wsp

2024
GLOBAL SUSTAINABILITY REPORT

CONTENTS

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

HOW TO USE THIS REPORT

This Global Sustainability Report ("Report") is an interactive PDF and is designed to be viewed with Adobe Reader and an Internet connection. The Report can also be viewed offline, but in that case, external links will not be accessible.
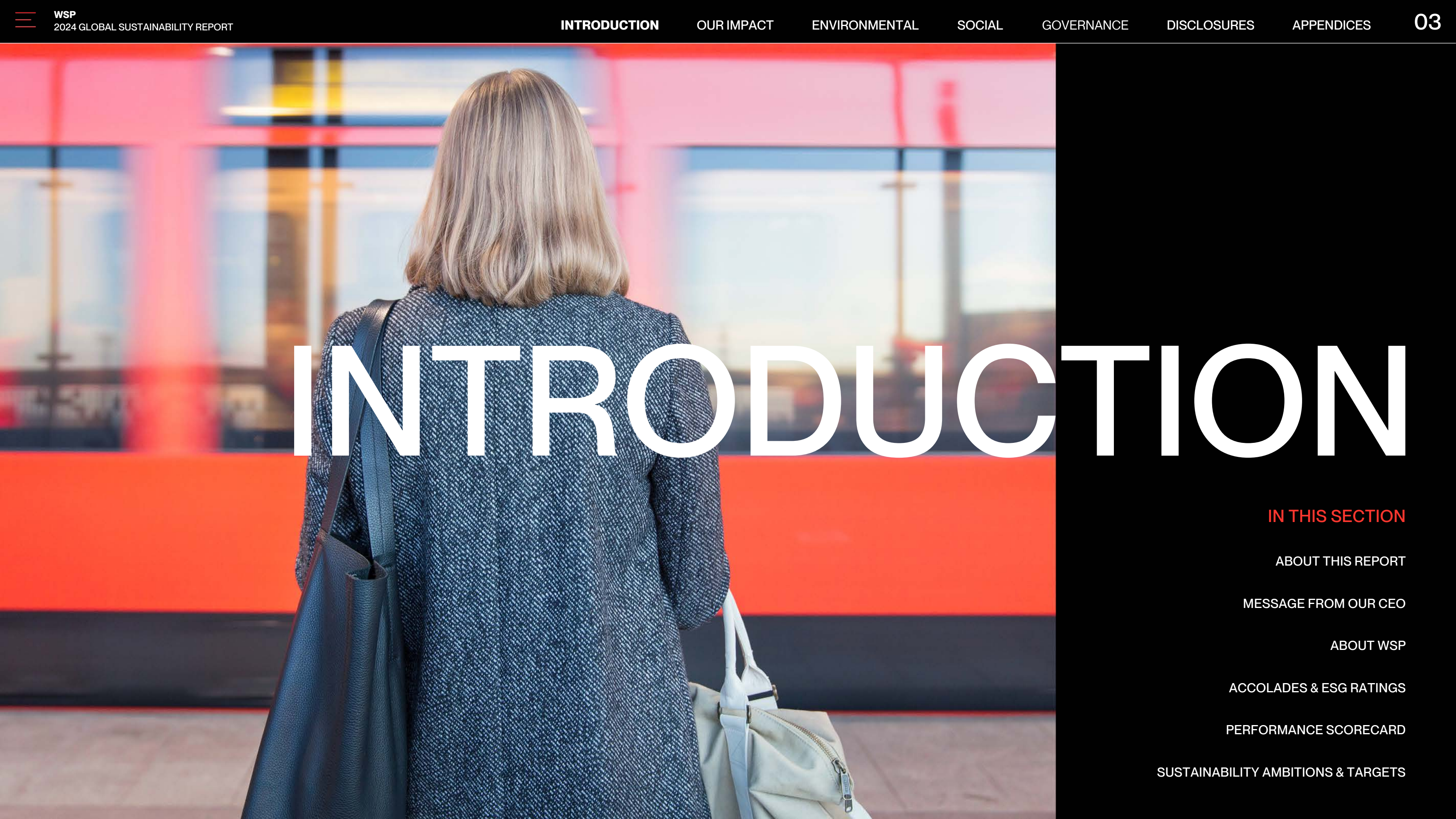
NOTES

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

INCORPORATION BY REFERENCE

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

INTRODUCTION

ABOUT THIS REPORT

This Report covers the sustainability performance of WSP Global Inc. and its subsidiaries (collectively, "WSP", the "Corporation", "we", "us" or "our") from January 1, 2024, to December 31, 2024, unless otherwise indicated herein and where required by the context. We use environmental, social and governance (ESG) factors as a framework for reporting.

The Report has been prepared with reference to the 2021 GRI Universal Standards and contains metrics recommended in the Engineering & Construction Services and the Professional & Commercial Services standards developed by the Sustainability Accounting Standards Board (SASB). The Report is comprised of two sections: Performance Highlights and Disclosures, which were structured to begin to prepare for potential future regulatory disclosure requirements.

The intended audience for this Report includes our employees, clients and investors. ESG data relating to some recent corporate acquisitions is not fully integrated at this time due to data availability. For further information on defined terms and metrics, as well as calculation methodologies, please refer to "Appendix A — Definitions & Methodology".

WSP regularly engages internal and external stakeholders to enhance our management of the organization's ESG-related risks, opportunities and impacts. Through our double materiality assessment process, completed in 2023 and reviewed in 2024, we identified, assessed and validated material topics. The material topics we identified serve as the foundation for shaping our business strategy and guide our sustainability reporting, as well as maintaining transparency and accountability in our operations. Our materiality assessment involved mapping WSP's value chain, including upstream inputs, operational activities and footprint, and downstream outputs.

The disclosures contained herein are accurate to the best of our knowledge at the date of the Report. The Report underwent internal review by the leaders of our corporate functions, where applicable, as well as the Chief Ethics, Compliance and Sustainability Officer (CECSO) and the global Disclosure Committee. The Report was also reviewed by the Governance, Ethics and Compensation Committee of the Board of Directors ("GECC") and approved by the Board of Directors ("Board"). The Audit Committee of the Board ("Audit Committee") reviews the internal controls and data verification processes for sustainability reporting purposes.

