Standing for Society

2018 — Global Sustainability Report Highlights
Sustainability Summary

2018 Highlights

Global Recognition

— Achieved a “B” for response to CDP Climate Change questionnaire

— Named a finalist for the CR Reporting Awards in the “Creativity in Communications” category (2017 Sustainability Report)


Commitments

— Made plans to join the United Nations Global Compact (UNGC) which were realized in early 2019

— Expressed support for the Task Force on Climate-Related Financial Disclosures (TCFD)

— Aligned our market activities with two additional UN Sustainable Development Goals, based on stakeholder feedback

Environment

— Collected a fourth consecutive year of performance data for our global company

— Developed a GHG emissions reduction target for 2030 for our global operations

— Completed verification of our GHG emissions by an independent third party

Social

— Increased the number of participants in our internal Leadership Forum, organizing three global webcasts presented by our CEO

— Involved 100 leaders in our Senior Leadership Academy, a six-month program to increase strategic leadership skills

— Added Indigenous Relations as a material topic for certain regions

Governance

— Completed a materiality assessment, engaging stakeholders to validate and refresh the sustainability topics we manage and report on

— Enhanced our presentation of sustainability risks in this report, under our Enterprise Risk Management (ERM)

— Reviewed Board-level responsibility for sustainability, assigning this to Linda Galipeau in Q1 2019; named Isabelle Adjahi as Global Sustainability Sponsor
Introduction from our CEO

In early 2019, we announced that the ambitions of our 2015-2018 Global Strategic Plan had been successfully realized. This was underpinned by progress in environmental, social and governance matters, which we are pleased to illustrate in this report.

Alexandre L’Heureux
President and Chief Executive Officer
In addition to closing our 2015-2018 strategic cycle, in 2018 we prepared to announce our 2019-2021 Global Strategic Plan. Keeping in mind our purpose that “We exist to future-proof our cities and environments,” we consulted our stakeholders to ensure balanced success during the Plan period. Setting measurable targets within each of our Plan Pillars - Clients, People & Culture, Operational Excellence and Expertise - was important for us and a leap forward, increasing our accountability.

We are committed to growth that is beneficial to our clients, people and shareholders. In 2018, four acquisitions contributed to our sustainability through diversification and the strengthening of our current offering. Louis Berger, our largest new partner, will help us fulfil our ambition of becoming a top-tier player in each of the regions and sectors where we operate. We also welcomed UnionConsult and Irwinconsult to our wider Property & Buildings teams.

**Highlights of our Strategic Pillars**

**Clients**

Our [Future Ready](#) program is now launched in several of our large markets and forms an essential element running through our 2019-2021 Global Strategic Plan. 2018 highlights include the launch of the program in Australia and New Zealand, Canada and the Middle East; significant research - including benchmarking the future readiness of 24 cities across the world - and practical application of Future Ready thinking by our teams in their client services. By 2021, we aim to execute our Future Ready approach globally.

Over the next strategic cycle, bringing the “best of WSP” to our clients will be at the centre of everything we do. We want to continue to bring tangible value to our clients, while creating long-lasting value for our communities. During the 2019-2021 cycle, we will measure client satisfaction, aiming to obtain a top-quartile satisfaction rating by over 75% of our clients.1

**People & Culture**

At WSP, we must provide an environment for our talented people to deliver on their full potential. We are pleased that three of our key people programs advanced in 2018, as we continued our “Leadership Forum” activities, created the “Senior Leadership Academy”, and welcomed 100 participants to our “Global Project Management Academy”.

Looking forward, our Global Strategic Plan sets out specific targets for our people, including our aim that over 30% of management positions will be held by women by 2021.2

**Operational Excellence**

As experts in assisting our own clients in implementing carbon reduction measures, in 2018 we continued planning to reduce our own environmental impact. As we grow, our responsibility to do sustainable business also grows. One of the major objectives outlined in our 2019-2021 Global Strategic Plan is our global greenhouse gas (GHG) reduction target; we are aiming for a 25% reduction in absolute, market-based GHG emissions across our global operations from 2018 to 2030, with an interim reduction target of 5% by 2021.

