming into the office or onto job sites. We foster a proactive culture of actively caring through reporting near misses, sharing best practices and lessons learned and working towards continuous improvement.

Q **What are some key lessons learned from 2020 that you expect will influence WSP's medium and long-term approach to HSW?**

Having a plan to manage a crisis is critical and effective communication is essential. The pandemic elevated the importance of support functions such as HSW, HR, Workplace Strategy and IT, which often don't get recognized. These services are essential to enabling employees to work from anywhere and start to return safely to the office when the time is right.

The pandemic also highlighted that the status quo wasn't entirely healthy. We need to be mindful of employee mental health and wellbeing and check in with each other. While we are all eager to meet again in person, we realized how much we can effectively accomplish remotely without the need to travel, and recognize the positive impacts of less travel not only on global carbon emissions, but employee stress and general wellbeing. We need to focus on working smarter going forward.

We foster a proactive culture of actively caring through reporting near misses, sharing best practices and lessons learned and working towards continuous improvement.
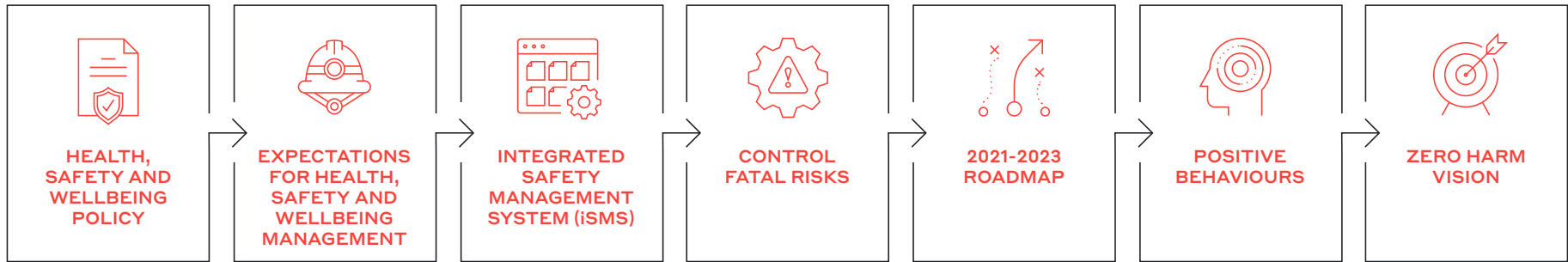
Health, Safety & Wellbeing

Our approach to effective HSW management relies on ensuring that each of us is accountable for promoting a safe and healthy workplace for ourselves and others who may be affected by our activities. We believe in _Making Health, Safety and Wellbeing Personal._ Our approach is to ensure that we have robust and consistent processes in place to support our employees in reducing or removing risks which arise from our activities.[27]

We strive to ensure that HSW remains front of mind for our employees by means of visible and tangible safety leadership, supported by regular communications and training. Our regional leadership teams instill a positive HSW culture, aim to minimize risks and ensure compliance with our requirements. As our business grows through acquisitions and organically, we also continue to integrate new employees into our way of working.

Our commitments are outlined in our Global Health, Safety & Wellbeing Policy, which establishes a framework for our HSW program and underpins our efforts to proactively incorporate related expectations and standards into all aspects of our business, having equal importance to our commercial and operational activities. WSP's Global Head of Health, Safety & Security is responsible for implementing the

policy, which is signed by our Global President and Chief Executive Officer and applies to all our operating entities. The policy is reviewed on an annual basis and the last review was completed in January 2021. The GECC, together with the Board, provides leadership and oversees HSW policies and practices.

Our Approach to Health, Safety and Wellbeing

WSP complies with all applicable health and safety laws and regulations. Seventy-five percent of our regions are currently certified to ISO 45001 (or regional equivalent). In Canada, our business meets the standards of the Certificate of Recognition program (COR®), which aligns with ISO 45001. All regional programs adhere to our global Expectations for Health, Safety & Wellbeing Management, which align to ISO 45001 and define minimum requirements for HSW management in all our activities. Our program is supported by five internal standards prescribing a consistent global approach:

— Standard 101 – Major Incident Response

— Standard 102 – Incident Investigation

— Standard 103 – Reporting Requirements

— Standard 104 – International Travel

— Standard 105 – Global Crisis Management Protocol

HEALTH, SAFETY AND WELLBEING POLICY → EXPECTATIONS FOR HEALTH, SAFETY AND WELLBEING MANAGEMENT → INTEGRATED SAFETY MANAGEMENT SYSTEM (iSMS) → CONTROL FATAL RISKS → 2021-2023 ROADMAP → POSITIVE BEHAVIOURS → ZERO HARM VISION

Risk Assessment and Management

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

Recording and Reporting Accident Statistics

Our "Standard 103 – Reporting Requirements" sets out the requirements for consistent safety, health and environmental reporting throughout our regions. Each region is responsible for ensuring that the requirements of this standard are incorporated into their health and safety management system or standard operating

procedures. WSP encourages all our employees to contribute to our performance by reporting into our integrated Safety Management System (iSMS), enabling us to learn from adverse events, near misses and other safety observations.[28]

During 2020, over 19,000 events were reported, enabling us to better understand hazards on project sites, the workplace, and remote work, and supporting our culture of considering lessons learned through different events.

Onsite Safety Equipment and Services

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

Training[29]

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

Contractor Health and Safety

Our procurement processes ensure that supplier HSW performance is considered as part of our regional assessment processes. As a minimum, each supplier must meet and or exceed the objectives laid out within our contracting policies and local statutory requirements.

28 WSP seeks to ensure that there is no retaliation against anyone reporting hazardous situations or refusing unsafe work.

29 Regarding specialist training on hazardous materials handling, specific policies and guidelines are available on our intranets for review, along with training modules in our internal learning management systems.

Health and Safety Performance[30, 31]

NUMBER OF INCIDENTS[32]

	LOST TIME INJURIES			ALL INJURIES[33]			OCCUPATIONAL ILLNESS[34]			WORK-RELATED FATALITIES		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
CANADA	7	11	7	197	205	149	-	1	-	1	-	-
UNITED STATES	3	10	8	33	77	73	-	-	1	-	-	-
LATIN AMERICA	3	5	10	6	5	12	-	-	-	-	-	-
EMEIA[35]	22	18	7	63	71	25	-	-	-	-	-	-
ASIA	5	3	4	7	8	5	-	-	-	-	-	-
AUSTRALIA-NEW ZEALAND	5	4	5	80	73	54	-	-	-	-	-	-
GLOBAL	45	51	41	386	439	419	-	1	1	1	-	-

RATE OF INCIDENTS (PER 100,000 HOURS)[36, 37]

	LOST TIME INJURIES (LTIR)[38]			ALL INJURY FREQUENCY (AIFR)[39]			OCCUPATIONAL ILLNESS FREQUENCY (OIFR)[40]		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
CANADA	0.05	0.08	0.06	1.46	1.54	1.24	-	- [41]	-
UNITED STATES	0.02	0.06	0.05	0.25	0.46	0.42	-	-	- [41]
LATIN AMERICA	0.05	0.08	0.16	0.10	0.08	0.19	-	-	-
EMEIA[35]	0.07	0.06	0.02	0.21	0.25	0.08	-	-	-
ASIA	0.08	0.05	0.06	0.11	0.13	0.08	-	-	-
AUSTRALIA-NEW ZEALAND	0.05	0.05	0.05	0.91	0.83	0.57	-	-	-
GLOBAL	0.06	0.06	0.05	0.5	0.51	0.4	-	-	-

30 Health and safety performance metrics cover all directly employed staff under management of WSP in 2020, and do not include sub-contractors or consultants. Injury rates are calculated as per Standard 103 (Reporting Requirements), an internal WSP standard.

31 All employees are covered and operate under regional management systems that meet local statutory requirements and company expectations.

32 In 2020, we had one high-consequence work-related injury in Canada (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). This incident is undergoing further investigation. The rate of high consequence injuries for Canada is too low to appear in the table for 2020. In 2018 and 2019, we did not have any high consequence work-related injuries.

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

34 Work-related ill-health includes new cases of moderate to severe work-related ill health. Our main types of work-related ill-health have arisen from the shift in operating model arising as a result of the global pandemic. This has resulted in increased awareness of ergonomics and mental health-related issues. Occupational disease reporting varies by region due to different regional statutory requirements.

35 Europe, Middle East, India & Africa.

36 Rates are calculated per 100,000 hours worked by region, with a global total of 84,171,772 hours worked in 2020.

37 We have undergone growth through acquisitions over the past three years. Year-on-year comparisons should therefore be viewed with caution.

38 Lost time injury rate (LTIR) is the number of fatalities and injuries with more than one day lost, per 100,000 hours worked.

39 All injury frequency rate (AIFR) is the number of fatalities and total injuries, including first aid cases, per 100,000 hours worked.

40 Occupational illness frequency rate (OIFR) is the number of work-related ill health cases per 100,000 hours worked.

41 In the US and Canada, the work-related ill health rate for the years noted is too small to report in this table.

Progress in 2020

In 2020, our business like all others was impacted by the pandemic. We continued to develop and implement arrangements for managing HSW across our global operations, in line with our Expectations for Health, Safety & Wellbeing Management. Several newly acquired businesses were onboarded during the year.

— We made progress towards the objectives of our 2021-2023 Zero Harm Roadmap, which was updated in January 2021, and will continue our efforts during the remainder of 2021.

— We remained focused on increasing awareness of the risks arising from our activities and particularly on mitigating risks associated with working overseas, driving on company business and people-plant-vehicle interfaces. We continued to encourage our employees to report events and saw an increase in overall reporting and observations. A number of these reports highlighted the challenges of working from home safely, such as adequate ergonomics, and we were able to assist our employees with improving their equipment and workstations.

— There was a significant reduction in business travel as a result of the pandemic, with an overall reduction in overseas trips of around 65 percent. We advanced our arrangements to support employees who travel internationally for business by adding additional services from International SOS and improving and streamlining our internal travel booking governance.

— We provided visible and tangible safety leadership, with our senior management completing 1,355 safety tours across our regions.

— We set an overall target Lost Time Injury Rate (LTIR) of <0.1 for 2020 across all our regions, and attained a year-end LTIR of 0.05 (per 100,000 hours worked).

— WSP's Internal Audit Department conducted an audit of WSP's global health and safety program in 2020. Our audit concluded that we have implemented the appropriate level of governance and practices to manage health and safety risks to an acceptable level.

Looking Forward

The COVID-19 pandemic has brought a wide range of health, safety and wellbeing issues. Our priority is to provide our people with clear guidance and support on issues including office closures, working remotely, safe site working and mental health. All our regions are impacted to some extent; the situation is still dynamic and will continue to affect us for many months ahead. Lessons learned are shared regularly with our regional HSW community.

In addition, we are continuing our efforts to reduce and remove the general risks associated with all of our activities, and maintaining our focus on driving on company business, working on project sites, employee wellbeing and working overseas in the context of the conditions imposed by the pandemic.

On a daily basis, we continue to advance our Zero Harm Vision and work towards meeting our HSW aspirations, as set forth in the Zero Harm Roadmap.

Keeping our LTIR below 0.1 in all our regions is one of our key operational excellence targets. We met this target in 2020 for all regions except Latin America and the Caribbean, and will work hard to improve performance in this region and meet our LTIR target in all regions for our activities in 2021, focusing on positive action and behaviours as we integrate new businesses and coordinate our response to the fast-moving COVID-19 pandemic.

Ethical Business Practices

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

"We are delighted to recognize WSP's robust ethics and compliance program. The company's dedication to business integrity is exemplified in its exceptional tone from leadership, solid compliance controls, a strong ethics culture, and in other best practices, such as having an independent ethics and compliance function overseen by the board."

ERICA SALMON BYRNE, EXECUTIVE VICE PRESIDENT, ETHISPHERE

The success of WSP's Ethics and Compliance program, which includes anti-corruption, fair competition and human rights, is one of our top priorities. The program is managed by the Chief Ethics and Compliance Officer (CECO), whose performance assessments and incentives are contingent on the program's successful implementation. The CECO reports directly to the GECC. The Board, through the GECC, has oversight of Ethics and Compliance activities, and a quarterly progress report is presented to the GECC by the CECO.

The Ethics and Compliance program is also evaluated through internal monitoring and audit by the Corporation's Internal Audit department. Ongoing assessment of the Ethics and Compliance program is carried out through key metrics, including use of internal reporting mechanisms such the Business Conduct Hotline.

Compliance Leader Verification

In 2020, the maturity of our Ethics and Compliance program was assessed by an independent external third party (Ethisphere Institute) to ensure our program remains world-class and continues to evolve.

As a result of the assessment, WSP earned Compliance Leader Verification for 2021-2022. The Compliance Leader Verification process involves a rigorous review of an ethics and compliance program and corporate culture. It includes completing the Ethics Quotient® (EQ), a questionnaire covering the elements of an effective program; benchmarking program practices against the World's Most Ethical Companies®; and extensive document review and interviews with executives and stakeholders. We also chose to conduct an Ethical Culture survey to assess employee perceptions across eight pillars.

Code of Conduct

WSP has a global Code of Conduct and underlying documents (collectively, the "Code"), such as an Anti-Corruption Policy; a Fair Competition Policy and a Global Human Rights Statement. The Code applies to all operating entities as well as to our directors, officers, employees and contract workers.

The Code is accessible to all employees through WSP's intranet sites, and to the public via WSP's external website. It is available in around 16 different languages to facilitate its use in regions where WSP primarily operates. More information regarding the Code and training on the Code is available on pages 31-32 of our 2021 Management Information Circular.

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

Legal Framework for Anti-Corruption

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

As our success and reputation depends upon the trust of clients and other stakeholders, our commitment to maintaining zero tolerance to all forms of corruption extends beyond regulatory compliance. For instance, WSP strives to keep the topic front of mind for employees, notably through an extensive ethics and compliance e-learning onboarding and refresher training, live training sessions, regular communications, as well as tailored compliance tools.

Management of Gifts, Entertainment and Hospitality and Conflicts of Interest

One of the tools the Corporation uses to identify and manage gifts, entertainment and hospitality (GEH) and conflicts of interest is the Compliance Registry, which is accessible to all employees through WSP's intranet sites. In addition to our global Gifts, Entertainment and Hospitality Policy, regional guidelines on GEH are also available for employees in all of WSP's operating regions. These guidelines include maximum amounts considered acceptable for GEH, as well as information on local customs.

Business Conduct Hotline

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

Risk Assessment

The organization's risk factors, including corruption, are described in detail in section 20 of the 2020 Management's Discussion & Analysis, on pages 32-47.

As well as the tools and processes described in this section, WSP assesses risk for Ethics and Compliance matters in several ways:

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

— Due diligence and monitoring procedures for business partners, as described in the Working with Third Parties Policy.

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

— A global High-Risk Countries and Sanctions Compliance Policy and associated list of high-risk countries.

The High-Risk Countries and Sanctions Compliance Policy and associated list name the countries and regions deemed high risk for ethics, compliance, health or safety, and establish requirements and governance to conduct business in such locations. As part of the related process, third parties with whom we conduct business in locations deemed high risk are subject to due diligence regarding sanctions, reputation, corruption and human rights. The High-Risk Countries and Sanctions Compliance Policy and associated list are updated regularly and available to all employees via our intranet. The policy was last updated in June 2020.

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

Third Party Code of Conduct

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

HUMAN RIGHTS

In June 2021, WSP published a Global Human Rights Statement, stating WSP's commitment to human rights standards and setting out the framework according to which we uphold this commitment. The statement is based on a six-step approach:

1   We provide a professional and secure work environment.

2   We promote equality and fair labour standards.

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 third parties.