WSP received limited verification of the GHG emissions disclosed herein, as well as select human capital metrics: total number of permanent employees, employee turnover and employee demographics. Verification was performed by an independent third party, Apex Companies, LLC; a copy of the Assurance Statement has been made available on our website at www.wsp.com.

The information in this Report is unaudited; however, certain information, including revenues, revenues by market sector, net revenues by segment, employee compensation, subconsultants and direct costs, income tax expense, and income taxes paid are taken directly from WSP's audited consolidated financial statements for the year ended December 31, 2024 ("Financial Statements").

MESSAGE FROM OUR CEO

This 2024 Global Sustainability Report brings our three-year reporting cycle to a successful close. As I reflect on our journey, I am filled with pride and gratitude for the important strides we have made together. Our achievements highlight our commitment to fostering positive change in our teams, with our clients, and within communities. Together, we continue to adapt and evolve in a rapidly transforming world, confident that our collective efforts can lead to success.

Our organization's performance in 2024 and over the three-year cycle showcases our determination to deliver measurable progress towards our sustainability goals. We are very proud of the transformative impact we have made and remain dedicated to embedding sustainability in all aspects of our operations. This unwavering commitment inspires us to continually invest in our people and expand our capabilities, as well as enhance our engineering, advisory and science-based expertise to meet the challenges of tomorrow.

ALEXANDRE L'HEUREUX
President and Chief Executive Officer
WSP Global Inc.

In 2024, we continued to strengthen our global platform organically and through strategic acquisitions. Our ability to successfully partner with the team at POWER Engineers was a significant milestone that enabled us to become the preeminent pure-play global consulting firm for the world's energy transition—a megatrend that is top of mind for us, our clients and local communities.

Today's global megatrends—urbanization, water scarcity and digital transformation—are driving forces and they motivate us to push boundaries, seize opportunities and reinforce our reputation as a top provider of services. In 2024, our performance soared with SDG-Linked Revenues reaching an all-time high of 65.1% of annualized revenues, reflecting the robust demand for our sustainability expertise.

Our steadfast dedication to delivering value for our people, our clients and our shareholders has earned us notable accolades. WSP stands proudly among Corporate Knights' Global 100 Most Sustainable Corporations and has been featured on the Dow Jones Best-in-Class North America Index for the second consecutive year. Additionally, industry-leading accreditor Ethisphere recognized our unfaltering adherence to strong ethical values with a third Compliance Leader Verification certification, underscoring the integrity that guides our Ethics and Compliance Program.

DOING WHAT'S RIGHT FOR OUR ENVIRONMENT

In 2024, we achieved our ambitious environmental targets by increasing the use of renewable energy and reducing greenhouse gas (GHG) emissions. For the first time, we procured renewable electricity to cover 100% of our offices worldwide, reflecting the company's commitment to climate action. We continue to progress towards our long-term scope 1, 2, and 3 GHG emissions reduction goals. Our dedication to protecting and sustaining biodiversity drives us to ensure that our operations and client projects positively impact the natural world. In line with this commitment, we endorsed the Business for Nature COP16 Statement and conducted our first Task Force on Nature-Related Financial Disclosures (TNFD) assessment, deepening our understanding of our dependence and impact on nature.

EMPOWERING OUR PEOPLE

Our global community of WSP Visioneers sees the world through a Future Ready® lens, driven by the collective goal of making a positive impact—one project and community at a time. It is our passion, expertise and innovative spirit that define our business. As we unite to tackle complex challenges, we endeavour to foster an environment where all our talented members feel inspired to dream big and embrace their roles as world shapers, pioneers and pathfinders.

Recognizing the importance of nurturing our people throughout their careers, we take great pride in reporting that we have achieved an increase of 3.7% in our retention rate over 2023, significantly surpassing our target. Our focus on growing talent from within and our refreshed approach to succession planning have also yielded results, with 78% of leadership roles having been filled internally.

At our core, our organization thrives on the strength and dedication of our team members, and we take the utmost care in prioritizing their health, safety and well-being. This includes gathering valuable insights through our employee engagement platform, WSP Listens, to keep building a sense of trust and belonging.

To further empower and enable our employees to succeed both personally and professionally, we introduced several key initiatives this year that I am particularly proud of:

— **Own It** – our employee share purchase plan deepens our ownership culture and fosters a sense of pride by providing our team members with the opportunity to become vested partners in our shared success.

— **WSP Learns** – our digital learning platform offers thousands of courses that help our people develop or strengthen skills that align with their unique career aspirations. Such continuous learning resources support and encourage individuals to seek out a path that truly inspires them.

— **WSP Connects** – this networking and mentorship initiative allows our people to cultivate relationships, share best practices, and boost collaboration with colleagues worldwide. It creates a dynamic forum where global minds unite to power local solutions.

LEADING WITH ETHICS AND INTEGRITY

We continue to put the highest ethical standards at the centre of everything we do, and this year, we focused on new ways to elevate our commitment. We held a global Ethics Week campaign to promote and celebrate our collective dedication to embedding integrity, transparency, and a speak-up culture into our organization. We also updated our benchmarking data and started gathering insights through WSP Listens to inform the evolution of our best-in-class Ethics and Compliance Program.

We launched an enhanced global cyber transformation program to strive to maintain high security standards, preserve resilience, and continue to safeguard our data and operations with consistency. We continue to expand our digital services and embrace responsible AI advancements that create positive outcomes and allow us to contribute to modernizing our industry.

LOOKING AHEAD

With 2025 now well underway, our teams have started putting our new three-year Global Strategic Action Plan into action. It is inspiring to see this dynamic new chapter coming to life across the business. Our 2025-2027 priorities and targets outlined in this Report were designed to complement and enable our strategic and financial ambitions to pioneer change for empowered growth.