**Expertise**

An important part of our in-depth stakeholder review in 2018 was to determine where we need to focus our energies on enhancing our expertise. From the results, regional, sectoral and functional strategies were developed and assessed collectively to ensure alignment and identify global opportunities going forward. Through our 2019-2021 strategic cycle, we will focus on smart diversification, leading to better balance in our sectors and our services, and measure this primarily through the spread of our net revenues by sector.

Read more on our Pillars in this report: Clients and Expertise; Operational Excellence; and People and Culture.

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1 As measured through the “Net Promoter Score Survey”.
2 Includes business leaders and middle management.
The Kontigo team strengthens our advisory services offering as part of our 2019-2021 global strategy, and expands our social sustainability practice in Sweden. This supports a rounded approach and is an example of our desire to contribute to sustainable projects in our communities.

As a large presence in our industry, we have a real impact through the project choices we help our clients make, and I would like to thank our 48,000 employees for their contribution to sustainable project outcomes in 2018.

In April 2019, we joined the United Nations Global Compact (UNGC). Participants commit to setting in motion changes to their business, incorporating the 10 UNGC principles into their overall strategy, culture and day-to-day operations. From 2020, we will report annually on our progress. Through this pledge, we also reiterate our commitment to contribute to the UN Sustainable Development Goals (SDGs). I am proud that at WSP, our market sectors and therefore many of our projects contribute directly to the SDGs, and we have presented examples in this report.

Looking forward, we must continue to progress while prioritizing high standards of business practices in ethics and health and safety, as well as reducing our environmental impact. We acknowledge that reducing our footprint may be a challenge as our company increases in size. We can always strive to do more to ensure that WSP’s growth is in harmony with sustainability principles, as is reflected by the non-financial objectives in our 2019-2021 Global Strategic Plan.

We will likewise continue to work towards a balanced workforce, which we believe represents a greater mix of skills and more inclusive workplace culture. In addition, the agile working environment we are creating globally supports personal vitality and work-life balance, enables gender balance and supports diversity by making our organization more accommodating of different people.

Our overall ambition is to become the premier professional consultancy in our industry by 2021. We can only reach this ambition through a holistic approach; continuing to question the status quo, to listen to our stakeholders, and to act on their feedback in 2019 and beyond.

Alexandre L’Heureux
President and Chief Executive Officer

“We can always strive to do more to ensure that WSP’s growth is in harmony with sustainability principles, as is reflected by the non-financial objectives in our 2019-2021 Global Strategic Plan.”
2019-2021 Sustainable Strategic Outlook

01 Clients
Execute Future Ready globally
>75% top-quartile satisfaction rating (Net Promoter Score Survey)

02 Expertise
Increase proportion of Environment, Water, Power & Energy, Resources and Industry sector services
Increase proportion of our services in Strategic Advisory

03 People & Culture
>30% of management positions held by women
<12% annual voluntary turnover

04 Operational Excellence
<0.1 lost time injury rate (LTIR) in all regions
25% reduction of absolute greenhouse gas emissions by 2030
100% of workforce completes annual ethics training

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1 See Expanding our Horizons: 2019-2021 Global Strategic Plan for the full strategy. Select sustainability-related elements are presented here.

2 Lost time injury rate (LTIR) is the number of injuries with more than one day lost, per 100,000 hours worked.
Our Value Chain

Global Operations

±48,000 Employees¹

+100,000 Active projects worldwide

6.0B 2018 net revenues (CAD)²

Transformative Projects in our Sectors

Transportation & Infrastructure

Property & Buildings

Industry & Energy³

Environment

2018 Value Distributed

Employees

4.6B in personnel costs (CAD)

Subconsultants

1.9B including direct costs (CAD)⁴

Shareholders

78.1M in cash dividends (CAD)

Taxes

73.9M in income taxes paid (CAD)

¹ As at March 31, 2019
² Non-IFRS measure. Net revenues are defined as revenues less direct costs for subconsultants and other direct expenses that are recoverable directly from clients.
³ Includes Industry, Resources, Power & Energy.
⁴ Direct costs are defined as costs incurred to deliver consulting services and that are recoverable directly from clients.
Interview with our Global Sustainability Sponsor

This is an exciting time for environmental, social and governance matters at WSP.

