Accelerating Meaningful Action
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 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

Alexandre L’Heureux
President and Chief Executive Officer
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 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. 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.

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.

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 16,000 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”. 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.

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.

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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 ethnic 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\(^1\)

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\(^2\)

Reported that 43% of our 2020 global revenues had a positive impact on the environment and support the SDGs\(^3\)

Select Regional Recognitions

Climate Change Adaptation and Resiliency Award\(^4\) 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\(^5\)

20.3 Medium Risk SUSTANALYTICS ESG RISK RATING\(^6\)

53 “Robust” VIGEOR EIRIS ESG SCORECARD\(^7\)

1 At the time of announcement (February 4, 2020).
2 We committed to set science-based targets in December 2020. The targets were approved and announced in 2021.
3 See section “UN Sustainable Development Goals”.
5 Based on 2019 performance. Source: Refinitiv, an LSEG business.
6 Last updated December 2020.
7 Last updated March 2021.
8 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

<table>
<thead>
<tr>
<th>2021 OBJECTIVE$^a$</th>
<th>STATUS</th>
<th>2020 PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execute our Future Ready®$^{10}$ approach globally</td>
<td>Achieved</td>
<td>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.</td>
</tr>
<tr>
<td>Obtain a top quartile satisfaction rating by over 75% of our clients in the Net Promoter Score Survey (“NPS”)</td>
<td>On track</td>
<td>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.</td>
</tr>
<tr>
<td>Diversify our global portfolio by increasing our net revenues in target sectors (Earth &amp; Environment, Water, Power &amp; Energy, Resources and Industry) to between 30 and 50% of the total, to balance exposure to our Transportation &amp; Infrastructure and Property &amp; Buildings sectors</td>
<td>On track</td>
<td>In 2020 and 2019$^b$, we reported net revenues from these target sectors of 25% . The Golder acquisition will contribute to a substantial increase in Earth &amp; Environment net revenues, from 2021$^{12}$.</td>
</tr>
<tr>
<td>Diversify our service offerings by increasing net revenue from Strategic Advisory Services to between 40 and 55%</td>
<td>On track</td>
<td>Strategic Advisory Services revenues increased slightly in 2020, due to growth in Earth &amp; 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$^{13}$.</td>
</tr>
<tr>
<td>Increase the percentage of Green Revenue$^{13}$ from our operations, i.e. revenue from services having a positive impact on the environment</td>
<td>On track</td>
<td>Increased our green revenues (included as a sustainability-linked term in our syndicated credit facility) by 3 percentage points between 2018 and 2020.</td>
</tr>
</tbody>
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$^9$ Unless a different timescale is indicated.

$^{10}$ FUTURE READY® is registered in Canada and New Zealand. WSP FUTURE READY® (logo)® is registered in Europe, Australia and in the United Kingdom.

$^{11}$ The percentage reported for 2019 in our 2019 Global Sustainability Report omitted water revenues. The 2019 total has been revised from 23% to 25%.

$^{12}$ 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.

$^{13}$ WSP now also tracks a broader metric, Clean Revenue, which aligns with the UN Sustainable Development Goals. See section “UN Sustainable Development Goals.”
## Operational Excellence

<table>
<thead>
<tr>
<th>2021 OBJECTIVE³</th>
<th>STATUS</th>
<th>2020 PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve a Lost Time Injury Rate (&quot;LTIR&quot;) of &lt;0.1 per 100,000 hours worked, in all regions</td>
<td>On track</td>
<td>Achieved an LTIR below 0.1 in all regions except Latin America and the Caribbean, and 0.05 globally.</td>
</tr>
<tr>
<td>Ensure 100% of our workforce completes ethics onboarding training (following hire) and annual refresher training</td>
<td>On track</td>
<td>Achieved completion rates for Code of Conduct training of approximately 99% for onboarding training and approximately 90% for annual refresher training.¹⁴</td>
</tr>
<tr>
<td>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 timeframe⁸</td>
<td>On track</td>
<td>Scope 1 and 2 market-based emissions decreased by 35% between 2018 and 2020. Scope 3 emissions decreased by 13% between 2018 and 2020.</td>
</tr>
<tr>
<td>Source 100% renewable electricity by 2030</td>
<td>On track</td>
<td>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.</td>
</tr>
</tbody>
</table>

## People and Culture

<table>
<thead>
<tr>
<th>2021 OBJECTIVE</th>
<th>STATUS</th>
<th>2020 PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fill over 75% of Global Leadership positions (and those of their direct reports) by internal candidates</td>
<td>On track</td>
<td>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.</td>
</tr>
<tr>
<td>Reduce our voluntary turnover rate below 12% globally (compared to 15% in 2018)</td>
<td>On track</td>
<td>Observed a voluntary turnover rate of 10% at the end of 2020, an improvement of four percentage points in comparison to 2019.</td>
</tr>
<tr>
<td>Fill over 30% of management positions (business leaders and middle management) by women (compared to 21% in 2018)</td>
<td>Requires improvement</td>
<td>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.</td>
</tr>
</tbody>
</table>

¹⁴ 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%.