Our vision of being an exemplary corporate citizen aligns seamlessly with our promise to deliver lasting shareholder value. We are aware of the evolving world and the numerous external forces that may challenge our priorities. We remain committed to operating with integrity and making meaningful contributions to our employees, clients, shareholders, and the communities we serve.

Sustainability will remain a cornerstone of our organization's goals. We will continue to prioritize stakeholder well-being as we advance, determined to build on our achievements.

ABOUT WSP

OUR PURPOSE

We exist to shape communities to advance humanity.

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 and partnership in everything we do /

We have an empowering culture and hold ourselves accountable /

OUR LONG-TERM VISION

TO BECOME A LEADING BRAND IN THE PROFESSIONAL SERVICES UNIVERSE

AT A GLANCE

WSP is one of the world's leading professional services firms, uniting its engineering, advisory and science-based expertise to shape communities to advance humanity. From local beginnings to a globe-spanning presence today, WSP operates in over 50 countries and employs approximately 72,800 professionals, known as Visioneers. Together they pioneer solutions and deliver innovative projects in the transportation, infrastructure, environment, building, energy, water, and mining and metals sectors. WSP is publicly listed on the Toronto Stock Exchange (TSX:WSP).

19,100	5,000	3,500
United States	Nordics	Asia
12,600	4,200	2,500
Canada	India	Middle East
9,500	3,900	2,300
United Kingdom and Ireland	Latin America and the Caribbean	New Zealand
5,700	3,900	600
Australia and Philippines	Central Europe	Africa

VALUE CHAIN

2024 in numbers

~40,000
business partners

$4.0B
subconsultants and direct costs

700+
offices worldwide

~72,800
employees

$16.2B
revenues

$12.2B
net revenues[1]

~200,000
projects

$8.9B
employee compensation

$246.6M
income tax expense

Upstream

FINANCIAL CAPITAL

Access to capital and investment is paramount for our ability to grow and to invest in R&D, innovation and digital.

BUSINESS PARTNERS

Our business partners provide WSP with essential products and services. Many projects also rely on the use of subcontractors.

TECHNOLOGY, EQUIPMENT & OFFICES

WSP leases offices and facilities and relies on technology, software and equipment to successfully deliver our projects.

Operations

EMPLOYEES

WSP's business success depends on attracting and retaining talented people, including engineers, advisors and scientists.

CLIENT RELATIONSHIPS

Our ability to win projects and maintain market leadership depends on trusted relationships with our clients and strong brand reputation.

BUSINESS STRATEGY

Driven by our Future Ready® mindset, we leverage the strengths of our diversified platform to proactively address future needs and drive sustainable growth.

OPERATING GEOGRAPHIES

We operate in Canada; the US and Latin America and the Caribbean (the Americas); Europe, Middle East, India and Africa (EMEIA); and Asia, Australia and New Zealand (APAC). ~90% of our work is within OECD countries.

Downstream

PROJECT INFLUENCE

WSP creates indirect impacts by influencing infrastructure design and construction, and through our advice, which can shape social, environmental and economic decisions.

IMPACTS

We strive to create positive impacts through our designs and advice but recognize that projects we support can also have negative impacts, requiring careful evaluation of trade-offs.

FUTURE READY®

Through our Future Ready® program and business strategy, we aim to incorporate future trends into our designs and advice to maximize benefits to society and the environment.

DIVERSIFIED MARKETS

WSP performs work with both public (52% of revenues) and private sector (48% of revenues) clients and serves a diverse set of industries and sectors.

ECONOMIC VALUE

WSP contributes to economic value creation in communities and society through our work. WSP also generates economic value through income tax expense and employee compensation.

WHAT WE DO

Revenue (%) by market sector based on revenues for the year ended Dec. 31, 2024, including 12 months of revenues of POWER Engineers ("POWER"), as if it were acquired at Jan. 1, 2024.

TRANSPORT & INFRASTRUCTURE: 37%

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

EARTH & ENVIRONMENT: 31%

We help clients across all sectors tackle complex environmental and social challenges by providing data-driven insights and strategic solutions, guiding them in making informed decisions and driving positive impact.

PROPERTY & BUILDINGS: 21%

We are helping to make vibrant, resilient buildings and places by providing advice, delivery and design services that create lasting value for clients in every sector.

POWER & ENERGY: 11%

We offer complete solutions to clients looking for strong expertise in power, renewables, energy efficiency and decarbonization to accelerate progress towards an energy-secure future.

SERVICES

— Advisory
— Planning
— Design
— Project & Program Management
— Asset Management

1   Quantitative reconciliations of net revenues to revenues are incorporated by reference to section 8.1, "Net revenues", of WSP's Management's Discussion and Analysis for the fourth quarter and year ended December 31, 2024, which is filed on SEDAR+ at www.sedarplus.ca ("MD&A").

OUR WATER SERVICES

Water sustains life and shapes our natural and built environments. At WSP, we know the value of this most essential resource, which is why we support organizations and communities to realize their most important water objectives.

WSP takes a lifecycle approach to managing water resources. Our professionals consider the impacts and implications of trends in climate, society, technology and resources across the entire water cycle, to provide a complete perspective and develop Future Ready® strategies for a sustainable, water-secure future.

We support governments, utilities, developers, industry and corporations to assess and mitigate risks, meet regulatory requirements, and innovate to diversify water supply and deliver more efficient and advanced infrastructure, including nature-positive solutions.

AT A GLANCE

6,500+
Water professionals

~23%
Estimated revenues generated from water expertise[1]

~80%
Estimated projects require water expertise[1]

For further information regarding the markets we operate in and the services we offer, please refer to our 2024 Annual Report.

ADDRESSING GLOBAL CHALLENGES

— Water scarcity

— Water access and quality

— Resilience

— Emerging contaminants (e.g. PFAS)

— Nature-based low-carbon solutions

1   Projects that require water expertise include advisory, planning, program management or design projects that involve interaction with water to various degrees, ranging from substantial water components like hydroelectric dams and maritime projects, to services with a minor water component such as design of fire suppression systems and highway drainage. Please refer to "Appendix A - Definitions & Methodology" for more information on the calculation of estimated projects and revenues that require water expertise.