Isabelle Adjahi
Senior Vice President, Investor Relations and Communications
How does the Global Sustainability Sponsor role complement your current position at WSP?

WSP has undergone rapid growth over the last few years and the timing is right for us to formalize our objectives through a new sustainability task force. Comprised of key regional leaders and heads of global corporate functions, the task force will coordinate progress across global sustainability initiatives. Strengthening the governance of our efforts in this way will allow us to make realistic achievement plans for our collective goals.

Having been closely involved with WSP’s reporting for several years, as well as in a position to engage with several of our stakeholder groups, my objective is to sponsor the task force to achieve global objectives. I will also liaise with our Board member responsible for sustainability, Linda Galipeau.

What are the priorities for the new task force?

Planning for WSP’s new sustainability task force began in 2018, and we are on track to be fully operational during the second quarter of 2019. The first focus of our efforts is the greenhouse gas (GHG) reduction target we announced in January 2019 as part of our 2019-2021 Global Strategic Plan.

Coordinating to implement a global target is not without trials in a large, complex business. However, while we do meet challenges, for example in the quality of our operational data and coverage, one of our absolute strengths is the expertise of our regional businesses and their empowerment to make a difference to achieve this goal.

As several of our regions are already working toward similar targets, we intend to coordinate with their ongoing plans to work toward the interim target we have set ourselves of 5% reduction by 2021, as well as the 25% reduction target from 2018 to 2030.

“One of our absolute strengths is the expertise of our regional businesses and their empowerment to make a difference.”
How do you keep your reporting relevant?

We align with frameworks that we believe make our firm stronger and positively influence our relationships with stakeholders. We write our annual sustainability report in accordance with the GRI Standards, and WSP's reporting and sustainability agenda also takes into consideration numerous external factors, including our recent participation in the United Nations Global Compact (UNGC); the EU Non-Financial Reporting Directive; and the Task Force on Climate-Related Financial Disclosures (TCFD).

In 2018, we were pleased to be named an industry leader in environmental, social and governance (ESG) matters by an independent investor research report. At the same time, our communication with internal and external stakeholders took a leap forward through our materiality assessment, as well as engagement during our global strategic planning.

In-depth consultation helps determine our strengths, where we can improve and innovate and confirms trends that will change how we think and operate.

How does WSP intend to respond to TCFD?

Last year, WSP became a supporter of TCFD, and analyzing the impact of climate change on our business and communicating with capital market stakeholders on this topic is another of our objectives during the current strategic plan period. WSP responds to the CDP climate change questionnaire annually, and we achieved a “B” result on the 2018 questionnaire. We have started to integrate TCFD guidance into our CDP reporting, and we intend to report further on our progress toward alignment with TCFD in future CDP responses.

What does 2019 hold for WSP’s sustainability governance?

As is the case for all businesses, especially large ones, there is increasing external interest in ESG matters. We welcome this awareness and the opportunities this creates. We believe our new governance approach positions us to seize these opportunities. In addition to our focus on our interim GHG reduction target, in 2019 we will prepare to publish our first UNGC Communication on Progress next year, and begin to formally consider the 10 Principles in our strategy, operations and reporting.
Global Sustainability Policy

Our Global Sustainability Policy defines our objectives and approach to embedding sustainability in our services and advice to clients, in our operations, and in the communities in which we operate. It covers all of our operating entities, and employees at all levels are responsible for complying with the Sustainability Policy.

Sustainability is a lens through which we see the future more clearly, guiding our advice to clients and communities. Our approach aims to capture opportunities and mitigate risks arising from changes in climate, demography, resources, technology and social values. Our sustainability ambitions inspired 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.

Our Objectives

Clients & Expertise

1. We will use the growth of the sustainable economy as an opportunity to grow new markets and commercial opportunities.

Denmark — In March 2018, WSP in Denmark moved its headquarters into the BLOX building and became a member of BLOXHUB - an urban innovation hub that brings together companies, organizations and researchers to co-create solutions for better cities that meet future urban challenges. The BLOXHUB community positions us at the forefront of emerging trends, technologies and solutions, providing us with opportunities and our clients with new future-ready services.