6   We promote a speak-up culture.

As a company with a global presence, WSP is aware that there is indirect risk concerning human rights issues through our supply chain.

In respecting the traditions, cultures and laws of the countries in which we operate, the Third Party Code also supports WSP's global approach to human rights, stating that:

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

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

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

The Third Party Code also refers third parties to our full Code of Conduct, where other matters are covered in greater detail, including discrimination.

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

— The US Anti-Trafficking Policy.

— The UK Slavery Prevention Policy, Modern Slavery Statement and Procurement and Supply Chain Policy.

— The Swedish supplementary Code of Conduct for Suppliers.

— The Australian Human Rights Policy.

2020 in Numbers

AS AT DECEMBER 31, 2020

Approximately 99% of employees had completed the onboarding training and 90%[42] had completed an annual refresher training on our Code. For a regional breakdown of training completion, please see Appendix A (Social Performance).

— WSP had 16 members of the Ethics and Compliance team, which is approximately 1 member per 2,930 employees.

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

Breaches of the Code

In 2020, we received 365 reports from our reporting channels. 130 of those reports were either substantiated or partially substantiated policy breaches, of which 3.8% (i.e. 5 reports) contained discrimination allegations. Remedies implemented, or in the process of implementation for the 5 reports are as follows: 1 resulted in termination; 1 resulted in discipline and 3 resulted in training.[43]

42 Completion rate for LAC was lower for 2020 as training was only launched in December 2020, which has lowered the overall percentage for refresher training. Without the LAC region, the overall completion rate would have been 97%.

43 Please see our People and Culture section for more information on our management of antidiscrimination.

2020 Achievements and 2021 Objectives

The following table outlines our performance regarding principal Ethics and Compliance objectives:

PROGRAM OBJECTIVE	2020 PROGRESS	2021 FOCUS
Run an Ethics and Compliance program supported by proper governance and up-to-date policies	— The Code and underlying policies were reviewed and approved by the Board in May 2020.	— Annual review of the Code of Conduct planned for August 2021. — Review of key policies, including the Anti-Corruption Policy and the High Risk Countries and Sanctions Compliance Policy. — Development and implementation of our Fair Competition Policy.
Empower leaders to better understand and communicate ethics-related issues.	— The Ethics Roadshow continued at the beginning of 2020, where the Chief Ethics and Compliance Officer visited WSP offices in the Latin America and the Caribbean region. — Ethics moments were established at the beginning of senior meetings.	— The next Ethics Roadshow will be determined once travel can be resumed safely following the COVID-19 situation. — "Ethics moments" are continuing. — Development of a "middle management toolkit".
Provide ongoing training to WSP's employees.	— All regions completed Code of Conduct annual refresher training.	— All regions should complete Code of Conduct annual refresher training. — Our live training program was converted to a virtual event, and is ongoing.
Maintain a high level of awareness with respect to our Business Conduct Hotline.	— An awareness campaign for the Business Conduct Hotline was completed.	— A campaign for the Business Conduct Hotline is planned for 2021 (an annual campaign).
Increase awareness of Ethics and Compliance.	— An enhanced GEH and Conflicts of Interests registry (the "Compliance Registry") was launched. — A reminder regarding business courtesy exchanges was communicated to employees at the beginning of the festive season. — A social media campaign involving ten members of senior management was launched on Anti-Corruption Day.	— Planning to highlight Anti-Corruption Day in 2021. — Planning the annual reminder to employees regarding business courtesy exchanges.

Information Security and Privacy

WSP depends upon its information systems for its continued and successful operation. We hold data that is commercially and personally confidential. Our reputation with our clients and our employees depends on the diligence we exercise in keeping the information we handle safe and secure.

Policies and Practices

WSP's Information Security and Privacy programs are supported by two cornerstone policies: the Global Information Security Policy and the Global Privacy Policy. Both policies were last reviewed and approved by the Board of Directors in August 2020.

— The Global Information Security Policy defines the scope of information security, and sets out WSP's responsibilities for protecting client, employee and corporate information, and the individual's responsibility and contribution.

— The Global Privacy Policy sets out WSP's framework for the protection of personal information, including information belonging to employees, independent contractors, clients and business partners. In addition,

WSP provides data subjects with detailed information regarding the handling of their personal information in WSP's Employee Privacy Notice and External Privacy Policy, which is available on our website.

The Global Information Security Policy is part of a set of eight end user policies that conforms to both international standards ISO27001 and NIST ST 800-53 guidelines, which we hold in different regions. Other policies include the Global Information Classification and Handling Policy and the Global Information Security Incident Management Policy, which incorporates the Information Security Incident Management Procedure.

Information Security objectives are achieved by operating a Data and Information Security Management System ("DISMS"). This is a set of

policies, procedures, organizational governance and technical, employee and physical controls. WSP maintains a set of high-level risks in its Enterprise Risk Management ("ERM") platform, which includes IT Security (see the "Corporate Risk Summary" for more detail). Our top Information Security risks are incorporated in the ERM and assigned key risk indicators and controls via the DISMS. Risk mitigation is evaluated on a quarterly basis.

Employees undertake mandatory annual training on Information Security, and we also carry out quarterly phishing testing in all our regions to monitor understanding and compliance. Employees can access information about reporting an incident or breach in one click from the homepage of all our intranet sites. In 2020, we also reinforced communications on Privacy and Information Security.

Governance

Our Global Information Security Committee is responsible for aligning Information Security with business objectives, and performance of the DISMS. The Committee has executive representation from the Chief Financial Officer (CFO) and Chief Legal Officer (CLO), as well as representatives for technical, physical, procurement and employee controls, including the Chief Information Officer (CIO); Chief Information Security Officer (CISO); Senior Vice President, Director of Global Workplace Strategy; Vice President, Global Procurement; and Global Vice President, Human Resources. The CISO reports through the CFO, within the governance framework.

The Committee approves the current and proposed levels of security maturity, the program roadmap and required investment, and takes collective responsibility for achieving security in each function (e.g., Human Resources, Workplace Strategy, operations).

The Audit Committee of the Board of Directors receives a quarterly information security update presented by the CIO or the CISO. Two of the three members of the Audit Committee, Suzanne Rancourt and Paul Raymond, are known as technology/IT experts.[44]

WSP's Global Privacy Program Charter sets out the roles and responsibilities of the Global Privacy Office and outlines WSP's overall strategy and Privacy principles that support business activities. A global network of Privacy representatives is in place to implement the program at the local level and support employees. WSP's Privacy program is overseen by the Global Privacy Lead, who reports to the Chief Ethics and Compliance Officer.

Supply Chain Management

WSP's global procurement team has developed a procurement strategy, governance principles and guidelines to support corporate purchases and subcontractor selection. Since we are a professional services firm, our purchase of physical goods is principally focused on office supplies and IT equipment. We do not directly carry out construction activities and do not directly procure primary materials such as concrete, steel and wood, except for certain client projects representing a small proportion of our purchasing activities.

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

WSP's Third Party Code of Conduct summarizes WSP's values as they apply to third parties, by providing a set of governing principles for ethical behaviour when interacting with WSP or on its behalf. Through existing processes and our new third-party supplier vetting system, third parties are required to certify their agreement to WSP's Third Party Code of Conduct and respond to a questionnaire.[45] The process classifies third parties according to Ethics and Compliance risk factors, while also gathering data on other factors such as financials, health and safety, quality credentials and sustainability. Once vetted, WSP carries out ongoing monitoring, and the third parties undergo periodic re-qualification.

We did not undergo any significant changes to our supply chain in 2020.

Achieving a Sustainable Supply Chain

⦿ SWEDEN

At WSP, we are committed to finding sustainable solutions to the challenges the future will bring, and it is important that our suppliers do the same. In our Swedish business, potential suppliers sign our Code of Conduct for Suppliers and are assessed according to their compliance via an in-depth Risk Classification Survey. The supplier is then given a colour-coded risk level, which allows WSP to easily perceive the level of risk. Based on the survey responses, critical risks are analyzed and managed with the supplier. In 2020, approximately 200 suppliers went through the in-depth evaluation, based on the result of our Risk Classification Survey.

In addition, we develop action plans and solutions that help suppliers understand future trends and risks they face. This allows them to integrate sustainability into strategic planning, while demonstrating continuous performance improvement. Through this strategy we help our suppliers develop over time, provide new business opportunities, and improve our relationships.

45 We do not have information available on the percentage of business partners that had received the Third Party Code by December 31, 2020. We expect this information to become available as we roll out the supplier onboarding platform across the global business.

Case Study

TOD Planning and Design Consulting Services

📍 NANCHANG, CHINA (JIANGXI PROVINCE)

By integrating and optimizing land use and transportation networks, transit-oriented development (TOD) planning is a key tool in achieving urban sustainability.

Drawing on WSP's comprehensive transport consulting services, Nanchang's Project Management Office is reviewing land use along Metro Line 2 with a view to enhancing development, expanding public transit and reducing the city's carbon footprint. WSP will be applying the World Bank's "Three Values" methodology: transit connectivity, quality of the urban environment, and market potential.

Along with other emerging cities in China, Nanchang faces rapid population growth. The rail-based TOD model is regarded as the best solution for integrating and optimizing land use and

THE PROJECT TEAM AIMS TO ESTABLISH THE FOLLOWING TARGETS:

Reduce road-traffic related carbon emissions by

20%

Increase trips using green transport to

>75%

Increase population living within 800m of a metro station by

15-30%

transport by clustering jobs, housing, services and amenities around public transport.

This project aims for low carbon development, particularly non-motorized transport, in line with future carbon-neutral targets. Human-oriented planning will have a major impact on the local economy. Improvements to slow mode traffic and enhanced connectivity and accessibility will make Nanchang an even more appealing place to live, work and do business.

9.1
Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all

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

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

IN 2020, DISADVANTAGED BUSINESS ENTERPRISE (DBE) FIRMS REPRESENTED APPROXIMATELY 15 PERCENT OF OUR TOTAL CONTRACT AND SUBCONTRACT SPEND IN THE US.

2020 Highlights

— We worked with approximately 40,000 suppliers around the globe.

— We spent approximately CAD$301 million in lease payments (mainly rental for our office spaces occupied worldwide) and approximately CAD$606 million in other operational costs (including, but not limited to, information technology, professional fees and travel).

— We launched a third-party supplier vetting system, in several of our regions. This solution helps to streamline onboarding processing, allowing information to flow between various corporate functions with roles in the supplier onboarding process, according to WSP's risk model. Identified risks will be mitigated or, if risks cannot be mitigated to WSP's satisfaction, WSP will decide not to work with the third party if the supplier is not defined as sole source. In those very rare cases, WSP would work on plans to address the risks raised that cannot be immediately mitigated or elaborate strategies to modify its supply chain to reduce the dependency on such supplier. Dashboard and reporting capabilities allow enhanced visibility into the business partners which

are part of WSP's supply chain. We plan to complete the global roll-out of the system by the end of 2021.

— We incorporated mandatory sustainability questions into the supplier questionnaire so that we can better understand the maturity of our suppliers' sustainability programs, including their management of GHG emissions.

— We started to integrate carbon management into our approach with key corporate suppliers of IT equipment, office supplies and business travel management, as well as our car rental and vehicle fleet providers. These suppliers provide information on the carbon emissions associated with our travel and purchases as part of our regular supplier reviews. We started working with these suppliers to develop carbon reduction plans to support our scope 3 GHG emissions reduction target.

Supplier Environmental Performance

Corporate sustainability is one of our procurement guiding principles. Our global Request for Proposals template includes questions for larger suppliers on whether they have a sustainability policy or plan. Our regions enhance these checks through their regional procedures, including risk classifications and verification of certifications. In regions where the supplier vetting system has been implemented, all suppliers are required to answer sustainability questions.

We aim to work with vendors who provide sustainable products and services. We have agreements in place with key suppliers to provide energy efficient equipment, recycled paper and recycling services for electronic equipment.

To support our scope 3 GHG emissions reduction target, we plan to develop an action plan to further engage with our major suppliers to reduce emissions associated with purchased goods and services, and intend to provide more information on this plan in future reports.

Supplier Diversity

WSP aims to develop more inclusive supply chains with local as well as global suppliers, inviting them to the sourcing process and incorporating corporate social responsibility factors into the selection and onboarding process. WSP engages with suppliers that have strong ESG programs that align with WSP's values.

Small Business Administration's "All Small" Mentor-Protégé Program

📍 USA

WSP's US business is an active mentor in the All-Small Mentor-Protégé Program (MPP), an initiative designed to provide small companies with business development assistance and to enhance their ability to successfully compete for federal contracts. Under this program, our team created a Joint Venture (JV) with Alliance Consulting Group (Alliance), a Service-Disabled Veteran Owned Small Business (SDVOSB), which specializes in master planning and programming, cost engineering, architectural engineering design and risk analyses. As part of our Alliance WSP JV, we are currently in our fourth year of six to boost Alliance's operations by providing specific assistance under their business development plan.

Leading the mentorship, Ed Chamberlayne, Vice President National Security Programs | Federal Programs stated, "We are proud of our relationship with Alliance, as it enables us to grow a veteran owned small business and also pursue federal work together. Our cooperation together is exceptional and we look forward to what 2021 will bring."

Case Study

One Central – Dubai World Trade Centre (DWTC)

📍 DUBAI, UNITED ARAB EMIRATES

One Central is an award-winning commercial development set against the iconic skyline of Dubai's Central Business District.

The five office buildings comprising One Central are strategically positioned at the crossroads of international trade, finance and business. Working alongside Hopkins Architecture Dubai Ltd., WSP was appointed to provide engineering services, sustainability consulting and architect-of-record services to meet the client's ambitious project aspirations.

To ensure clear communication and efficient coordination, WSP adopted an integrated project delivery approach and a sustainable design process. The first three buildings have been operational since 2014, while Offices 4 and 5 were brought into service in 2019.

In support of emissions reduction and design sustainability, DWTC fully embraces Dubai's vision for leadership in energy security and efficiency through its energy diversification initiatives and its deployment of pioneering sustainable and renewable energy solutions across the complex. One Central is LEED Gold and Green Globe certified and meets the very highest standards of the Green Rating System.

In carrying out its role as the One Central project engineer, WSP helped Hopkins Architects (the lead consultant) and DWTC to achieve their sustainability vision. Focusing on both the human and environmental elements, innovations were put forward to achieve more sustainable ways of consuming energy and water while minimizing waste generation.

Energy cost savings achieved

20%

Reduction in potable water use through use of efficient low flow fixtures

50%

Use of recycled waste water and condensate recovery for water efficient landscaping

100%

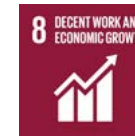**Building materials recycled**

23%

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

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

8.9
By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

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

11.7
By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

12.5
By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

Environmental Performance[46]

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

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

— Managing our office space in accordance with our Global Workplace Guidelines, which require consideration of sustainability during the leasing and building fit-out process;

— Collecting performance data for our global operations;

— Maintaining awareness of potential business and environmental risks and opportunities associated with climate change;

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

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

— Engaging with our suppliers to reduce environmental impacts associated with our supply chain.

The figures presented in this section represent the performance of our global operations in approximately 525 offices across approximately 40 countries, and within our supply chain.[47] For 2020, we have integrated sustainability information for WSP's global operations and all acquisitions completed prior to the start of the 2020 calendar year. More information on our methodology and assumptions is included in Appendix A.

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

Global Workplace Guidelines

Our Global Workplace Guidelines define minimum sustainability requirements for our office interiors, including LED lighting with motion detectors, low-flow fixtures and low-volatile organic compound (VOC) paint. The guidelines also recommend other opportunities to improve building sustainability such as through zoned heating, ventilation, and air conditioning (HVAC) and purchase of green certified or used furniture.