INCOME TAX CONTRIBUTION

WSP, like other corporations, has a duty to contribute its fair share of taxes in the countries where it operates. We strive to comply with local and international tax legislation, maintain open and constructive relationships with the tax authorities, and achieve high standards of tax governance. As a publicly listed company, WSP reports its financial performance in accordance with the International Financial Reporting Standards (IFRS) Accounting Standards issued by the International Accounting Standards Board (IASB).

We recognize that being transparent on tax matters adds value to our business, investors and other stakeholders. We 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 them with our sustainability strategy. Our Global Tax Strategy, available on our website, sets out WSP's principles and approach to conducting its tax affairs and dealing with tax risk.

Our global cash taxes paid as per our statement of cash flows totalled $285.4M for 2024, thus resulting in a cash tax rate of 30.8% for 2024. In addition, the table opposite summarizes our income tax expense by geographic region, which totalled $246.6M.

Although employee and sales taxes are a significant part of our global tax contribution, these are not included in our reporting at the current time. In addition, earnings before income tax, income tax expense and effective tax rate per geographic region are not disclosed in the Financial Statements, as these measures are not used to assess the performance of our operations. These measures are compiled solely to report income tax contribution by geographic region for the purposes of this Report.

INCOME TAX EXPENSE BY GEOGRAPHIC REGION

2024	Canada	Americas	EMEIA	APAC	Head Office	Total
Net revenues ($M)	2,100.3	4,770.7	3,515.2	1,786.0	-	**12,172.2**
Earnings before income tax ($M)	275.1	334.3	294.5	123.8	(99.7)	**928.0**
Income tax expense ($M)	(64.7)	(78.5)	(76.4)	(48.1)	21.1	**(246.6)**
Effective tax rate	23.5%	23.5%	25.9%	38.9%	21.2%	**26.6%**

ACCOLADES & ESG RATINGS

ACCOLADES

ENR
Engineering News-Record 2024: ranked #1 in the Top 225 International Design Firms

ENVIRONMENT ANALYST
World's Leading Environmental and Sustainability Consulting Firm 2024

VERDANTIX
Recognized as a leader in both the Verdantix Green Quadrant: Environmental Services 2024 and Verdantix Green Quadrant: Building Decarbonization Consulting 2024

ESG RATINGS

ETHISPHERE
Awarded Compliance Leader Verification certification for 2025–2026

DOW JONES[2]
Included in the Dow Jones Best-in-Class North America Index

S&P GLOBAL
Sustainability Yearbook Member: ranked in the 97th percentile in the Construction & Engineering peer group for the 2024 Corporate Sustainability Assessment (CSA)

CDP
"B" score: 2024 CDP Corporate Questionnaire

SUSTAINALYTICS[1]
"12.8 Low Risk": ESG Risk Rating

MSCI[1]
"AA": MSCI ESG Ratings Assessment

ECOVADIS
"Gold" 2025 EcoVadis Sustainability Rating: ranked in the top 5% of companies

CORPORATE KNIGHTS
One of Corporate Knights' 2025 Global 100 Most Sustainable Corporations

LONDON STOCK EXCHANGE GROUP[1,3]
"A": ESG and ESG Combined Score

ISS[1]
"PRIME": ESG Corporate Rating

1   As at April 10, 2025. Scores may be subject to frequent change.
2   The official component list was released on December 23, 2024.
3   Based on 2023 performance.

PERFORMANCE SCORECARD

	Objectives during 2022-2024 strategic plan period	Achievement[1]	Performance
Environmental	By 2024, earn over 50% of total annualized revenues from SDG-Linked Revenues, defined as revenues earned from services that support the UN SDGs	●	In 2024, SDG-Linked Revenues represented approximately 65.1% of WSP's total revenues, including annualized acquisition revenues from that year.
	By 2024, reduce absolute scope 1 and 2 market-based GHG emissions by 40% from a 2018 base year (60% by 2030)	●	Scope 1 and 2 market-based emissions decreased by 68% between 2018 and 2024. Scope 3 emissions decreased by 17% between 2018 and 2024.
	By 2024, reduce absolute scope 3 GHG emissions by 15% over the same timeframe (30% by 2030)		
	By 2024, source 50% renewable electricity (100% by 2030)	●	In 2024, WSP purchased approximately 88,883 megawatt hours (MWh) of renewable electricity, representing 100% of total electricity consumption.
	By 2024, achieve a 20% decrease in real estate cost and footprint, measured as the percent reduction in total rentable square feet due for renewal in the reporting year, excluding acquisitions	●	For leases due for renewal over the three-year period, we reduced our total rentable square footage by 36%, as well as the average cost over the same period by approximately 30%.
Social	Annually, fill at least 75% of global leadership positions (and those of their direct reports) by internal candidates	◑	We filled 78%, 76%, and 64% of global leadership positions (and those of their direct reports) with internal candidates in 2024, 2023 and 2022, respectively.
	Annually, achieve >1% increase in retention	●	In 2024, our retention rate increased from 2023 by approximately 3.7%, and in 2023 and 2022 it increased by just over 1% from the prior year.
	Annually, achieve a 5% increase in number of promotions	◑	From 2023 to 2024 there was an increase of just over 21% in the number of promotions. While we did not achieve the target in 2023, we did maintain a stable number of promotions after over-achieving the target in 2022.
	By 2024, achieve an upper quartile employee sense of trust and belonging at work	○	While employee sense of trust and belonging has increased since 2023 (the first year of measurement), we remained in the middle range of the professional services benchmark at the end of 2024.
	Annually, increase representation of underrepresented groups in leadership by 5%. This objective existed for the 2022-2024 strategic plan period, subject to compliance with local laws, data protection requirements and cultural sensitivities, and is not reflective of current targets	◑	In 2024 and 2022 the target was met; in 2023, there was an increase from 2022, though we fell short of our target.
	Annually, achieve a 10% decrease in the total recordable incident rate (TRIR)	◔	In 2024, our TRIR decreased from 0.30 in 2023 to 0.24, representing a decrease of 20.0%. In 2023 and 2022, the target was not met.
Governance	By 2024, achieve 100% integration of ESG criteria as part of global leader compensation	●	Specific ESG criteria have been included in the determination of the variable compensation for global leadership positions worldwide under "E", "S" and "G" since 2022. See the 2025 Management Information Circular for more information.
	Annually, achieve 100% completion rate of the Code of Conduct ("Code") onboarding training	◕	The completion rates were 98.6% in 2024, and 98.9% and 99% in 2023 and 2022, respectively.
	By 2024, >90% of our targeted business partners will sign on to our Business Partner Code of Conduct ("Business Partner Code")	●	By the end of 2024, 92% of targeted business partners had signed the Business Partner Code.