2. Our advice and designs will be future ready and will enable our clients to reduce environmental impacts over the life-cycle of their assets.

“Future Ready is setting WSP apart, allowing us to see the future more clearly and challenging our people to consider this future as well as today. It’s giving our business tremendous purpose and helping us win our most important tenders.”

David Symons, Future Ready Global Leader, Director - E&E, UK
Operational Excellence

We will actively manage our own environmental and social impacts, improving the positive while reducing the negative.

United Kingdom — WSP’s new Birmingham office on the 7th floor of The Mailbox, a shopping and office development, embodies our commitment to the highest quality design. It complies with the global healthy workplace certification Fitwel, and has achieved a BREEAM1 Very Good rating. It is also aligned with WSP’s own environmental and sustainability targets, which include our entire UK business striving to become carbon neutral by 2025.

1 Building Research Establishment Environmental Assessment Method

People & Culture

We will participate meaningfully in the communities in which we operate.

Australia — Employees from WSP participated in the 2018 Habitat for Humanity Volunteering Day, held in conjunction with Woods Bagot. The volunteers rolled up their sleeves and picked up their tools to provide integral help on a housing project in Yea, Victoria. To date, Habitat for Humanity has provided 160 homes for disadvantaged families in New South Wales, Victoria, South Australia and Queensland.

Our Approach

As leaders in sustainability consulting, we will:

— Harness the latest thinking and research developed by our industry experts to address the world’s most significant challenges.

Through our project delivery, we will:

— Actively seek out the most transformative, innovative projects to pioneer a more sustainable future.

— Provide forward thinking advice and unparalleled expertise to help our clients thrive in a changing world.
In our operations, we will:

— Measure and manage our own environmental, social and governance practices and improve them over time.

— Share our progress with stakeholders by disclosing our sustainability performance annually.

— Foster healthy, safe and sustainable workplaces that support continuous learning and great careers.

— Act as positive members of the communities in which we work.

This sustainability report is one channel used to communicate our annual progress on our Global Sustainability Policy objectives externally. To communicate our progress to our senior leaders, starting in 2019, we will prepare a quarterly update for the WSP Global Leadership Team and the Board of Directors.

In preparing this annual sustainability report, we have identified environmental, social and governance issues that are material to our business. Guided by our Global Sustainability Policy, we manage these material issues using specific policies; programs and training; tools and communications; goals and targets; and discrete roles and responsibilities. These management processes for the material issues identified are described throughout this report.

Feasibility Assessment and Design of High-Quality Bike Network in Vantaa

Vantaa, Finland

Before a high-quality bike network could be developed in the city of Vantaa, WSP was asked to check the feasibility of the project and ensure it could be implemented. Over 50 km of cycle path will be constructed to bring residents around the city or to Helsinki, where a similar network is under construction. These kinds of initiatives not only reduce the environmental impact of other forms of transport, but promote an active lifestyle, leading to a sustainable society for future generations to enjoy.
As one of the world's leading professional services firms, WSP provides engineering and design services to clients in the Transportation & Infrastructure, Property & Buildings, Environment, Power & Energy, Resources and Industry sectors, as well as offering strategic advisory services. Our experts include engineers, advisors, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. With approximately 48,000 talented people globally, we are uniquely positioned to deliver successful and sustainable projects, wherever our clients need us.

We welcome and encourage your feedback on our Sustainability Report

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WSP's prior Global Sustainability Report was published in June 2018.

wsp.com/sustainability

This Sustainability Report contains “forward-looking” statements that reflect our expectations regarding our future growth, results of operations, performance and business prospects and opportunities. Forward-looking statements are subject to a number of risks and uncertainties. Actual events or results may differ materially from those anticipated in these forward-looking statements as a result of certain factors, including, but not limited to, those set in 2018 Annual Report and listed under the heading “Risk Factors” in the Management’s Discussion and Analysis for the year ended December 31, 2018.