We seek to occupy office space with a green certification and to pursue certification for the office interior for larger offices. We have 20 offices certified to LEED or BREEAM, representing 19% of our total global portfolio square footage. We also aim to design all new leases to Fitwel standards to promote employee health and wellbeing. Where available, we procure green leases which allow carbon management in alignment with best practices. This can be seen in our UK and Swedish businesses, where a total of 33 offices include green lease clauses.

Recognizing the needs of our global workforce, we promote flexible, activity-based working through our internal Agile Workspace Guidelines, which reduces square footage requirements per employee.

46 Environmental reporting includes all our owned and leased offices. As a result of acquisitions, some facilities have been acquired, vacated or consolidated relative to 2018 and 2019. Locations where WSP operates but does not lease space (e.g., client offices) are not included in our environmental reporting. 2018 and 2019 performance figures have been restated to include acquisitions, as well as to incorporate additional scope 3 categories.

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

2020 Performance

ENERGY CONSUMPTION

In 2020, WSP's offices consumed approximately 470,586 gigajoules ("GJ") – or 131 million kilowatt-hours ("kWh") – of energy, which includes electricity, natural gas, district heating and cooling and other fuels. Select facilities purchased renewable energy equivalent to approximately 27,529 megawatt hours ("MWh") of electricity (approximately 99,103 GJ). WSP-owned and long-term leased fleet vehicles consumed approximately 229,092 GJ of fuel.

Global average office energy use intensity ("EUI") based on the total office energy consumed inside our organization, including all fuel types, divided by total office floor area, was approximately 18.6 kWh/ft²/year. This corresponds to a 23% decrease from our 2018 baseline, and is below the average EUI typical of commercial offices in many regions. This reduction is driven primarily by reduced in-office activity during the COVID-19 pandemic, offset in part by an increase in employee work-from-home activity, which we discuss later in this report. Our offices in Canada continue to have the highest EUI compared to offices in other regions.

TOTAL OFFICE ENERGY CONSUMPTION AND ENERGY INTENSITY
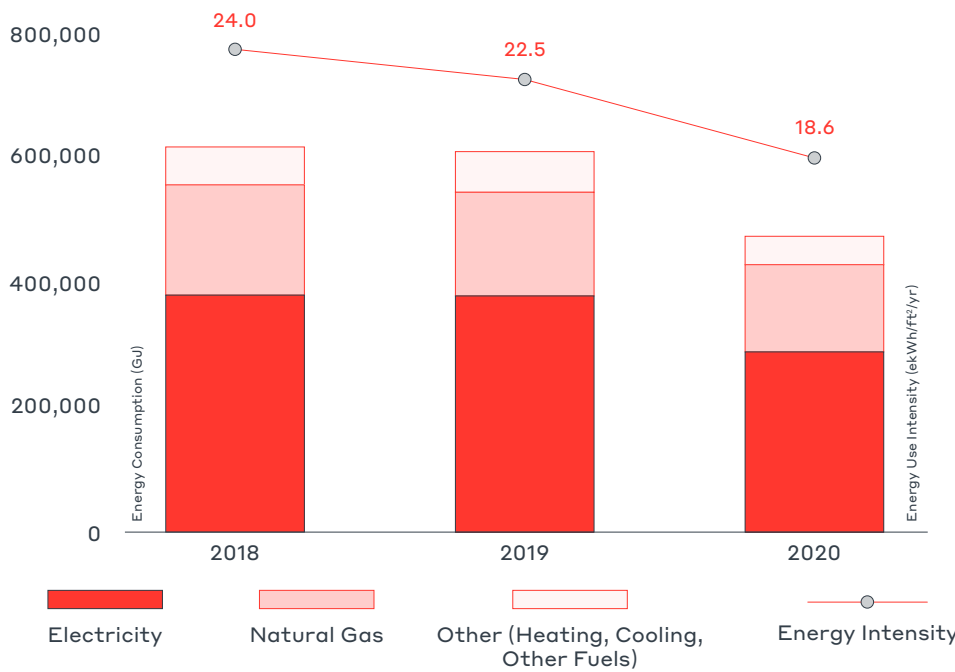
2020 OFFICE ENERGY INTENSITY BY REGION
Energy Use Intensity (ekWh/ft²/yr)
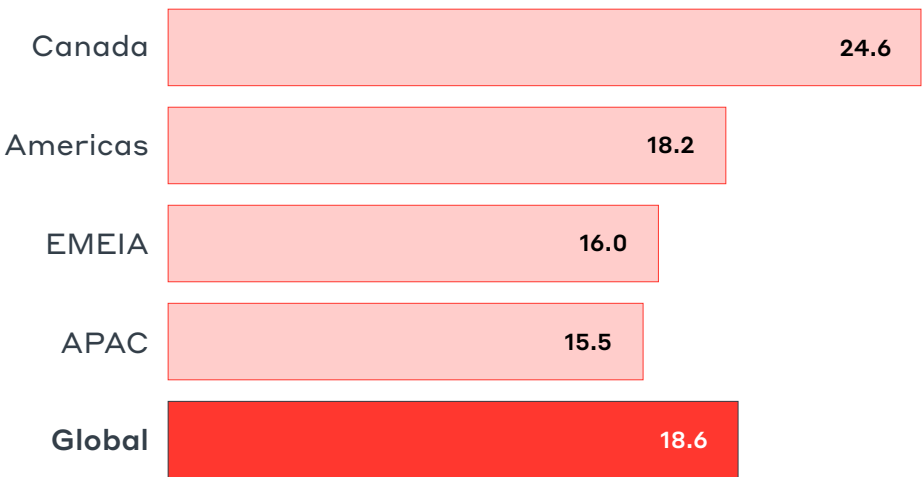
WSP's Boston (US) Office Receives Fitwel Commercial Interior Certification

📍 USA

WSP's new Boston (US) office has been certified as a Fitwel One Star workplace in recognition of its design, which incorporates multiple health and wellness features for employees and visitors. The Fitwel building certification supports healthier workplace environments, with a view to improving wellbeing and productivity. WSP's office is Boston's first Fitwel Commercial Interior v2.1-certified space.

The downtown location unites two existing offices in Boston, allowing for more streamlined public transit connections, enhanced collaboration amongst teams and easier access to multiple parks and outside areas. The new facility includes active workstations, a centrally located staircase to promote physical activity, special areas for nursing mothers, signage promoting healthier lifestyles and vending machines that meet Fitwel's rigorous healthy food and beverage standards.

WSP's Built Ecology team provided high-performance design and sustainability consulting services, delivered sustainability strategies, consulting and certification management for this project. The final design reduced the office's energy requirements and developed an agile design that embodies the WSP brand, showcases its engineering and sustainability consulting services and prioritizes health and safety.

Annual satisfaction surveys will inform management on ways to improve commuter infrastructure, programming, building access, outdoor spaces, shared areas, workplaces and food access. This will ensure that the building meets its occupants' future needs.

GREENHOUSE GAS EMISSIONS[48]

Historically, our GHG emissions have been calculated for office energy consumption and refrigerant emissions, vehicle fuel use, and business travel only by applying industry-accepted GHG emissions factors to our business activity data.[49] In 2020, we began to calculate additional scope 3 emissions categories, which represent all of our relevant scope 3 emissions, including:

— Purchased goods and services (including upstream transportation and distribution)

— Capital goods

— Fuel- and energy-related activities (transmission and distribution losses)

— Waste generated in operations

— Employee commuting

Due to the COVID-19 pandemic, in-office, fleet and business travel activities were significantly reduced during 2020, while remote work significantly increased. We estimated the emissions associated with employee work from home activity (plug load for IT equipment and lighting, plus space heating and cooling), and included these emissions in our estimate of employee commuting emissions.
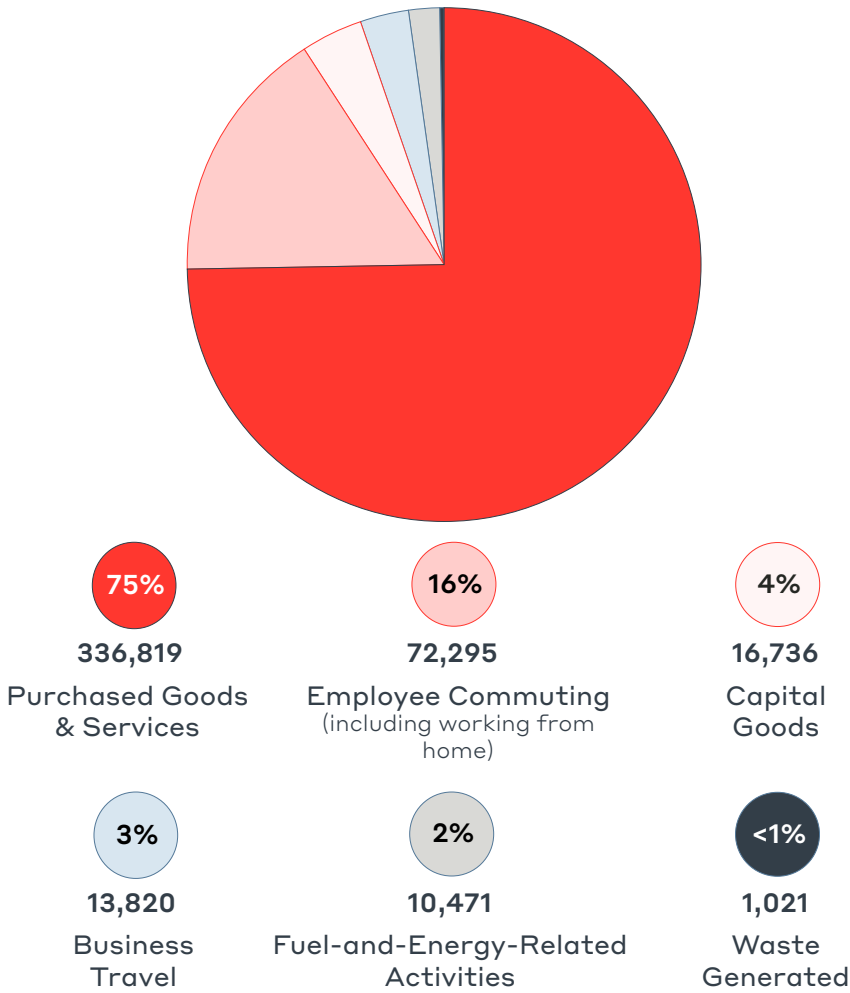
In 2020, WSP's operations emitted a total of approximately 493,413 tonnes of carbon dioxide equivalent (tCO_2e) GHG emissions, across scope 1, 2 (market-based) and all relevant scope 3 emissions sources.

2020 SCOPE 1, 2 AND 3 GHG EMISSIONS (tCO_2e)

5%	**4%**	**91%**
24,738	**17,514**	**451,161**
Scope 1	Scope 2 Market Based	Scope 3
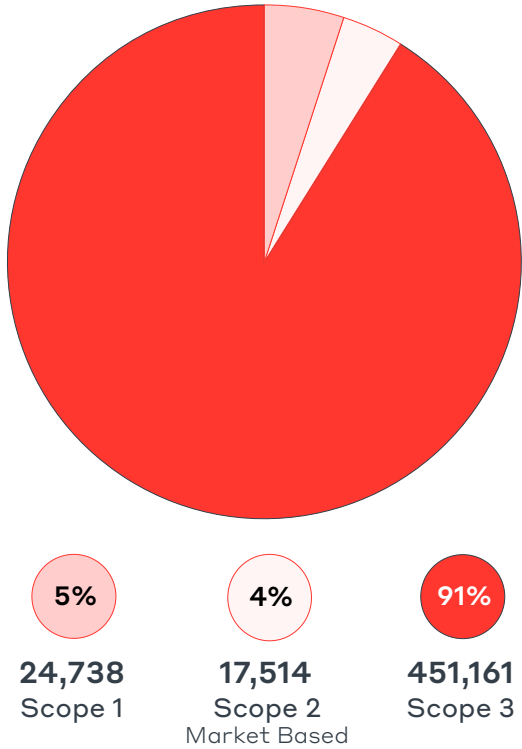
The figures above show our absolute GHG emissions and the percentage breakdown of emissions by scope for 2020. Now that we are quantifying all relevant scope 3 emissions, purchased goods and services represent our largest category of scope 3 emissions.

2020 SCOPE 3 GHG EMISSIONS BY CATEGORY (tCO_2e)

75%	**16%**	**4%**
336,819	**72,295**	**16,736**
Purchased Goods & Services	Employee Commuting (including working from home)	Capital Goods

3%	**2%**	**<1%**
13,820	**10,471**	**1,021**
Business Travel	Fuel-and-Energy-Related Activities	Waste Generated

Between 2018 and 2020, we observed:

— 35 percent reduction in scope 1 and 2 market-based emissions. This reduction was driven by the purchase of 27,529 MWh of renewable energy in 2020, mostly procured via renewable energy certificates (RECs). Building energy efficiency improvements and a decrease in energy demand during the pandemic also contributed. Although building occupancy decreased significantly, energy was still needed to maintain building systems.

— 13 percent reduction in scope 3 emissions. This was largely due to a 64 percent decline in business travel emissions and a 9 percent decline in employee commuting emissions, inclusive of employee work from home activities, between 2019 and 2020.

— 10 percent reduction in global average GHG intensity per full-time employee ("FTE").

— 11 percent reduction in year-over-year net absolute GHG emissions through the purchase of 12,897 tCO$_2$e of carbon offsets.

Apex Companies, LLC completed a limited verification of WSP's 2020 scope 1, scope 2 and scope 3 GHG emissions as well as our 2020 renewable energy and carbon offset purchases. Apex also verified our re-calculated 2018 GHG emissions, to ensure that we appropriately track progress against our targets. The GHG emissions information reported for 2020 is verified relative to recognized protocols and standards including the GHG Protocol and ISO 14064-3. A copy of the Assurance Statement is available here.

WATER

All water withdrawn was from third-party sources such as municipal water suppliers and utilities. As an office-based organization, we primarily interact with water in office kitchens and washrooms. Water is withdrawn, and consumed or discharged, in the regions where we have office operations. We have not identified any substantive water-related impacts associated with these activities, and as such, have not engaged stakeholders to manage water as a shared resource. Wastewater is discharged to municipal treatment facilities, and as a result, no specific standards for the quality of effluent discharge have been set.

In 2020, WSP's offices withdrew approximately 243 million litres (ML) of water, which is equivalent to approximately 100 Olympic swimming pools. Due to the COVID-19 pandemic, WSP experienced reduced in-office activity in many regions. For sites where actual data are not available, we scaled estimated water withdrawals in proportion to average office occupancy over the year and the globe. As a result, we estimate a 61% year-over-year reduction in total water withdrawn.