1   The level of shading of the circle represents progress towards our overall 2022-2024 targets. For annual targets, the shading reflects progress against the target in each year (i.e. each year is represented by a third of the circle), with the exception of the Code of Conduct onboarding training target.

SUSTAINABILITY AMBITIONS & TARGETS

OUR GLOBAL LONG-TERM SUSTAINABILITY AMBITIONS[1]

Our global long-term sustainability ambitions relate to our operations and projects. As one of the largest professional services firms in the world, the greatest contribution to sustainability that WSP can provide is through the services we offer and the projects we deliver, and we seek to continue to increase that impact.

We also recognize that our commitment to creating a sustainable corporation is part of the value our clients see in working with WSP to support them with their own efforts. By leveraging our Future Ready® mindset, we aim to grow key markets and services and help clients achieve their sustainability ambitions. Read more in our 2025–2027 Global Strategic Action Plan.

ENVIRONMENTAL

Reduce energy consumption and GHG emissions

Enhance resilience to climate-related risks and maintain our position as a leading professional services firm for the world's energy transition

Manage nature-related risks and opportunities and support clients in protecting, enhancing and restoring nature

SOCIAL

Empower our people for limitless opportunities and growth through our culture of continuous learning

Elevate health, safety, environment and quality (HSEQ) standards and drive proactive cultural transformation

Deliver positive impacts for people and local communities

GOVERNANCE

Maintain ethics at the centre of how we operate

Continue to enhance the security of our systems and the information in our care

Enable responsible artificial intelligence innovation that aims to achieve positive outcomes for people and the planet

1   This represents our global sustainability ambitions. Each WSP subregion may have differing targets and results, which may be impacted by local realities, policies and regulations.

2025 – 2027
SUSTAINABILITY TARGETS[1]

ENVIRONMENTAL

Maintain above
58%
Reduction in scope 1 and 2 market-based GHG emissions[2]

Reduce by
27%
Scope 3 GHG emissions[2]

67%
Annualized revenues
from SDG-Linked Revenues

SOCIAL

Decrease by
150 bps
Voluntary turnover

75%
Executive leadership roles filled internally

>30,000
Employee shareholders

Implement
global framework for our philanthropic activities

Enhance
maturity of regional HSEQ management systems under our Global HSEQ Excellence Program

GOVERNANCE

>95%
IT operations achieving ISO 27001 for Information Security Management

Maintain
Compliance Leader Verification from independent third-party assessment

>98%
Employees complete Code of Conduct training (onboarding or refresher)/year

Implement
and continuously evolve our AI governance framework

>$200M
Investments in research & development, innovation and digital

1   We aim to reach our sustainability targets by the end of 2027, unless otherwise specified.
2   By 2027 from a 2018 base year.

OUR IMPACT

IN THIS SECTION

SDG-LINKED REVENUES

FUTURE READY® & INNOVATION

AWARDS

PROJECT HIGHLIGHTS

SDG-LINKED REVENUES

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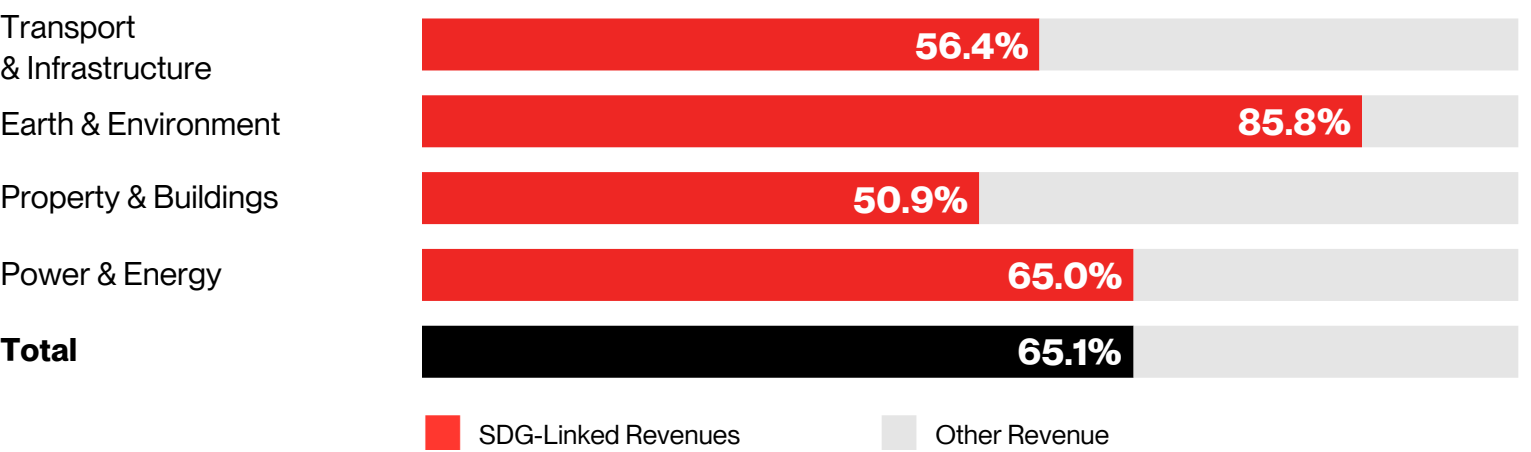
Every project results in multiple types and varying degrees of impact, and therefore WSP has adopted the SDGs as a framework for measuring the impact of our endeavours. We developed a metric called SDG-Linked Revenues, defined as revenues earned from services that support the SDGs, as a way to estimate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

In 2024, we estimate that 65.1% of WSP's total annualized revenues were earned from services that support the SDGs in WSP's global operations. With the 2024 acquisition of POWER, we saw a significant increase in SDG-Linked Revenues from electric transmission and distribution. Our SDG-Linked Revenues are unaudited and based on mapping WSP's project taxonomy to services that align with the SDGs.