¹⁵ 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 replace 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.
### Value Chain

#### GLOBAL OPERATIONS

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>± 47,100</td>
</tr>
<tr>
<td>Active Projects worldwide</td>
<td>± 70,000</td>
</tr>
<tr>
<td>2020 Revenues</td>
<td>8.8B (CAD)</td>
</tr>
<tr>
<td>2020 Net Revenues</td>
<td>6.9B (CAD)</td>
</tr>
</tbody>
</table>

#### 2020 VALUE DISTRIBUTED

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>5.2B (CAD)</td>
</tr>
<tr>
<td>Subconsultants</td>
<td>1.9B (CAD)</td>
</tr>
<tr>
<td>Shareholders</td>
<td>88.3M (CAD)</td>
</tr>
<tr>
<td>Taxes</td>
<td>104.5M (CAD)</td>
</tr>
</tbody>
</table>

#### TRANSFORMATIVE PROJECTS

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation &amp; Infrastructure</td>
<td></td>
</tr>
<tr>
<td>Property &amp; Buildings</td>
<td></td>
</tr>
<tr>
<td>Earth &amp; Environment</td>
<td></td>
</tr>
<tr>
<td>Power &amp; Energy, Resources, Industry</td>
<td></td>
</tr>
</tbody>
</table>

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16. As at March 27, 2021
17. Based on the Sustainability Accounting Standards Board definition of Active Projects.
18. 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.
19. Direct costs are defined as costs incurred to deliver consulting services and that are recoverable directly from clients.
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, defined as revenues earned from services that have a positive impact on the environment and that support the UN SDGs.

EXAMPLES OF WSP SERVICES INCLUDED IN CLEAN REVENUE

<table>
<thead>
<tr>
<th>Transportation &amp; Infrastructure</th>
<th>Property &amp; Buildings</th>
</tr>
</thead>
<tbody>
<tr>
<td>All water and wastewater services</td>
<td>Mechanical, electrical and plumbing (MEP) services supporting energy conservation, decarbonization and sustainable design</td>
</tr>
<tr>
<td>Most transit and rail services</td>
<td>Structures services supporting green building certification</td>
</tr>
<tr>
<td>Other services supporting sustainability, resilience and decarbonization</td>
<td>Other services supporting sustainability, green building certifications, sustainable cities, sustainable construction materials selection, or reduced embodied energy and carbon</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Earth &amp; Environment</th>
<th>Power &amp; Energy, Resources, Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>All services</td>
<td>All renewable power services</td>
</tr>
<tr>
<td>Industry services supporting air pollution reduction, waste management, renewable energy, energy efficiency and various other clean technology applications</td>
<td></td>
</tr>
</tbody>
</table>

2020 CLEAN REVENUES BY MARKET SECTOR

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

20 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.
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
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.

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.

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.
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.

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

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).
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.

With this assessment and the findings that we have identified, we are beginning to integrate these findings into our ERM program.
TRANSITION RISK TYPE AND POTENTIAL FINANCIAL IMPACT

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 combating 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.

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.

22 Risk type and potential financial impacts as defined by the 2017 TCFD Final Report.
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.

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.
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 CO2 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).
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.

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WSP 2020 GLOBAL ESG REPORT HIGHLIGHTS

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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.

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.”

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 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.
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™ 24

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™ 24

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 tCO₂e over 60 years; equivalent to 13.4m car trips.

Read more

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

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.
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 & Diversity**

**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.
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.

Global Celebration

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.

“...would go on to...”

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.

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.

TANYA ADAMS, VP, INCLUSION AND DIVERSITY, WSP IN THE USA
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.

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.

AS AT MARCH 31, 2021:

— 37.5% of the members of the Board of Directors were women.25 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.

25 87.5% of our Board members are over 50 years old. Information published in our 2021 Management Information Circular, dated March 31, 2021.
### DIVERSITY BY EMPLOYMENT CATEGORY

<table>
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<th>GENDER</th>
<th>BUSINESS LEADERS</th>
<th>MIDDLE MANAGEMENT</th>
<th>ENGINEERS &amp; CONSULTANTS</th>
<th>BUSINESS SUPPORT</th>
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<tr>
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<tr>
<td>Total</td>
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#### 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.

### Equal Remuneration

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**

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.

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26. Age data represent 99% of total employees.
27. 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.