TOTAL WATER WITHDRAWAL

Million Litres

Year	Value
2018	649
2019	625
2020	243
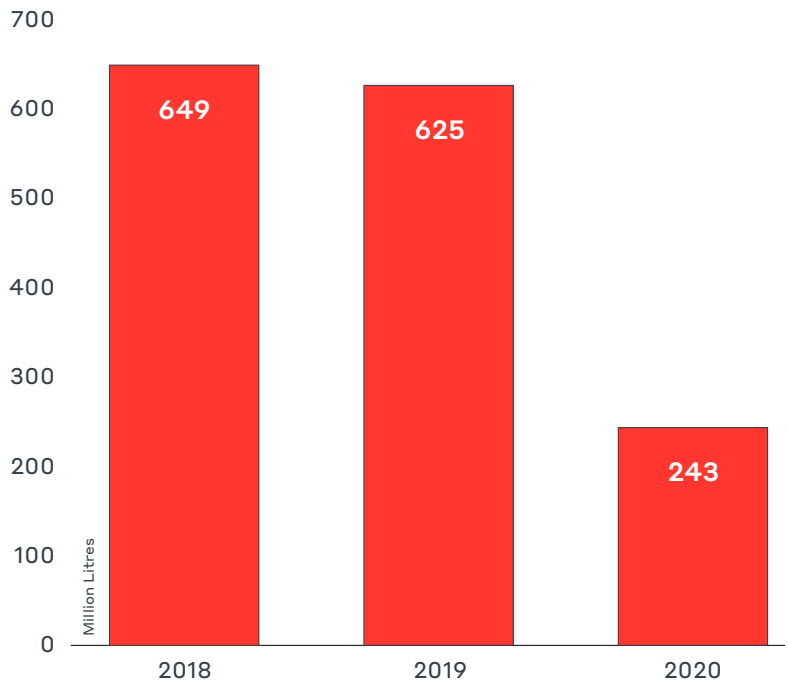
Promoting Fresh Tap Water in Sweden

📍 SWEDEN

Ranking among the best in the world, Sweden's tap water is fresh, locally-sourced and available around the clock. Nevertheless, some organizations continue to require huge amounts of bottled water, leading to higher transportation and production costs, as well as unnecessary pollution and waste. Kranmärkt is a sustainable "eco-tap label" for organizations that choose tap water as an environmentally friendly and more economical choice.

In 2020, our business in Sweden decided to adhere to the Kranmärkt standard and to apply it to the entire organization. In so doing, the firm will only make tap water available in its offices, as well as during internal meetings, external conferences, training activities and other in-office events; bottled water will no longer be available.

WASTE

In 2020, our offices produced approximately 1,407 tonnes of non-hazardous waste sent to landfill. Approximately 404 tonnes of non-hazardous waste were diverted through recycling, and 39 tonnes were composted. Where actual landfill and recycling information was available, our average diversion rate was approximately 70%. Our diversion rate can vary widely year-to-year based on the number of offices able to report actual waste output information. A small number of sites reported responsibly disposing of approximately 10 tonnes of hazardous waste consisting of batteries, fluorescent bulbs and electronic waste. Our methodology is described in Appendix A. For 2020 estimates, we scaled down estimated waste generation in proportion to average office occupancy over the year and the globe.

See Appendix A for a consolidated summary of our organization-wide sustainability performance on key metrics.

TOTAL WASTE GENERATED IN OPERATIONS
Hazardous waste generation is too small to be shown in this figure
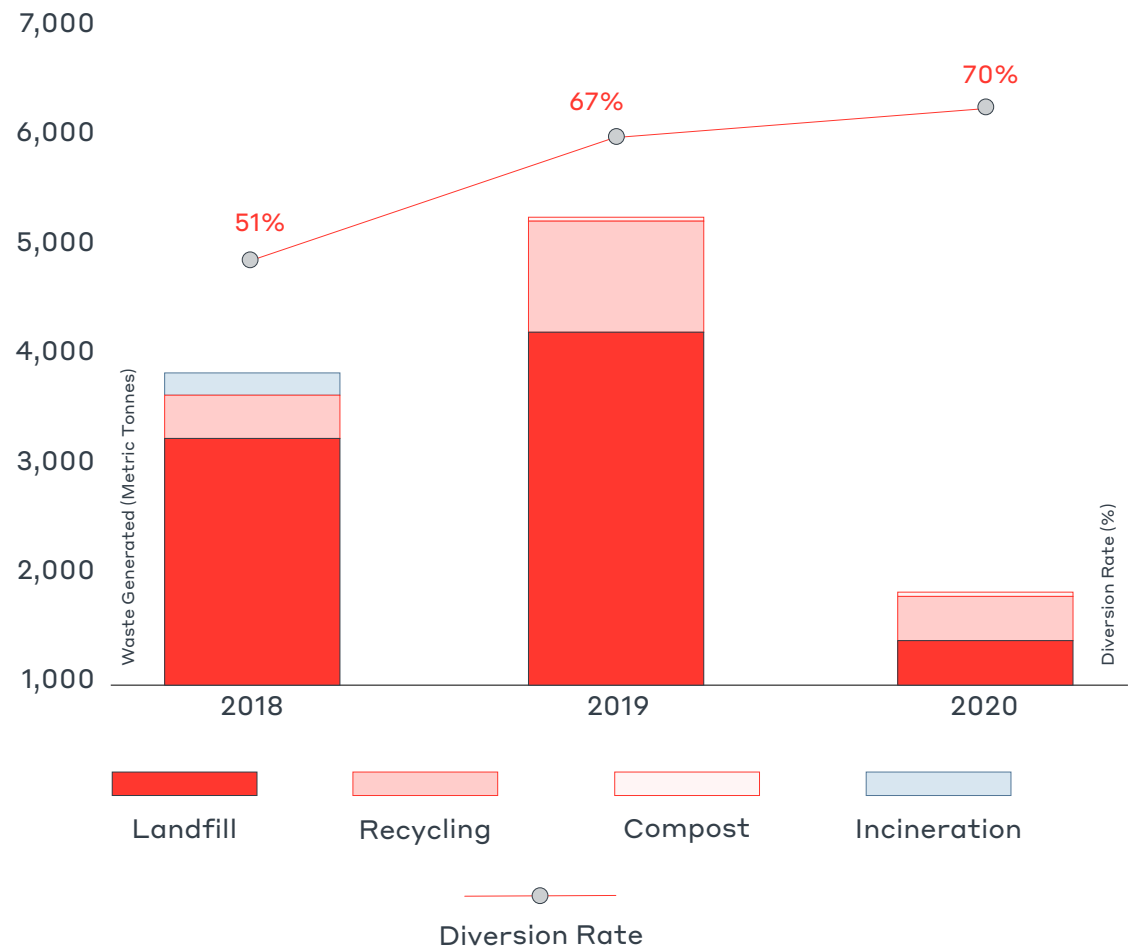
ENVIRONMENTAL COMPLIANCE

WSP currently has 59% of its operations globally covered by the Environmental Management System (EMS) standard ISO 14001: 2015. Regions that are not certified employ similar practices to identify and manage environmental risks and opportunities. In 2020, we formed a Global Environmental Management Committee with representatives from over 20 countries to share best practices on EMS, environmental risk, training and communications, regulations and strategy.

WSP did not receive any material fines or material non-monetary sanctions for non-compliance with environmental laws or regulations in 2020.

© Logan City Council

Site	Trunk Pipelines
204 ha	**20 km**

Servicing – Stage 1	Pump Stations
20k people	**4**

Ultimate Capacity	Walking Track
189k people	**2.5 km**

Case Study

Cedar Grove Environmental Centre

📍 LOGAN, QUEENSLAND, AUSTRALIA

The Cedar Grove Environmental Centre comprises an environmentally sustainable Wastewater Treatment Plant (WWTP), a Landcare nursery and training centre, and a community recreation reserve.

As part of a public/private-sector partnership, WSP was commissioned by Logan City Council to deliver a WWTP achieving net environmental benefits. Community and environmental uses now account for 95% of the 204-hectare site, which boasts vegetation corridors, public amenities and a walking track set on the Logan River.

This is Queensland's first WWTP to provide environmental benefits thanks to a combination of membrane bioreactor technology, constructed wetlands, catchment restoration and biodiversity offset planting. The area is home to 120,000 native trees and shrubs, as well as over 20 bird species.

The site's sustainability initiatives include effluent filtration technology, fish ladders, water recycling for agricultural irrigation, a solar farm for the facility's energy operations and wildlife habitat protection measures.

WSP provided a broad array of services, including visualisation tools; structural and electrical design, pre-commissioning and commissioning; instrumentation and controls design; development of 3D interactive operation and maintenance systems; odour/noise assessments; cultural heritage assessment; environmental assessment and management; ecological assessment and management; compliance management; rehabilitation; and operational management plan for the wider site.

Having won numerous industry awards, including the 2020 Australian Engineering Excellence Award for Queensland, this state-of-the-art project has been reimagined as a sustainable community and environmental asset that will benefit today's residents as well as future generations.

6 CLEAN WATER AND SANITATION

6.b
Support and strengthen the participation of local communities in improving water and sanitation management

11 SUSTAINABLE CITIES AND COMMUNITIES

11.7
By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

©WSP Urban Architecture – Matti Tapaninen and Anni Laurila

The city of Pieksämäki is located at the junction of five railway lines.

WSP's sustainability review will support future regional development.

Renewable energy sources and environmentally-friendly building materials are featured in the development plan.

Case Study

Revitalization of Pieksämäki Station Area

📍 PIEKSÄMÄKI, SOUTHERN SAVONIA REGION, FINLAND

WSP is conducting a sustainability review of the development plan focusing on Pieksämäki's central station area, with a view to supporting regional growth.

The City of Pieksämäki is seeking to develop the historic central station and surrounding area into a hub combining various modes of transport. WSP's sustainability review will serve as a basis for future regional development, taking workers' migration to urban centres, population aging and other trends into account.

WSP's experts began the planning work for Pieksämäki central station by analyzing the area's commercial attractiveness and other strengths. Our sustainability review will determine how the area can best be developed in terms of local residents' needs and environmental considerations. The overall plan will be based on the construction of accessible and smooth travel links to ensure efficient transfer. The focus will also be on improving the attractiveness of the local environment and devising solutions to support carbon-neutral development.

Emphasis is being placed on sustainable modes of transport, mobility, bike paths, pedestrian areas and electric-powered public transit. The aim is to keep the area as green as possible, in harmony with the central station's history and the city's new modern image.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

9.1
Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human wellbeing, with a focus on affordable and equitable access for all

11 SUSTAINABLE CITIES AND COMMUNITIES

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

People and Culture

Since the COVID-19 pandemic began in early 2020, we have faced unprecedented human, economic and business challenges in the majority of our regions. WSP's priority for our employees is to keep them safe, informed and connected. Many of our efforts were therefore focused on employee health, and physical and psychological wellbeing.

The pandemic also resulted in a very different social environment for our people, including additional duties of caring for family members, isolation, and managing teams and productivity in a virtual working environment. Moreover, we recognized that some employees were disproportionately impacted; never has it been so important to proactively offer flexible working conditions to all. When asking our employees for feedback over the last year, we heard directly how important this flexibility is for them.

At WSP, our success is testament to the technical expertise and talent of our people, underpinned by their profound understanding of local markets. We rely 100% on our employees for our collective success, and are proud of what they achieved in the last year. Success in our People and Culture pillar is a top priority for WSP, and our ambitions to be the employer of choice in the industry are viewed with the same importance as our business ambitions.

In this section, we report on the second year of our 2019-2021 Global Strategic Plan, share highlights, and review our 2020 people-related data. We are pleased to include an interview with Marie-Claude Dumas, President & Chief Executive Officer of our Canada region and global Inclusion and Diversity (I&D) Sponsor.

Evolving Toward an Inclusive Mindset: *An Interview*

Q **Tell us about the Global I&D Sponsor role and what it means to you.**

My role is to lead WSP's I&D mandate, both internally and externally, while continuously assessing where we are in our journey. This includes developing our I&D long term vision and strategy with input from our regional leads, driving our global I&D action plan, while monitoring the progress of regional plans, and highlighting key global insights. Another significant component has been creating WSP's Global Inclusion and Diversity Network ("Network"), where participants share their practices on matters promoting inclusion, diversity, equality and sense of belonging.

I feel very fortunate to have been given the opportunity to foster the necessary change that we want to see in our industry. As President and CEO of WSP in Canada, I am thrilled to continue

Marie-Claude Dumas

President & Chief Executive Officer, Canada / Global Sponsor, Inclusion and Diversity

working closely with the Canadian leadership and Human Resources teams as we pursue our strategic ambitions, including our Inclusion and Diversity program.

Q **WSP's long-term I&D vision is to develop an inclusive mindset. Can you tell us more about this?**

It's important to note that the vision applies to all areas of our business, from business development to supply chain management, onboarding, recruitment and internal staffing. To be a leader in our industry and really bolster innovation, we truly believe that diverse teams at all levels of an inclusive organization are a key success factor.

Our long-term I&D vision was a collective effort, prepared in collaboration with the Global I&D Network. We began by asking ourselves: what

do all our regional strategies have in common? The repeated threads were then drawn out and refined to become our global vision.

There are four key I&D principles that outline how we will evolve toward an inclusive mindset: fostering a trusting workplace, speaking up, managing fairly, and growing stronger together. This is the vision we aspire to be recognized for by our employees, peers and clients.

Q **What are the ambitions of WSP's Global I&D Network?**

I am so proud of the work that has been done so far by our Network. From diverse panels to improved policies, our regions are actively supporting and promoting an inclusive and diverse workplace.

The Network is open to any WSP employee with an interest in I&D matters and who wants to be part of their region's I&D evolution. It was created so that our regions could play a part in ensuring we all strive for best practices and continuous improvement. Ultimately, our Network aims to help everyone connect, gain insight and enable change at our company.

The Network is a perfect example of the fourth principle of our long-term vision: growing stronger together. Each quarter, we welcome one of our regions to host a "I&D Spotlight session" where they share latest developments on the I&D front. We have built a common sharing platform for regional initiatives and tools, which is a

wonderful resource to facilitate inspiration. It's an incredible opportunity for us to learn from each other's challenges, initiatives and achievements, while pursuing concrete action.

Q **In many regions, there is still an imbalance between the percentage of total women in the workforce and the percentage of women in leadership positions. How is WSP approaching gender balance?**

At WSP, we are on a journey towards inclusion of all differences. Within our global approach to I&D, the majority of our regions have expanded their priorities to also support under-represented groups, including ethnic and visible minorities. However, gender balance remains a key priority, especially in our industry.

We still have progress to make in terms of our ratio of women in middle management and business leader positions, which currently stands at 21% of our total workforce. Of our approximately 500 top employees in leadership positions across the major regions of our organization, 35% are female. Looking at the bigger picture, we aim to address two particular areas - women in management positions, as well as women in revenue-generating and operational roles - while sustaining our solid percentage of women leaders in support roles.

This means supporting internal growth of our technical women to reach and succeed in management roles. One main focus will be putting practices in place so that aspiring leaders can

grow the scope of their projects at each stage of the process, so that they are well prepared to succeed as their projects become more complex.

Q **What are your top priorities for 2021?**

In 2021, our focus will be on our I&D actions and targets, which stem from our long-term vision. Our actions will come in two phases: diagnostic, which will help us understand where we are today, and engagement, which will focus on our leaders' commitment.

To understand the diversity of our people, we will drive a series of diagnostic initiatives. Among them, we will ask our employees to participate in a globally coordinated survey. This will help our regions define their own 2021 I&D priorities and align with regional realities, as well as with our global long-term vision. From there, we will continue to introduce diverse candidates for consideration for global leadership and global VP roles.

With the support of our global Network and leadership teams, I am excited to discover what we will accomplish on the I&D front in 2021.

2020 Highlights

While circumstances were very different in 2020, we adapted to maintain momentum on global initiatives.

Our Leadership Forum is a talent management initiative covering our operations across the globe. Through the forum, we continue to provide opportunities for high potential employees and those included in our succession plan, which includes a representation of just under 30% women. In 2020, we:

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

— Continued with 360 feedback, allowing participants to gain insight on their professional and leadership impact.

— Prepared a global mentoring platform for deployment in 2021, to enable relationship-based leadership development by mentee-mentor pairing from different WSP regions.

We prepared to relaunch the Senior Leadership Academy and Global Project Management Academy virtually in 2021.

Our regions showed outstanding leadership and led strong programs to support and develop employees.

In 2020, the strength and empowerment of our regions were instrumental in supporting employees through the pandemic, as well as moving ahead with employee development and career plans. A selection of regional achievements follows:

— The majority of regions conducted employee feedback surveys, focused on engagement and/or the evolving work situation due to the pandemic.