Example projects that do not count as SDG-Linked Revenues include those related to airports and roads that are not specifically designed to be low-carbon or resilient to climate change; building projects where the client is not working towards sustainability certification criteria; coal, unless related to site closure/remediation; permitting for new oil and gas projects; and engineering design of natural gas and nuclear power plants. WSP's ability to increase its SDG-Linked Revenues depends in part on client objectives and ambitions.

We have further categorized our 2024 SDG-Linked Revenues to match specific SDGs. While our projects may support multiple SDGs, for this exercise we mapped subcategories by market sector to one principal SDG that most closely aligned with the service provided. Additional information about our methodology is provided in "Appendix A — Definitions & Methodology".

2024 SDG-LINKED ANNUALIZED REVENUES BY MARKET SECTOR

Market Sector	SDG-Linked Revenues
Transport & Infrastructure	56.4%
Earth & Environment	85.8%
Property & Buildings	50.9%
Power & Energy	65.0%
Total	65.1%

■ SDG-Linked Revenues   □ Other Revenue

PERCENTAGE OF 2024 ANNUALIZED REVENUES BY SDG

65.1%

- **20.9%** SDG 11 Sustainable Cities and Communities
- **13.5%** SDG 9 Industry, Innovation and Infrastructure
- Affordable and Clean Energy SDG 7 **7.7%**
- Life on Land SDG 15 **8.7%**
- Clean Water and Sanitation SDG 6 **5.9%**
- Climate Action SDG 13 **2.5%**
- Responsible Consumption and Production SDG 12 **2.4%**
- Good Health and Well-Being SDG 3 **1.8%**
- Quality Education SDG 4 **1.0%**
- Life below Water SDG 14 **0.7%**
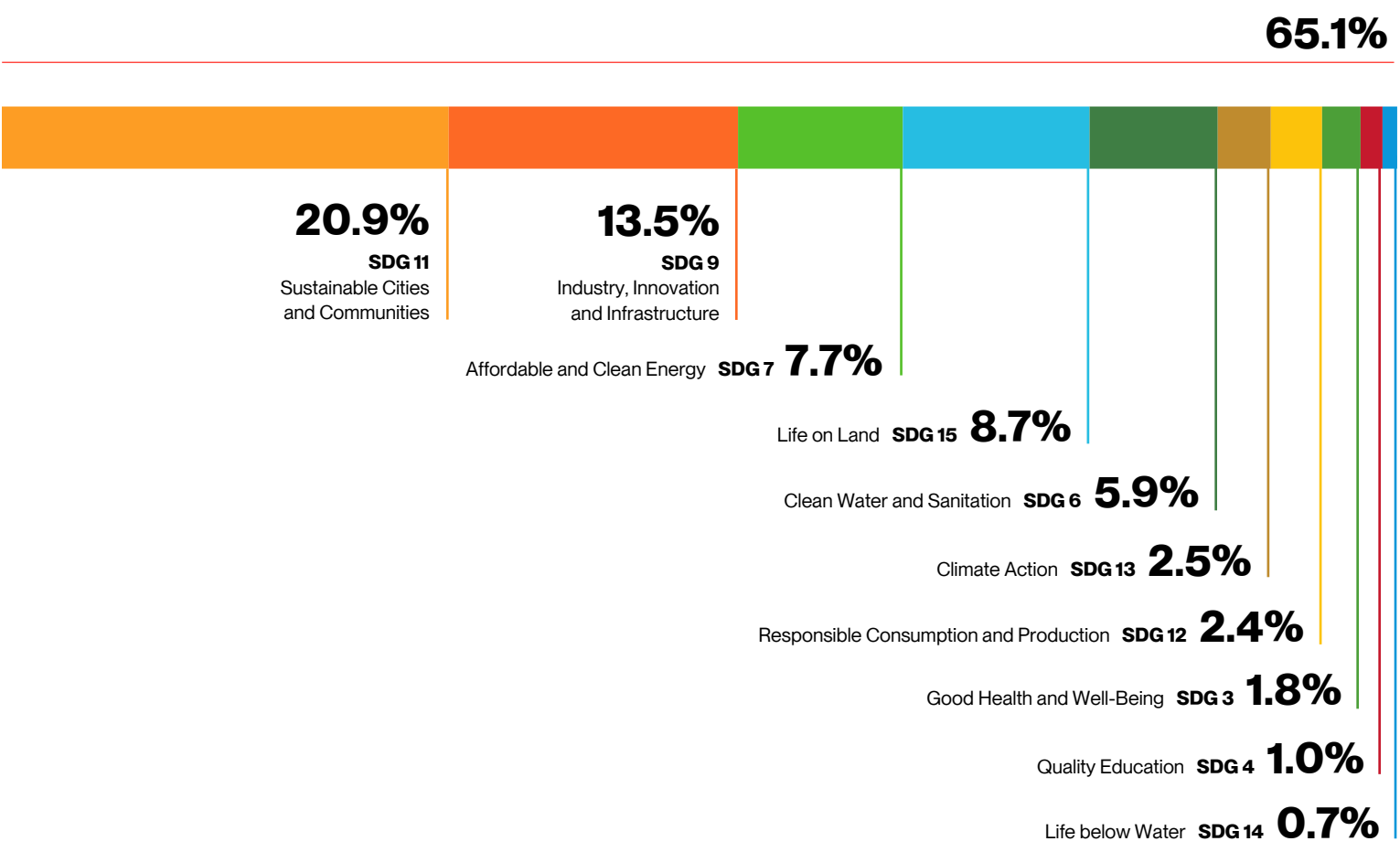
FUTURE READY® & INNOVATION

With Future Ready® we see the future more clearly and challenge our teams to advise and design for this future as well as for today. Future Ready® provides a systematic approach to identify key trends relevant to every project we work on and to work with our clients to address them – leading to more innovative, sustainable and resilient solutions in a rapidly changing world.