— All major regions had wellbeing programs in place, as well as training support for managers.

— Flexibility and remote working were successful in all regions, and we examined how to build on this flexibility for working in the future.

— Learning and development activities were quickly re-purposed to be delivered virtually.

— A common job architecture was initiated, with a view to developing this globally in the future to align career paths and support mobility.

As we move through 2021, we remain focused on the ambitions outlined in our 2019-2021 Global Strategic Plan, from a people perspective. We are also enthusiastic about the future of our people strategy as we plan for the 2022-2024 strategic cycle.

Our Employees

Employment Practices[50]

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

AS AT DECEMBER 31, 2020[51]

TOTAL WORKFORCE BY REGION AND GENDER

CANADA	2018		2019		2020	
Male	5,441	69%	5,350	68%	4,743	68%
Female	2,475	31%	2,571	32%	2,247	32%
Total	7,916	100%	7,921	100%	6,990	100%

AMERICAS[52]	2018		2019		2020	
Male	8,115	65%	8,876	67%	8,571	67%
Female	4,285	35%	4,322	33%	4,283	33%
Total	12,400	100%	13,198	100%	12,854	100%

EMEIA	2018		2019		2020	
Male	13,648	71%	14,098	71%	13,058	71%
Female	5,501	29%	5,765	29%	5,437	29%
Total	19,149	100%	19,863	100%	18,495	100%

APAC	2018		2019		2020	
Male	5,720	69%	6,049	69%	5,787	68%
Female	2,547	31%	2,709	31%	2,768	32%
Total	8,267	100%	8,758	100%	8,555	100%

TOTAL NUMBER OF PERMANENT EMPLOYEES BY EMPLOYMENT TYPE, BY GENDER

	FULL-TIME						PART-TIME					
	2018		2019		2020		2018		2019		2020	
Male	28,049	70%	30,553	71%	29,188	70%	2,120	55%	1,294	45%	1,321	45%
Female	11,810	30%	12,697	29%	12,337	30%	1,745	45%	1,592	55%	1,589	55%
Total	39,859	100%	43,250	100%	41,525	100%	3,865	100%	2,886	100%	2,910	100%

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT

	PERMANENT						TEMPORARY					
BY GENDER	2018		2019		2020		2018		2019		2020	
Male	30,169	69%	31,847	69%	30,509	69%	2,755	69%	2,526	70%	1,650	67%
Female	13,555	31%	14,289	31%	13,926	31%	1,253	31%	1,078	30%	809	33%
Total	43,724	100%	46,136	100%	44,435	100%	4,008	100%	3,604	100%	2,459	100%
BY REGION												
Canada	7,640	17%	7,649	17%	6,821	15%	276	7%	272	8%	169	7%
Americas	10,607	24%	11,597	25%	11,528	26%	1,793	45%	1,601	44%	1,326	54%
EMEIA	17,923	41%	18,515	40%	17,871	40%	1,226	31%	1,348	37%	624	25%
APAC	7,554	17%	8,375	18%	8,215	18%	713	18%	383	11%	340	14%
Total	43,724	100%	46,136	100%	44,435	100%	4,008	100%	3,604	100%	2,459	100%

WSP Ranks Among Sweden's Best Places to Work

SWEDEN

For the third year in a row, WSP was ranked among Sweden's most attractive companies as part of the Karriärföretagen Awards. The awards are designed to recognize Sweden's top 100 best places to work, as well as firms that offer unique and professional development opportunities for university graduates and other employees. The awards jury commended WSP for our strong corporate culture, solid brand and stimulating workplaces. We were also recognized for our strong focus on gender equality and the close ties we forged over the years with students and young professionals.

New Hires and Employee Turnover

For 2020, we recorded an overall voluntary turnover rate of 10%, which compares to 14% at the end of 2019 and now exceeds our 2021 global target of under 12%. While we are pleased with our performance on this target, it can be partly attributed to the effects of the pandemic; we must therefore redouble our efforts to retain our people.

Also as a result of the pandemic in 2020, it was necessary to make difficult decisions in some of our regions. Our aim in these regretful circumstances is to always follow our Guiding Principles to support all concerned, as well as following local legislative requirements.

For 2020, our new hire rate fell from 19% to 13%, primarily as a result of the pandemic. We remained agile and took the opportunity to redeploy talent internally and maximize synergies with our complementary resource centres.

Our industry remains highly competitive in terms of talent attraction and retention, and it is therefore imperative that we remain agile in our approach. During the year we reprioritized certain employee development programs to focus on supporting our new ways of working, but also did our utmost to continue to develop and retain professionals for the future. Significant efforts were made during 2020 and early 2021 to seek feedback from our employees, both generally and in relation to the pandemic. Moving into 2021 our regions will continue to act on this feedback, maintaining momentum with initiatives that proactively engage and retain employees.

Inclusion and Diversity is top of mind across all regions. Our hiring is focused on encouraging a range of diverse candidates to apply for positions. Our approach is supported by region-specific strategies including making job posts more inclusive and gender neutral; increasing the talent pool through partnerships with professional associations supporting diversity; and making conscious efforts to bring forward female candidates for all roles. Removing bias in the selection process is also discussed through monthly meetings or training with our global Talent Acquisition group, which is made up of representatives from all our regions.

In 2020, 66% of our vacant as well as new Global Leadership positions (and those of their direct reports) were filled by internal candidates (compared to 59% in 2019)[53]. This is a further step towards our 2021 target of over 75%, and organisational transformation in some regions will provide greater opportunities for internal transitions in 2021.

Collective Bargaining Agreements and Freedom of Association

In accordance with our Global Human Rights Statement, we allow our people the freedom to join any association or union, providing it does not contravene local law, as well as the right to collective bargaining, where applicable.

As of December 31, 2020, employees predominantly in the Nordics, Brazil and Continental Europe, representing less than 14% of the Corporation's total employees and the vast majority of its unionized employees, were covered by collective bargaining agreements.

NEW HIRES AND EMPLOYEE TURNOVER[54]

	CANADA			AMERICAS			EMEIA			APAC			TOTAL		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Number Of New Hires	1,513	1,285	637	1,705	2,042	1,502	3,060	3,180	2,250	1,634	1,849	1,264	7,912	8,356	5,653
New Hire Rate	20%	17%	9%	20%	19%	13%	20%	18%	13%	22%	22%	15%	20%	19%	13%
Number Of Employees Who Left The Company	1,574	1,314	1,250	1,510	2,131	1,727	2,700	3,181	3,289	1,735	1,477	1,354	7,519	8,103	7,620
Turnover Rate	21%	17%	18%	18%	20%	15%	17%	18%	18%	24%	18%	17%	19%	18%	17%
Voluntary Turnover Rate	16%	13%	10%	13%	15%	10%	13%	14%	10%	20%	15%	13%	15%	14%	10%

Employment Benefits

The table below summarizes benefits available to full-time and part-time employees in our principal operating regions.[55]

2020 EMPLOYMENT BENEFITS	CANADA	USA	UK	SWEDEN	CHINA REGION (HONG KONG AND MAINLAND)	AUSTRALIA	NEW ZEALAND
Life Insurance	F, P *	F, P **	F, P	F, P, T	F	-	-
Health Care	F, P *	F, P **	F, P ***	F, P	F, P ***	-	-
Disability And Invalidity Coverage	F, P *	F, P **	F, P ***	F, P, T	F, P ***	F, P	-
Parental Leave	F, P *	F, P **	F, P	F, P, T	F	F, P	F, P, T
Retirement Provision	F, P *	F, P	F, P	F, P, T	F, P	F, P	-
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

54 Turnover data are not available by gender and age.

55 Benefits are reported for significant locations of operation, defined as those countries with over 1,500 employees (Canada, US, UK, Sweden, China, Australia and New Zealand). At this time, WSP does not report provision of occupational health services under employment benefits programs in some regions.

Wellbeing Programs

In 2020, a number of our larger regions either implemented or expanded their existing health and wellbeing programs, including numerous offerings specifically tailored to dealing with the pandemic. These programs offer employees a range of resources to support their physical, mental, social and financial wellbeing. Access is open to all via our intranets and typically includes a mixture of reading resources, webinars, e-learning courses, competitions, online health assessments and links to specific support provided by external providers.

In addition, most regions have a network of employee health and wellbeing champions who are tasked with supporting the programs at a local level. Examples of 2020 initiatives include:

— Offered employees anti-pandemic kits amid supply shortages and sponsored COVID-19 tests during outbreak peaks (Asia).

— ½ day virtual workshop on mental health for managers, designed to enhance understanding of common mental health matters, and practical strategies (Australia and New Zealand).

— Launched WSP Connects, a forum for employees to support each other to stay healthy, productive and connected during the pandemic through weekly webinars on topics about dealing with anxiety, meditation, financial health, sleep, heart health and overall resilience (Canada).

— 30 Mental Health First Aiders briefed to offer additional support to all employees (Middle East and India).

— Monthly videos with the CEO communicating news and advice on coping with the pandemic COVID-19 (Nordics).

— Creation of a Mental Health Guidebook: Promotion of positive mental health and wellbeing; mental health risks in the workplace; employee support; reducing the stigma around mental health (USA).

Sharing of initiatives between our regions also boosts the reach of our wellbeing initiatives and invites collaboration; for example, "Mindful Mondays", a weekly meditation program that originated in our Australia region, was shared in several other regions last year.

Learning and Development

Our goal is to provide learning and development opportunities to advance strategic business priorities, while enabling our people to deliver on their full potential. WSP employees around the world have access to a wealth of information and training to develop their knowledge and skills. The offerings range from onboarding training to professional growth programs on client and project management; leadership; technical and soft skills; as well as career development. Accessible from online portals, learning options range from workshops and webinars to self-paced e-learning modules.

As a result of the pandemic, there was a change of focus of learning and development activities in 2020. There was a major effort by all regions to switch from face-to-face to virtual learning environments. Specific programs were developed to support employees and their managers through the pandemic, such as how to use our technology resources and how to manage virtual teams. Finally, some regions focused only on critical learning and development efforts, to allow the business to successfully deliver client projects.

THRIVE Wellbeing Program

UK

In the UK, our THRIVE wellbeing program is designed to provide the environment and tools needed to make improvements to our personal wellbeing. The program provides opportunities to identify risks to physical, mental, social and financial wellbeing, then offers a wealth of resources to support and empower wellbeing goals. THRIVE also assists with reducing the risk of ill-health and injuries.

At on the onset of the COVID-19 pandemic, new interventions and resources were created to support working from home and during home schooling, managing stress and preventing lockdown fatigue. These resources were supported by the 80 Mental Health First Aiders around the country, with additional support made available to Wellbeing Champions and line managers.

The wellbeing theme for THRIVE in 2021 is resilience. Bouncing back from adversity, reflecting on what works well, what can be better and creating a positive mindset for the future. Resilient people create a resilient organization.

Honouring our Commitment to Diversity, Inclusion and Gender Equality

📍 AUSTRALIA

For the second year in a row (2019 & 2020), WSP was recognized by Australia's Workplace Gender Equality Agency (WGEA) as an Employer of Choice for Gender Equality. WSP is one of 119 organizations that met the Agency's high standards, rigorous assessment process and criteria pertaining to gender pay parity, working hours and family initiatives.

According to Guy Templeton, WSP's CEO for Asia Pacific, this acknowledgment underscores the firm's progress in achieving a more balanced workforce. WSP is pleased that its initiatives to empower women are being acknowledged externally.

In addition to embedding firm-wide workplace flexibility, WSP is seeking to enhance parental leave policies while boosting the number of women in management positions.

In the past year, WSP reached its target of 30% female representation at the leadership level, delivered pay parity, launched the Visibility in the Built Environment network in support of our LGBT+ community and made a historic pledge to recognize the importance of the Uluru Statement from the Heart in support of WSP's Reconciliation Action Plan.

In 2020, employees spent a total of approximately 815,435 hours on learning and development activities. This equates to approximately 18 hours[56] for each full-time equivalent employee and represents around a 30% reduction in overall training activity in comparison to previous years, which can be attributed to effects of the pandemic.

Examples of highlights from 2020 include:

— Launched the "Asia Exchange Program" for talented early career professionals to work outside their home country for three months.

— Launched a program to ensure female high potential employees are matched to a mentor (Middle East).

— Held Taskforce meetings (a forum for early career professionals) remotely (Nordics).

— Launched mandatory Unconscious Bias & Diversity training for hiring managers and those conducting interviews (UK).

— Developed the "Communicating with Confidence" multi-session live virtual program (USA).

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

Inclusion & Diversity

WSP aims to foster a stimulating and safe work environment where our people can flourish personally and professionally, regardless of their position, background or gender. We believe that by supporting and promoting an inclusive and diverse workplace, our employees can tap into their full potential by feeling valued and knowing they are an integral part of the organization.

Inclusion is the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Without inclusive practices, a diverse environment cannot be achieved.

Diversity is the collective mixture of differences and similarities that includes individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviours.

Inclusion & Diversity (I&D) Governance

In 2020, we:

— Nominated Marie-Claude Dumas, a member of our Global Leadership Team, as our new Global I&D Sponsor.

— Included I&D in the scope of the newly expanded Global ESG Committee, represented by Marie-Claude Dumas.

— Launched a Global Inclusion and Diversity Network composed of participants across all regions and from all levels of the organization, under the leadership of the CEO and the Global I&D Sponsor.

   — Network participants share their practices on matters promoting inclusion, diversity, equality and sense of belonging and participate in establishing global overarching targets to ensure I&D progress.

   — Many of our regions also have employee resource groups or networks, including for people of minority ethnic and racial backgrounds; indigenous and aboriginal people, gender balance; and LGBTQ+.

— Refreshed our strategy and long-term I&D vision, based on four principles:

   — **Fostering A Trusting Workplace**: We provide a safe and trusting work environment for all our people.

   — **Speaking Up**: Abiding by our guiding principles, we accept no compromise when it comes to our ethics and inclusive behaviour, and we enable our people to feel at ease to speak openly.

   — **Managing Fairly**: We ensure equal opportunity and fairness in a consistent manner.

   — **Growing Stronger Together**: As a global community, we celebrate our differences and share our learnings.

WSP continues to work towards a diverse and balanced workforce, which we believe represents a greater mix of skills and more inclusive workplace culture. In addition, we have created an agile working environment globally, which supports personal vitality and work-life balance, enables gender balance and supports diversity by making our organization more accommodating of different people.

In early 2021, our Global Inclusion and Diversity Policy was refreshed to better reflect WSP's long-term I&D vision, approach and minimum standards. Each of WSP's regions now has or will develop inclusion and diversity priorities and action plans to align with, support and promote the Policy.

Global Celebration

We want every individual to feel welcome, confident, valued and proud. Inclusion brings our work to the next level, and WSP celebrated its LGBTQ+ community through Pride Month 2020 by sharing #WSPProud stories of authenticity, inclusion and support.

2020 Key Initiatives

REGIONAL HIGHLIGHTS

In 2020, a series of I&D awareness, networking and development and career initiatives were deployed in WSP regions. Examples of focus areas in three regions are shown below.

Africa

Broad-Based Black Economic Empowerment (B-BBEE) is important for us to trade and effectively run our business. Currently, WSP in Africa proudly holds a Level 1 B-BBEE certification (the highest level) and we continue to work to ensure that this level is retained. B-BBEE encompasses several items, but specifically includes:

— Procurement with black suppliers, with a focus on female, black suppliers.

— Black Economic Empowerment spend, for example working to improve services and facilities in communities including medical/water supplies.

— Management level representation, e.g., talent development and growth of previously disadvantaged individuals.

New Zealand

— Māori Pacifica (Indigenous People): fostering strong student foundations to support STEM careers, Māori culture awareness and celebration.

— Gender equality: improved parental leave policy, closing gender pay gap (at 99.7%), increased flexibility, improved women leadership development mid-career.

— Inclusivity with focus on sexuality and gender identities: Rainbow Tick Accreditation, inclusivity training, inclusion e-learning.

"I'm honoured to have the support of our executive leaders, and excited to engage my colleagues about our Equity and Equality Plan, which seeks to position us as a leader in the industry and in the communities we work and live in."
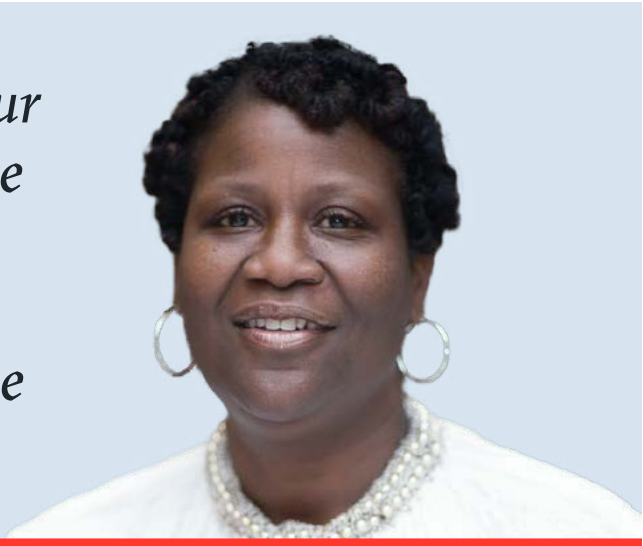
TANYA ADAMS, VP, INCLUSION AND DIVERSITY, WSP IN THE USA

USA: Our Promise on Equity and Equality

In 2020, Tanya Adams was named chair of our WSP in the U.S. Inclusion and Diversity Council, and was subsequently appointed VP of I&D. The I&D Council developed an Equity and Equality Plan focused on three key areas: creating a culture of trust and facilitating sensitive conversations; strengthening diversity and supporting leadership growth; and serving as I&D leaders within our communities. To support these areas, we started or advanced a host of initiatives:

Create and facilitate

— Launched Blue Ocean Brain, an online learning resource that provides articles and challenges to elevate thinking and boost creativity.

— Held workshops on anti-bias and authentic relationships to support dialogue, increase empathy and highlight different cultures and perspectives.

— Launched an I&D Ambassadors Program to serve as a connection between our local offices and the I&D Council.

Strengthen and support

— Partnered with the Kaleidoscope Group, an I&D consulting firm, to develop sensitivity training on race and other sensitive topics.

— Launched our Gold ("growing our leadership diversity") Program, which is a 12-month program designed to pair organizational leaders with future leaders and help develop them for their next role and ensure leadership succession.

Serve as leaders

— Created a series of monthly live conversations on I&D topics on one of our employee sharing platforms.

— Partnered with the Community Youth Advance Program to hold a series of "Be a Future Ready® Engineer" workshops.

— Held a Supplier Diversity Week in November.

Board of Directors and Senior Management

WSP has written policies in place with respect to the identification and nomination of women Directors as well as executive officers.

In 2020 and 2021, we revised certain written policies in order to foster and promote nomination of Indigenous peoples, persons with disabilities and members of visible minorities as members of the Board and in executive officer positions.

Establishing Targets

In 2018, WSP's President and CEO became a member of the 30% Club Canada, an organization whose mission is to reach at least 30% representation of women on all boards and C-suites, globally. WSP recently amended its Corporate Governance Guidelines in order to set a formal target of 30% women on its Board of Directors. This target is currently achieved and surpassed, as 37.5% of WSP's Board members are women.

As set out in our 2019-2021 Global Strategic Plan, WSP also has an objective that over 30% of management positions (which includes business leaders and middle management) be held by women by the end of 2021. In 2019 and 2020, WSP's regions deployed a series of talent acquisition, awareness, learning, career development and recognition initiatives to support this target. For gender balance, the global 2021 focus will be on providing greater emphasis on development opportunities for women leaders in revenue-generating (operational) roles.

AS AT MARCH 31, 2021:

— 37.5% of the members of the Board of Directors were women.[57] There were no persons who self-identify as a person with disabilities, Indigenous or visible minority among the Directors.

— 35% of leadership positions in support functions and operations across our major regions were held by women.

— 22% of the members of the Corporation's Senior Management team were women. In this team, there were no persons who self-identify as a person with disabilities or Indigenous; one person self-identifies as a visible minority (5.6%).

— 21% of our management positions (business leaders and middle management) were held by women.

While globally the women in management positions metric has not moved forward in 2020 and remains at 21%, we have started to see steady improvements in a number of regions. We recognize that more progress is required in some regions in order to reach our 2021 goal of over 30%. The global 2021 focus will be on providing greater emphasis on development opportunities for women leaders in WSP's operations to help advance this matter.

DIVERSITY BY EMPLOYMENT CATEGORY

GENDER	BUSINESS LEADERS			MIDDLE MANAGEMENT			ENGINEERS & CONSULTANTS			BUSINESS SUPPORT			TOTAL		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Male	84%	84%	83%	77%	78%	78%	72%	71%	70%	28%	26%	29%	69%	69%	69%
Female	16%	16%	17%	23%	22%	22%	28%	29%	30%	72%	74%	71%	31%	31%	31%
AGE[58]															
30 and under	-	-	-	2%	2%	2%	36%	36%	35%	19%	19%	19%	25%	24%	23%
31-50	44%	44%	45%	61%	63%	62%	48%	49%	51%	55%	54%	54%	51%	53%	54%
51 and over	56%	56%	55%	37%	35%	36%	16%	15%	14%	26%	27%	27%	24%	23%	23%

Equal Opportunities

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

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

Equal Remuneration[59]

WSP's Global Human Rights Statement promotes fair and equal treatment of employees, free from discrimination, where compensation decisions are made solely based on merit, ability and performance. WSP monitors pay equity data internally. We are committed to equal pay for our employees and continue to increase our efforts to strengthen our balanced approach to compensation. Given the global scope of our organization, we are working internally to set up action plans and prioritize equal remuneration strategies with stakeholders in human resources and Management. In 2020, we strengthened our tracking and analytics capabilities in this area to assure comparable metrics across our largest regions.

For more information on WSP's approach to diversity and gender balance, please consult pages 42-44 of our 2021 Management Information Circular.

58 Age data represent 99% of total employees.

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

Our Communities

Recognizing the collective rights of local communities, we strive to contribute positively to the communities where we work. Our Global ESG Statement establishes that to support our People & Culture, we will give back to the communities where we live and work with time and resources.

In 2019, we developed the framework for our global philanthropic programs, named "Thrive". The program is aligned to select UN SDGs and allows us to express our corporate social responsibility, in line with our Guiding Principles. Our efforts are directed in the form of investments, partnerships and pro-bono expertise, all guided by the passion of our people. In 2020, due to the pandemic, the rollout of a global platform to better measure the impact of these community efforts across the globe was delayed. However, each region continued to excel in their local efforts.

The following pages illustrate a small selection of initiatives to support our communities across the globe in 2020.

WSP'S ESTIMATED CHARITABLE DONATIONS TO COMMUNITIES GLOBALLY IN 2020[60]

$1.7 million CAD

60 This figure includes donations from approximately 87% of our global business (in terms of employee numbers). This does not include pro-bono services, or volunteer service days. In addition, the percentage of operations with local community engagement programs has not been quantified.

Giving to Communities

ASIA

Helping the Underprivileged in Hong Kong

Mindful of how hard hit the underprivileged have been by the COVID-19 pandemic, WSP reached out to two local non-governmental organizations in Hong Kong, the Aberdeen Kai-fong Welfare Association Social Service Centre and the Neighbourhood Advice-Action Council. While visiting the two associations, Ivy Kong, CEO of WSP in Asia took the opportunity to donate daily necessities, food and anti-pandemic kits, which were distributed to disabled individuals, ethnic minorities, low-income families and the elderly.

POLAND, GERMANY, DENMARK, NORWAY

Festive Season Donations

To mark the festive season in December, WSP employees in several countries including Denmark, Germany, Norway and Poland pitched in by donating to a wide variety of charities and other organizations, including local Red Cross affiliates, children's welfare groups and hospitals. The assistance provided included supermarket gift cards, gift baskets and presents for those in need, as well as cash donations. By forgoing their traditional holiday card and gift exchanges, our employees had a great opportunity to work together to help others and experience the real spirit of the festive season!

CANADA

United Way Canada Fundraising Campaign

In 2020, we were all tested by unexpected challenges, but vulnerable and disadvantaged neighbours in the communities where we live and work were greatly impacted. That is why WSP joined forces to launch the Month of Giving and raised CAD $480,930 for the United Way/Centraide, as well as several other organizations.

# Supporting Future Careers

AUSTRALIA

Facilitating Future Careers Through the ABCN Partnership

In 2020, WSP began partnering with the Australian Business and Community Network (ABCN), a not-for-profit organization that brings together schools and businesses. The goal is to provide workplace experiences and mentoring programs for school-age students living in economically disadvantaged areas. Following COVID-19 restrictions, the mentoring programs are taking place in a hybrid form - in some of WSP's offices and virtually featuring a mixture of fully facilitated sessions as well as one-on-one or group mentoring. Many WSP employees are volunteering in this program that inspires students to reach their full potential. They are also benefiting from giving back to their local communities while making a positive difference in the lives of young people by boosting their confidence and supporting their career aspirations.

UK

WSP Teams Up with Arkwright Engineering Scholarships

Following discussions with Arkwright Engineering Scholarships, an educational program that supports hard-working secondary school students taking their university entrance exams, WSP decided to cover the costs of five scholarships over the next two years. In addition to providing funding for books and equipment, these scholarships will include mentorship services. The WSP Arkwright Scholars will benefit from our professional advice and expertise, as well as receiving financial aid. The Arkwright Engineering Scholarships program is the most prestigious of its kind, with over 6,000 scholarships awarded to date. It is designed to inspire students to pursue their dreams and change the world as future engineering leaders.
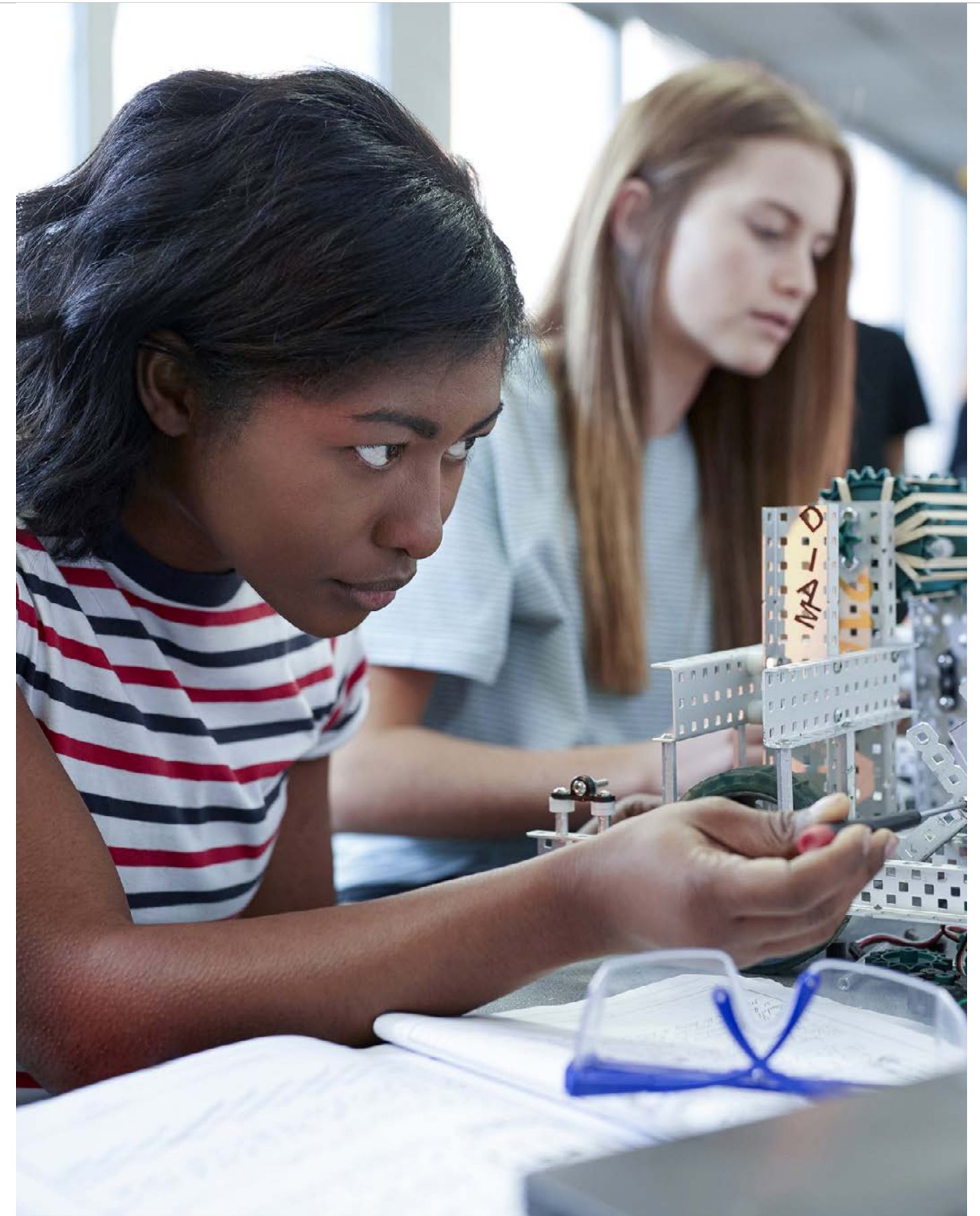
Making a Global Impact

ASIA

Temporary Quarantine Facilities

As Hong Kong prepared for the peak of the COVID-19 pandemic, a group of local engineers developed a potential solution for rapidly increasing isolation ward capacity. Two WSP engineers were part of the team – Thomas Chan, Executive Director, Building MEP, and Kwok-Fai Tsui, Technical Director, Building MEP. They worked during their free time on a design to transform a 20-foot container into an isolation unit. The negative pressure isolation room they designed would be built using the Modular Integrated Construction method (MiC).

UK

Making Vital Protective Gear for Frontline COVID-19 Workers

At the start of the pandemic, WSP in the UK colleagues Alex Renton, Tim Neobard and Pete Townsend rallied to help 3D print and distribute thousands of facemasks for their local frontline staff. At the same time, through his work in the Abnormal Loads team, Bob Davies contacted hauliers to help personal protective equipment (PPE) get through to hospitals. Showcasing their amateur stitching skills, Helen Buckingham and Liliana Rose produced headbands to make facemasks more comfortable and sewed scrubs for their local hospitals. In addition, David McCarter printed full-size patterns for scrubs using our large format printers.

LATIN AMERICA AND THE CARIBBEAN

Field Hospitals in Panama

As Panama's healthcare system was stretched largely due to the lack of capacity, WSP helped save lives by offering the Canadian Embassy our support in delivering two mobile hospitals to the Panamanian Red Cross, increasing the number of hospital beds as COVID-19 spread across the country. We were involved in managing communications, design logistics, and the importation, assembly and installation of the shelters and their services, including adjacent bathrooms.