SEE THE FUTURE MORE CLEARLY

With Future Ready®, we evaluate future trends in four categories – Climate, Society, Resources and Technology. We keep our insights up to date by tracking authoritative research and data and drawing on client feedback. We make much of our research publicly available through papers and insights.

ADVISE FOR THE FUTURE AS WELL AS TODAY

We have a robust program to embed Future Ready® across WSP and are committed to keeping its profile high with our people and our markets. In 2024, we updated our Future Ready® training for new joiners, as well as launched our "How to Net Zero" campaign to support our clients on their decarbonization journey.

OUR PEOPLE APPRECIATE THE AMBITION OF FUTURE READY®

"Refreshing to see WSP at the forefront of this and promoting a culture of Future Ready® in everything we do."

Bruce Kirkpatrick
Program Director, Energy (UK)

IN 2024

50+
case studies developed to showcase the practical application of Future Ready®

47
Future Ready® client events hosted around the globe, which provide a unique platform for understanding and addressing client needs

~58%
employees completed our Future Ready® e-learning course

5,000+
employees joined a Future Ready® webinar or innovation lab

20
Future Ready® climate city analyses produced as educational guides for our employees to consider future climate in designs and advice

+2,800
employees are members of the Future Ready® Practice Area Network (PAN), providing a platform for knowledge sharing

EXAMPLES OF THOUGHT LEADERSHIP

WATER AVAILABILITY

Navigating the waters of change →

Water companies across the world were interviewed to identify strategies that tackle existing and future water availability challenges.

NEW MOBILITY

One Less Car: Shifting to a Sustainable Transport Future →

Research by WSP and Uber on the feasibility of reducing car dependence, as well as strategies to further promote more sustainable urban mobility.

NEW MATERIALS

Cross Laminated Timber-Steel Composite Floors: Unlocking the potential of mass timber construction →

An innovative method to improve the structural efficiency of hybrid construction using cross laminated timber panels and steel beams.

ENERGY TRANSITION

Hydrogen's Pragmatic Turn: A balanced path for a hydrogen economy →

The role of hydrogen in decarbonizing various sectors is examined, including its potential and current challenges.

NET ZERO ECONOMIES

Bridge Carbon Management →

An article providing insights into the status of decarbonization in bridge projects and how to advance current practices toward net zero.

Reducing the Embodied Carbon of Bridge Substructures →

The research, conducted by Jimmy Barratt-Thorne, Technical Director (WSP) at the University of Cambridge (UK), aims to help stakeholders reduce embodied carbon and advance decarbonization.

ADAPTING TO CLIMATE CHANGE

Retrofitting →

Retrofitting is presented as the Property & Buildings sector's greatest contribution to avoiding catastrophic climate change.

INCLUSIVITY

Cultivating Inclusive and Green Transport →

Inclusive design is proposed to increase mobility choices and accelerate transport decarbonization.

DIGITALIZATION

Digitalization of Road Infrastructure →

The evolution of roads and digital transport infrastructure's transformative potential are explored, emphasizing an integrated approach.

Digitalization Optimizes Systems Integration of Rail Services →

The increasing complexity of railways is making digitalization essential, with workstreams managed and systems linked by systems integration.

AN INNOVATIVE APPROACH

WSP is an innovative organization driven by a culture of ingenuity, learning and excellence. Please refer to our new 2025–2027 Global Strategic Action Plan for our vision of innovation. The following are select 2024 examples of our innovative approaches:

Kit of Parts

Our UK team was invited by Autodesk to showcase our Kit-of-Parts approach to offsite manufacturing at Autodesk University 2024: The Design and Make Conference in San Diego, CA (US). Combining digital technology with advanced manufacturing capabilities, we created a program-level design management process to provide customized offsite manufacturing solutions. Design teams use innovative, sustainable design methods to turn thousands of small parts into larger building components, which are then transported to the project site for quick assembly. This process is easily scalable and customizable to specific client goals, offering many benefits. View our Manchester Airport expansion and modernization project example.

Landslide Detection Systems

Our New Zealand team completed two award-winning projects that monitor remote landslide-prone transportation corridors and send alerts when risks are detected. The Mangamuka Gorge in Northland lacked cell reception and power, a challenge we overcame with state-of-the-art detection technology to provide accurate, live data on ground movement, soil moisture and rainfall. We also developed and installed a slope monitoring system for KiwiRail's North Island Main Trunk Line along the Kapiti Coast, which alerts train control, KiwiRail staff and contractors in real time when slope movement occurs. Both projects improved worker safety, facilitated efficient repairs and reduced commuter travel times.

Read more

AI Challenge/Pit Lake Decision Support Tool

An AI challenge for our US and Canada Earth & Environment teams resulted in an innovative machine learning tool for analyzing critical mineral recovery from mine pit lakes. Pit lakes, which are the product of open pit mines that flood with water after operations, often present long-term liabilities for our mining clients. The Pit Lake Decision Support Tool predicts the water chemistry in future pit lakes at a user-specified location using data from hundreds of global pit lakes and estimates the return on investment from metal recovered from pit lake water. The tool helps clients with mine planning and permitting, while also meeting their sustainability objectives through the recovery of critical minerals and the promotion of a circular economy.