Sharing our Expertise

Fighting Bullying in Sweden

Based in Stockholm, the Friends organization provides adults with research-based tools to prevent bullying among children and young people. A member of the World Anti-Bullying Forum, it works within the areas of research, training, advice and advocacy with a view to ending violence against and between children. In 2020, WSP began collaborating with this organization in a bid to create socially sustainable schoolyards. Friends has contributed knowledge and cutting-edge research, while WSP has underscored how we work from a social sustainability perspective and to meet children's needs within our planning process. While selecting gift-giving opportunities for the festive season last year, our employees were given a chance to contribute to one of our partner organizations under the Corporate Social Responsibility program "Thrive". Thanks to this initiative, a total of SEK 85,400 was donated to Friends (over CAD$12,000), in addition to the SEK 100,000 that was donated by WSP Sweden.

AUSTRALIA

Pro-Bono Work on Kangaroo Island

The Business Council of Australia, with WSP's support, stepped in immediately to lend a hand after small businesses in a variety of communities were left devastated by bushfires in 2019-2020. Under the five-year BizRebuild initiative, we are working together to help companies in affected regions recover while creating jobs, strengthening communities and restoring local economies.

Acting in a pro bono capacity, WSP is proud to be involved in two key BizRebuild projects. The first is the West End KI Community Recovery Project on Kangaroo Island, which entails constructing workers' accommodation, including recreation spaces and kitchens. The site is a popular destination for school groups and individuals attending gatherings at Western KI Caravan Park. The second project involves the renovation and refurbishment of Parndana Town Hall, which played a key role in raising funds for the Kangaroo Island Mayoral Bushfire Relief and Recovery Fund.

Indigenous Relations

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

Canada

WSP recognizes that success depends on building long-term partnerships and reinforcing a culture of sharing alongside Indigenous people – Inuit, Métis and First Nations. As a company with deep roots coast-to-coast, we understand the challenges these communities face and recognize the need for frequent, open and honest communication. In our work, we are guided by our Indigenous Relations Policy, which was formally re-signed in 2021 by Marie-Claude Dumas, WSP in Canada's President & CEO. The Policy reinforces the foundation of our relationship-building with Indigenous communities, groups and businesses and demonstrates a progressive view toward engagement, consultation, and actively seeking opportunities to create and optimize socio-economic benefits for Indigenous people.

Australia

In Australia, we acknowledge Aboriginal and Torres Strait Islander peoples as the traditional owners and custodians of this land and the places on which we work.

In planning, designing and engineering communities that bring people together from all walks of life, the most important skill we bring to the table as placemakers is our ability to listen.

For our nation's First Peoples – whose history dates back more than 65,000 years – their perspective is crucial to helping us create communities that thrive, now and in the future. "We employ 4,000 people, working on over a thousand projects a year across every state and territory of Australia," says Guy Templeton, President and CEO, Asia Pacific. "Each one of these projects sits on a First Nations Country, and we seek to tie the work that we do today to the enduring cultures and histories of Aboriginal and Torres Strait Island peoples in their connection to Country.

"We've worked hard to involve Indigenous communities in infrastructure projects through our Indigenous Specialist Services and to stimulate growth for Indigenous businesses. Our Pacific Complete joint venture working with Transport for NSW and Laing O'Rourke on the Woolgoolga to Ballina Pacific Highway Upgrade, is one recent example we're very proud of."

Pacific Complete and Transport for New South Wales committed to hiring local Indigenous leaders in meaningful roles. We achieved higher-than-promised employment rates, high community engagement and a selection of local Indigenous businesses became suppliers.

"We believe that reconciliation is a means to bring about mutual understanding and learning that will ultimately serve to create a sustainable, vibrant and connected future for all Australians," says Russell Reid, our Reconciliation Action Plan (RAP) Lead and Senior Aboriginal Affairs & Participation Consultant.

"Since we developed our first RAP in 2010, WSP has sought to embed the pillars of Relationships, Respect and Opportunities in our business, and to engage our people, clients and partners in the journey of reconciliation. Now in its sixth evolution, our RAP has evolved in consultation with our Aboriginal and Torres Strait Islander Advisory Committee and we have added a fourth pillar – Focus to drive greater employment rates, community engagement and in turn, business growth.

In harnessing the strengths of our firm, we are building sustainable futures for Aboriginal and Torres Strait Islander peoples, providing employment and opportunities to lift economic participation, and creating a culturally diverse and engaged business.

Aotearoa New Zealand

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

We did not identify any material event of non-compliance with the rights of Indigenous peoples in our operating regions during 2020.

1 million m³

Approximate quantity of contaminated sludge to be removed and permanently stored in containment cells

The Boat Harbour Remediation Project stems from a decision in 2015 by Nova Scotia Government to develop a plan for the removal of contaminated sediment and for the reconversion of the freshwater lake into a saltwater estuary. WSP, as part of a GHD-led team, contributed to the design plan to dredge, decontaminate and store the sediment and for developing the infrastructure to do so. WSP also led efforts to refine the estimates of contaminated material using innovative in-situ sludge thickness measurements. In addition, close to 6 million cubic metres of water will have to be treated during the remediation process. The planning will also have to factor in future sea level changes and storm surges once the harbour is reopened to the Northumberland Strait.

WSP's team, which included collaboration with members of Pictou Landing First Nations, has expertise in the areas of environmental protection, geomatics, infrastructure and structural/geotechnical engineering. The full clean-up is scheduled to start in 2022. Thanks to its multidisciplinary contributions, WSP will be collectively helping to right a historic wrong.

Over 50 years ago, a pulp mill was built near the Northumberland Strait. Boat Harbour was dammed and became the receiving point of pulp mill effluent, resulting in the deposition of contaminated sludge.

At the time, Boat Harbour (A'se'k in the Mi'kmaq language) was an integral part of the Pictou Landing First Nation (PLFN) resource base and lifestyle. Following the change of Boat Harbour into an effluent discharge point, PLFN members were deprived of the use of hundreds of acres of land and use of the estuary. They were also misled about the impacts that dumping mill waste would have on their traditional hunting and fishing grounds. To make matters worse, a pipeline ruptured in 2014, releasing millions of litres of effluent into the water.

Boat Harbour Remediation Project (BHRP)

📍 BOAT HARBOUR, NOVA SCOTIA, CANADA

Case Study

Appendices

In this section

Performance Summary

Table A-1: Environmental Performance[61]

CATEGORY	INDICATOR	UNIT	2020	2019[62]	2018[62]	GRI STANDARD
Energy[63]	Natural Gas	GJ	138,717	164,895	175,389	302-1
	Other Fuels (Diesel, Kerosene, Liquified Petroleum Gas)	GJ	638	130	201	302-1
	Electricity	GJ	286,666	375,693	376,984	302-1
	Heating	GJ	43,218	64,036	59,238	302-1
	Cooling	GJ	1,347	507	886	302-1
	Total Office Energy Consumption	GJ	470,586	605,261	612,698	302-1
	Renewable Energy Procured	GJ	99,103	87,388	1,121	302-1
	Transportation Fuel	GJ	229,092	221,631	261,469	N/A

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

62 We restated our 2018 and 2019 GHG emissions to include all relevant Scope 3 categories and reflect emissions from acquisitions made in 2019.

63 WSP collected energy consumption data from our facilities. We did not sell any energy in 2020. Energy consumption information was converted to GJ and kWh using conversion factors from EPA Climate Leaders Design Principles Appendix 2, and Energy Star Portfolio Manager Technical Reference: Thermal Energy Conversions. Where actual electricity and natural gas consumption information was unavailable, this was estimated using industry averages from the US Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.

CATEGORY	INDICATOR	UNIT	2020	2019[62]	2018[62]	GRI STANDARD
GHG Emissions[64]	Scope 1 Direct Emissions	tCO_2	21,910	22,897	26,072	305-1
		tCH_4	0.8	0.5	0.6	305-1
		tN_2O	0.4	0.1	0.2	305-1
		HFC 134-A	1.9	1.6	2.0	305-1
		tCO_2e	24,738	25,289	28,962	305-1
	Scope 2 Indirect Emissions (Location-based)[65]	tCO_2	24,956	31,468	34,433	305-2
		tCH_4	1	2	2	305-2
		tN_2O	0.4	0.5	0.5	305-2
		tCO_2e	25,097	31,644	34,642	305-2
GHG Emissions	Scope 2 Indirect Emissions (Market-Based)[65]	tCO_2	17,424	24,626	35,723	305-2
		tCH_4	0.6	0.8	1.6	305-2
		tN_2O	0.2	0.3	0.5	305-2
		tCO_2e	17,514	24,747	35,906	305-2
	Scope 3 Indirect Emissions - Category 1 - Purchased Goods and Services	tCO_2e	336,819	360,197	366,914	305-3
	Scope 3 Indirect Emissions - Category 2 - Capital Goods	tCO_2e	16,736	17,898	18,231	305-3
	Scope 3 Indirect Emissions - Category 3 - Fuel- and Energy-Related Activities	tCO_2e	10,471	11,491	12,867	305-3
	Scope 3 Indirect Emissions - Category 4 - (Upstream) Transportation and Distribution	tCO_2e	Included in Scope 3 - Category 1 & 2			305-3

64 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 six greenhouse gases (CO_2, CH_4, N_2O, HFCs, PFCs, SF_6). To convert energy consumption, fuel combustion and business travel data into GHG emissions, we used emissions factors from US EPA eGRID, International Energy Agency, Environment Canada National Inventory Report, US Environmental Protection Agency Emission Factors Hub (US EPA EF Hub) and the UK Department for Environment, Food and Rural Affairs (DEFRA). WSP does not produce significant biogenic emissions. Global warming potentials used to convert emissions into CO_2e are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report.

65 WSP's market-based emissions include the emissions reduction effect of renewable energy certificate purchases, as well as the use of residual mix factors for our European operations, to better account for the emissions intensity of those grids after accounting for green power purchased by others. WSP's location-based emissions are calculated using the average electricity grid factor for each region or sub-region.

CATEGORY	INDICATOR	UNIT	2020	2019[62]	2018[62]	GRI STANDARD
	Scope 3 Indirect Emissions - Category 5 - Waste Generated in Operations	tCO_2e	1,021	3,039	2,396	305-3
	Scope 3 Indirect Emissions - Category 6 - Business Travel	tCO_2e	13,820	38,278	35,478	305-3
	Scope 3 Indirect Emissions - Category 7 - Employee Commuting	tCO_2e	72,295	79,414	80,836	305-3
	Scope 3 Indirect Emissions - Category 8 - (Upstream) Leased Assets	tCO_2e	Included in Scope 1 & 2			305-3
	Carbon Offsets	tCO_2e	12,897	21,504	-	N/A
	Net Total GHG Emissions (Scope 1, Scope 2 – Market-Based, Scope 3; less Carbon Offsets)	tCO_2e	480,516	538,849	581,593	N/A
	Transportation Emissions (Scope 1 - Mobile Combustion, Scope 3 - Business Travel)	tCO_2e	29,512	53,119	53,507	N/A
	GHG Emissions Intensity	tCO_2e/FTE/year	11.0	11.9	12.3	305-4
Water[66]	Total Water Withdrawn (Third-Party Providers)	m^3	242,664	624,790	648,644	303-3
Waste[67]	Landfill	Tonnes	1,407	4,226	3,255	306-2
	Recycling	Tonnes	404	1,015	395	306-2
	Compost	Tonnes	39	36	-	306-2
	Incineration	Tonnes	-	-	204	306-2
	Total Non-Hazardous Waste	Tonnes	1,850	5,277	3,855	306-2
	Hazardous Waste	Tonnes	10	5	-	306-2
	Diversion Rate	%	70	67	51	N/A

66 We collected water withdrawal information from our facilities. Actual water consumption information was available for approximately 22% of total office space globally, comprising 70 million litres. Remaining water consumption was estimated from the average water use intensity for Canadian offices from the REALpac 2012 Water Benchmarking Pilot Report; Performance of the Canadian Office Sector, prorated by office floor area and scaled down relative to office vacancy rates during 2020. Water withdrawn in areas of water stress is not tracked.

67 We collected waste output information from our facilities. Waste disposal methods and amounts were determined through tracking waste directly disposed by facilities, through reports from waste disposal contractors or through waste audits (bag counts). Actual waste output information was available for approximately 12% of total office space globally, comprising 341 tonnes of waste to landfill. Remaining landfill waste was estimated from the average waste output intensity for our offices with actual data prorated by office floor area and scaled down relative to office vacancy rates during 2020. Recycling and other waste output were not estimated if not available. For 2020, we updated how we estimate waste output for sites where

Table A-2: Social Performance

CATEGORY	INDICATOR	UNIT	2020	2019	2018	GRI STANDARD
Employees	Full-Time Equivalent Employees (FTE)	Number	44,754	47,283	45,835	102-8
	Permanent, Full-Time Employees	Number	41,525	43,250	39,859	102-8
	Permanent, Part-Time Employees	Number	2,910	2,886	3,865	102-8
	Temporary Employees	Number	2,459	3,604	4,008	102-8
	Total Turnover Rate	%	17	18	19	401-1
	Voluntary Turnover Rate	%	10	14	15	401-1
	Employees Covered by Collective Bargaining Agreements	%	14	12	11	102-41
	Training Hours	Hours	815,435	1,159,000	1,072,000	404-1
	Training Hours per Employee	Hours/FTE	18	26	27	404-1
Diversity	Women on Board of Directors	%	37.5	37.5	37.5	405-1
	Women in Senior Management Team	%	22	30	26.9	405-1
	Women in Management (business leaders and middle management)	%	21	21	21	405-1
	Women in Workforce	%	31	31	31	405-1
Occupational Health and Safety	Lost Time Injury Rate (LTIR)	Incidents per 100,000 hours worked	0.05	0.06	0.06	N/A
	Recordable All Work-Related Injury Frequency Rate (AIFR)	Incidents per 100,000 hours worked	0.40	0.51	0.5	N/A

actual data are not available, as an input to calculating GHG emissions associated with waste generated in operations. We summed the total waste weight for all streams (landfill, recycling, etc.) at each site that could provide actual data to the 2018 baseline, then divided this total by the site floor area. We then multiplied this value by the floor area of each site not able to report data in 2018, 2019 and 2020, to estimate total waste. In the absence of more specific information, we assumed these sites generated the same amount of waste per square foot, but that all generated waste is sent to landfill, to avoid overestimating waste recycled, composted or otherwise diverted from landfill.

CATEGORY	INDICATOR	UNIT	2020	2019	2018	GRI STANDARD
	Recordable All Work-Related Injury Frequency Rate (AIFR)	Incidents per 200,000 hours worked	0.80	1.10	0.99	403-9
	Occupational Illness Frequency Rate (OIFR)	Incidents per 100,000 hours worked	0	0	0	N/A
		Incidents per 200,000 hours worked	0	0	0	403-10
	Fatalities	Number	0	0	1	403-9
Ethical Business Practices[68]	Code of Conduct onboarding training completed by employees					205-2
	CANADA	%	100	99.7	-	
	UNITED STATES	%	100	99.1	-	
	LATIN AMERICA AND THE CARIBBEAN	%	100	99	-	
	EMEIA	%	97	96.5	-	
	APAC	%	99	98.4	-	
	Total	%	99	98.1	-	
	Code of Conduct refresher training completed by employees					
	CANADA	%	97	100.0	-	
	UNITED STATES	%	100	96.0	-	
	LATIN AMERICA AND THE CARIBBEAN[69]	%	22	N/A	-	
	EMEIA	%	82	93.9	-	
	APAC	%	100	99.5	-	
	Total	%	90	96.8	-	

68 Training rates cannot be reported by employee category.

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

GRI Content Index

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

General Standard Disclosures

DISCLOSURE[70]		SECTION
Organizational Profile		
102-1	Name of the organization	Cover
102-2	Activities, brands, products and services	Overview; Clients and Expertise
102-3	Location of headquarters	Overview
102-4	Location of operations	Overview
102-5	Ownership and legal form	Overview
102-6	Markets served	Our Business
102-7	Scale of the organization	Our Business
102-8	Information on employees and other workers	People and Culture; Appendix A

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

DISCLOSURE[70]		SECTION
102-9	Supply Chain	Supply Chain Management
102-10	Significant changes to the organization and its supply chain	Our Business; Supply Chain Management
102-11	Precautionary Principle or approach	Strategy and Governance
102-12	External initiatives	UN Sustainable Development Goals; Strategy and Governance
102-13	Membership of associations	Clients and Expertise
Strategy		
102-14	Statement from senior decision-maker	Introduction from our CEO
Ethics and Integrity		
102-16	Values, principles, standards and norms of behaviour	Overview; Strategy and Governance
Governance		
102-18	Governance structure	Governance
Stakeholder Engagement		
102-40	List of stakeholder groups	Engaging our Stakeholders
102-41	Collective bargaining agreements	Our Employees; Appendix A
102-42	Identifying and selecting stakeholders	Engaging our Stakeholders
102-43	Approach to stakeholder engagement	Engaging our Stakeholders
102-44	Key topics and concerns raised	Engaging our Stakeholders

DISCLOSURE[70]		SECTION
Reporting Practices		
102-45	Entities included in the consolidated financial statements	Our Business
102-46	Defining report content and topic boundaries	What Matters Most
102-47	List of material topics	What Matters Most
102-48	Restatements of information	About this Report; Environmental Performance; Appendix A
102-49	Changes in reporting	What Matters Most
102-50	Reporting period	About this Report
102-51	Date of most recent report	Back Cover
102-52	Reporting cycle	About this Report
102-53	Contact point for questions regarding the report	Back Cover
102-54	Claims of reporting in accordance with the GRI Standards	About this Report; GRI Content Index
102-55	GRI content index	GRI Content Index
102-56	External assurance	About this Report; GHG Emissions Assurance Statement

Specific Standard Disclosures

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[71]
All	GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its boundary	What Matters Most	No
Economic					
WSP's Financial Performance	GRI 103: Management Approach 2016	201-103	Management Approach	Our Business; Strategy and Governance	No
	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Our Business	No
		201-2	Financial implications and other risks and opportunities due to climate change	Climate-related Risks and Opportunities; Appendix D	No
Ethical Business Practices	GRI 103: Management Approach 2016	205-103	Management Approach	Ethical Business Practices	No
	GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti- corruption policies and procedures	Ethical Business Practices; Appendix A	Yes
Climate Change Resilience	GRI 103: Management Approach 2016	103	Management Approach	Climate-related Risks and Opportunities	No
Innovation	GRI 103: Management Approach 2016	103	Management Approach	Clients and Expertise	No
Project Impacts	GRI 103: Management Approach 2016	103	Management Approach	UN Sustainable Development Goals; Clients and Expertise	No
Green Revenue	GRI 103: Management Approach 2016	103	Management Approach	Performance Scorecard; UN Sustainable Development Goals	No
Supply Chain	GRI 103: Management Approach 2016	103	Management Approach	Supply Chain Management	No

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[71]
Environmental					
Energy	GRI 103: Management Approach 2016	302-103	Management Approach	Environmental Performance	No
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Environmental Performance; Appendix A	No
		302-3	Energy intensity	Environmental Performance	No
Water	GRI 103: Management Approach 2016	303-103	Management Approach	Environmental Performance	No
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Environmental Performance	No
		303-2	Management of water discharge-related impacts	Environmental Performance	No
		303-3	Water withdrawal	Environmental Performance; Appendix A	No
GHG Emissions	GRI 103: Management Approach 2016	305-103	Management Approach	Environmental Performance	No
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Environmental Performance; Appendix A	No
		305-2	Energy indirect (Scope 2) GHG emissions	Environmental Performance; Appendix A	No
		305-3	Other indirect (Scope 3) GHG emissions	Environmental Performance; Appendix A	No
		305-4	GHG emissions intensity	Appendix A	No
Effluents and Waste	GRI 103: Management Approach 2016	306-103	Management Approach	Environmental Performance	No
	GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Environmental Performance; Appendix A	No

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[71]
Environmental Compliance	GRI 103: Management Approach 2016	307-103	Management Approach	Environmental Performance	No
	GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Environmental Performance; Appendix C	No
Social					
Employment Practices	GRI 103: Management Approach 2016	401-103	Management Approach	People and Culture	No
	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Our Employees; Appendix A	Yes
		401-2	Benefits provided to full- time employees that are not provided to temporary or part-time employees	Our Employees	No
Occupational Health and Safety	GRI 103: Management Approach 2016	403-103	Management Approach	Health, Safety & Wellbeing	No
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health, Safety & Wellbeing	No
		403-2	Hazard identification, risk assessment, and incident investigation	Health, Safety & Wellbeing	No
		403-3	Occupational health services	Health, Safety & Wellbeing	No
		403-4	Worker participation, consultation, and communication on Management Approach	Health, Safety & Wellbeing	No
		403-5	Worker training on occupational health and safety	Health, Safety & Wellbeing	No
		403-6	Promotion of worker health	Our Employees	No

MATERIAL TOPIC	GRI STANDARD	DISCLOSURE		SECTION	OMISSIONS[71]
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety & Wellbeing	No
		403-9	Work-related injuries	Health, Safety & Wellbeing; Appendix A	No
		403-10	Work-related ill health	Health, Safety & Wellbeing; Appendix A	No
Employee Training and Education	GRI 103: Management Approach 2016	404-103	Management Approach	People and Culture	No
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Our Employees	Yes
Diversity and Equal Opportunity	GRI 103: Management Approach 2016	405-103	Management Approach	People and Culture	No
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Inclusion and Diversity; Appendix A; Appendix C	No
		405-2	Ratio of basic salary and remuneration of women to men	Inclusion and Diversity	Yes
Non-Discrimination	GRI 103: Management Approach 2016	406-103	Management Approach	Ethical Business Practices; Inclusion and Diversity	No
	GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Ethical Business Practices	No
Indigenous Relations	GRI 103: Management Approach 2016	411-103	Management Approach	Indigenous Relations	No
	GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Indigenous Relations	No
Local Community Impacts	GRI 103: Management Approach 2016	413-103	Management Approach	Our Communities	No
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	Our Communities	Yes

SASB Index

Table C-1: Engineering & Construction Services

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	WSP has no such violations to report. However, in the normal course of its activities, WSP has encountered and identified environmental incidents where it has voluntarily provided clean-up and remedial services, reviewed and enhanced its health and safety procedures, reacted to warnings and determined the proper lessons learned. However, no such incidents caused or led to significant damages, fines or penalties in 2020.
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	We consider the environmental risks and opportunities of our projects from the outset through design, construction, operations and end of life. We identify and comply with environmental study and permitting requirements to avoid, minimize or mitigate impacts to the environment. In some regions, we have developed tools to help our Project Managers identify and manage environmental impacts and permitting requirements and have provided training on environmental awareness and risk management. This can include our activities that could pose a potential environmental impact, such as water pollution, noise and nuisance, land contamination, waste, hazardous substances, energy use, protected species and habitats. Our risk tools enable us to effectively communicate these risks to our suppliers, sub-contractors and clients. For some projects, we prepare an Environmental Management Plan (EMP) or similar document, which identifies key environmental risks, constraints, relevant regulations and mitigation measures.
Structural Integrity & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	Operational Excellence and Expertise are two of WSP's foundational 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 2020 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 believes that WSP has accounted for sufficient provisions in that regard and that the final outcome should not have a material effect on the financial position or operating results of WSP.
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	IF-EN-320a.1	Our TRIR includes all direct employees as well as contract employees (e.g., independent contractors and those employed by third parties). Our TRIR does not include subcontractors. In 2020, our global TRIR was 0.28 per 200,000 hours worked. No fatalities occurred in 2020.
Lifecycle Impacts of Buildings & Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	WSP has expertise in various sustainability rating and certification systems that help improve and recognize project sustainability performance. We do not have consistent systems in place globally to track project sustainability certifications. Therefore, the following data likely underrepresent the number of projects we support that have achieved or will pursue a sustainability certification.

(1) The number of projects completed in 2020 that achieved a sustainability certification include:

- 60 BREEAM-certified projects
- 58 LEED-certified projects
- 39 Green Star-certified projects
- 22 NABERS-certified projects
- 12 BOMA-certified projects
- 12 Beam Plus-certified projects
- 11 DGNB-certified projects
- 4 Fitwel-certified projects
- 2 WELL-certified projects
- 1 CEEQUAL-certified project
- 4 projects certified under other sustainability certifications

(2) The number of projects that were still active in 2020 and seeking a sustainability certification include:

- 470 BREEAM
- 249 LEED
- 43 BOMA
- 36 Beam Plus
- 18 Estidama
- 17 WELL
- 11 Envision
- 10 Green Mark
- 8 EEWH
- 4 Green Star
- 2 Fitwel
- 2 CEEQUAL
- 1 NABERS
- 28 projects using other sustainability certifications

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	WSP takes a holistic view of projects which includes construction phases beyond planning and design for clients. WSP includes the client's key stakeholders (in planning, engineering, construction, operation and maintenance) in project planning. Employees have WSP's Future Ready® toolkit to build energy and water efficiency considerations into their projects, by addressing future trends in climate change, resources, society and technology. A number of specialized employees with experience in utilizing sustainability rating tools and guidelines also ensure that energy and water efficiencies are considered in projects. As a diverse firm, WSP has subject matter experts in Energy, Water, Sustainability, and Resilience contributing from different lenses (built ecology, infrastructure, sustainability reporting, technical knowledge, planning and environment) to help make a positive impact in projects.

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	(1) As of December 31, 2020, our backlog for hydrocarbon-related projects was approximately $126 million CAD. (2) As of December 31, 2020, our backlog for renewable energy projects was approximately $84.2 million CAD. Note: The backlog numbers provided are unaudited. WSP tracks backlog through our financial systems, but not all project details are fully integrated at a global level. Hydrocarbon-related backlog is provided for our Power & Energy market only. WSP also provides environmental-related services to the hydrocarbon industry that are not reflected in this estimate. In addition, this estimate does not include backlog associated with the mining sector.
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2	In 2020, WSP received gross revenue backlog cancellation notices for $152 million CAD of hydrocarbon-related work due to project cancellations, delays and contract reconfigurations. Note: The backlog numbers provided are unaudited and only reflect backlog cancellations in the Power & Energy market within our US and Canada operations.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	As of December 31, 2020, our best estimate of backlog for non-energy projects associated with climate change mitigation is $3,200 million CAD. WSP estimates its percentage of Clean Revenue, which represents revenue earned from services that have a positive impact on the environment and support the UN SDGs (see section "The UN Sustainable Development Goals"). This estimate was then applied to our 2020 backlog as of December 31, 2020 and modified to exclude renewable energy projects and water and wastewater projects to estimate the amount of backlog for non-energy projects associated with climate change mitigation, as defined by SASB. Note: The backlog numbers provided are unaudited.
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	(1) As of March 1, 2021, WSP had 17 active projects in 8 countries listed in the 20 lowest rankings in Transparency International's Corruption Perception Index: Afghanistan, Iraq, Eritrea, the Democratic Republic of the Congo, Haiti, Sudan, South Sudan and Syrian Arab Republic. (2) Our backlog as of March 1, 2021 in these countries was $18.9 million CAD. Our work in these countries is predominately supporting international development through world organization entities as our direct clients. See the section "Ethical Business Practices" for information on how we approach working in high risk countries and regions.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption practices, and (2) anticompetitive practices	IF-EN-510a.2	(1) $0 (2) $0
	Description of policies and practices for prevention of bribery and corruption	IF-EN-510a.3	See the section "Ethical Business Practices".
	Description of policies and practices for prevention of anti-competitive behavior in the project bidding processes	IF-EN-510a.3	See the section "Ethical Business Practices".

ACTIVITY METRIC		CODE	RESPONSE
Number of Active Projects		IF-EN-000.A	We had approximately 70,000 active projects as of March 31, 2021.
Number of Commissioned Projects[72]		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 8.4 billion (CAD)[73] as of December 31, 2020.

Table C-2: Professional & Commercial Services

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	See the section "Information Security and Privacy".
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	See the section "Information Security and Privacy".

72 Commissioned projects are defined by SASB as projects that were completed and deemed ready for service during the reporting period. The scope of commissioned projects shall only include projects that the entity provided construction services to.

73 Non-IFRS measures. Additional details for these non-IFRS measures can be found in our Management's Discussion and Analysis for the year ended December 31, 2020.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
	(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 2020, we had 13 data breaches. Each data breach requires reporting through our legal teams, notification to affected parties who are materially affected, and corrective actions. See "Information Security and Privacy" for more information on how we manage data security.
Workforce Diversity & Engagement	Percentage of gender representation for (1) executive management and (2) all other employees	SV-PS-330a.1	(1) As of March 31, 2021, 22% of the members of WSP's global senior management team were women. (2) See the sections "Our Employees" and "Inclusion and Diversity" for a gender breakdown per region and employee business category as of December 31, 2020.
	Percentage of racial/ethnic group representation within the United States for (1) executive management and (2) all other employees	SV-PS-330a.1	Within our US, Canada and UK operations, which represents 48% of our global workforce, 22% of the employees in these countries have self-identified as a minority. As of December 31, 2020, 16% of our executive management team within WSP in the United States, defined as individuals within two reporting levels of the CEO, and 29% of all other employees within WSP in the United States self-identify as racially/ethnically diverse. Racial/ethnic group representation is provided below for all WSP in the United States employees as of December 31, 2020.

RACIAL/ETHNIC GROUP	% OF UNITED STATES TOTAL WORKFORCE
American Indian or Alaskan Native	0.2%
Asian (not Hispanic or Latino)	11.8%
Black or African American (not Hispanic or Latino)	6.4%
Hispanic or Latino	8.7%
Native Hawaiian or Other Pacific Islander	0.2%
Two or More Races (not Hispanic or Latino)	1.5%
White (not Hispanic or Latino)	64.4%
Employee chose not to disclose	6.8%
Grand Total	100%

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

CATEGORY	% OF UNITED STATES TOTAL WORKFORCE
Employee with a Disability	2.2%
Veteran	1.7%

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	(1) Our global voluntary turnover rate for 2020 was 10% (2) Our total global turnover rate (voluntary and involuntary) for 2020 was 17%
	Employee engagement as a percentage	SV-PS-330a.3	In 2020, 73% of our employees were invited to participate in an engagement survey. Participation rates were above 77% for all regions where surveys were offered. The surveys were led by our regional businesses, and for 2020 we are not able to give an overall percentage for engagement as the survey methodology differed. In future years, we plan to move to a common approach across our global business, which will allow us to report fully on this metric. However, 43% of our employees (in the US, Canada, Middle East and India) were covered by one survey methodology in 2020, and the overall engagement score of 7.9 placed WSP into the "Middle" range of the Professional Services global benchmark used by the survey supplier (just below the top quartile).
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	See the section "Ethical Business Practices".
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	$0

ACTIVITY METRIC		CODE	RESPONSE
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract		SV-PS-000.A	See the section "Our Employees".
Employee hours worked, percentage billable		SV-PS-000.B	In 2020, our billable employees worked a total of 76,793,667 hours. This figure excludes corporate and support staff.

TCFD Index

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

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

APPENDIX E

UNGC Communication on Progress

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

wsp

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

wsp.com/esg-report

We welcome and encourage your feedback on our 2020 Global ESG Report:

corporatecommunications@wsp.com

WSP's prior Global Sustainability Report was published in June 2020.

COMMUNICATION ON PROGRESS
UN GLOBAL COMPACT

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

We welcome feedback on its contents.