Maritime Consulting Tools

WSP's US Maritime Planning team developed a suite of tools for port and intermodal facility planning and analysis: the Port Rail Intermodal Modelling Environment. This proprietary maritime and intermodal planning and analysis tool can perform port-wide or terminal-wide operational analysis for various maritime and intermodal facilities. Our consultants develop plans that are entered into the analytical models, which access practical capacity, equipment requirements, flow parameters, resource utilization, fuel and power demand, labour demand and key environmental impacts to quickly generate build-out plans specific to market demand.

Read more

RECOGNIZING OUR VISIONEERS

Global Technical Excellence Conference

WSP holds a Global Technical Excellence Conference (GTEC) that brings colleagues together from around the world to collaborate and share their knowledge. The 2024 theme was 'Igniting Our Collective Brilliance' and included panel discussions, networking opportunities and a wide variety of technical presentations. The larger panel discussions give individuals with different areas of practice a place to learn about what peers in different fields are doing to tackle shared challenges and opportunities, such as carbon reduction and digital solutions. Technical presentations provide a more intimate environment where experts can come together to discuss new technologies and ideas within their shared field.

USA Technical Leadership Program

WSP's Technical Leadership Program recognizes US employees who distinguish themselves in their respective fields through championing technical excellence and innovation. The program highlights technical achievements, leadership skills and industry contributions, distinguished by four levels: Technical Fellow, Senior Technical Principal, Technical Principal and, new for this past year, Emerging Technical Professional. In 2024, 16 Technical Fellows were inducted.

Read more

"Our Technical Fellows are distinguished thought leaders who have a proven track record of leadership positions in professional societies and industry conferences; regularly publish articles in peer-reviewed technical journals; are national and international subject matter experts often sought after by media outlets; and effectively transfer their knowledge to other emerging professionals at WSP and beyond."

———

Alice Lovegrove
Senior Vice President and National Director of Sustainable Infrastructure (USA)

Global Excellence Awards

In 2024, we launched our first global awards program to recognize teams and individuals across our worldwide operations for their exceptional achievements. More than 100 finalists who won regional awards in 2023 were nominated and 14 global winners were ultimately honoured.

"This was an exciting milestone in our journey to celebrate and recognize our teams' talent and accomplishments as One WSP. For the first time, the WSP Excellence Awards provided a global platform to honour outstanding work and exceptional projects that inspire us daily."

———

Alexandre L'Heureux
President and Chief Executive Officer

AWARDS

In this section, we present select awards received across our global business in 2024.

HONG KONG

Recognized for Outstanding Corporate Governance

Our Asia team received an ESG Achievement Award from Metro Finance for exceptional corporate governance and contributions to the sustainable development of China's Greater Bay Area. The award acknowledges our robust corporate governance, risk management and internal monitoring services, sustainable project revenue, and stakeholder engagement to drive ESG performance across our supply chain.

CANADA

Civil Engineer Receives Lifetime Achievement Award

Ashok Malhotra, Senior Principal Engineer with our Canada Property & Buildings team, was recognized for his civil engineering career spanning over 60 years by Canadian Consulting Engineer magazine.

INDIA

Four-Time Winner for Safety Excellence

Our India operations were honoured for the fourth year in a row with the British Safety Council's International Safety Award in recognition of our commitment to health, safety and well-being management standards.

GLOBAL

Four Accolades at Sustainability Delivery Awards

WSP was honoured with a record four awards at the 2024 Sustainability Delivery Awards hosted by Environment Analyst. The Sustainability Impact and Sustainability Leader of the Year awards highlight our progressive sustainability journey and the work of our Global Director of Earth & Environment, André-Martin Bouchard. We also received honours for Nature Positive work in Denmark, and our New Zealand team won Transportation Project of the Year.

DENMARK

Praise for Copenhagen Rain Management Corridor

WSP was the engineer for the multi-award-winning climate resilience project Karens Minde Aksen in Copenhagen's South Harbour, which transformed a neglected, flood-prone city corridor into a climate-resilient, community-enhancing urban space. The project received two awards from the City of Copenhagen in 2024: the Building Award and the Audience Award.

FINLAND

Rail Advisor named Young Consultant of the Year

Sustainable urban transport expert Florencia Bigatti won a competition naming her Young Consultant of the Year by SKOL, the Finnish Association of Consulting Firms.

UK & IRELAND

Quadruple Win in Civil Engineering

Our UK and Ireland team received four honours at the New Civil Engineering Awards 2024: Consultancy of the Year, Impact in Energy, Advisory Services Provider of the Year, and Best Delivery of Business Change. We received accolades for our work to support the UK government's carbon capture and storage goals, our people-first approach to projects and the incorporation of technical, social and environmental outcomes into our business model.

Sustainability Honours for E&E Team

The Brownfield Awards and Women in Green Business Awards included several commendations for WSP projects and team members: Best Biodiversity Enhancement on a Brownfield Project, Best Research or Application in the Advancement of Science, Technology or Digital Innovation, the Judges' Award and the 20th Anniversary Award. At the Women in Green Business Awards, Head of Discipline - Sustainability Advisory Afshan Rasheed won Mentor of the Year.

CAPTURING CARBON BY THE TONNE

PROJECT — Cory Energy Carbon Capture
LOCATION — London, United Kingdom
CLIENT — Cory Environmental Holdings Ltd.
SDGS — 7, 13

WSP is helping Cory Environmental Holdings Ltd. develop carbon capture capacity at two energy-from-waste facilities on the shores of the River Thames. By 2030, this project could deliver 1.4 million tonnes of CO_2 savings per annum – making a significant contribution to reducing the carbon emissions from the several million people that Cory serves in London and the southeast.

Combined, Cory's Riverside 1 and Riverside 2 waste-to-energy facilities will be able to process 1.4 million tonnes of non-recyclable waste annually. This output provides enough partially renewable baseload energy to power 371,000 homes.[1] With carbon capture technology in place, Cory's facilities will help address London's waste management concerns with sharply reduced contributions to atmospheric CO_2 concentrations.

To help Cory reach its carbon capture goals, WSP is providing environmental assessment and infrastructure planning services alongside Pre-Front End Engineering Design advice. Prior to this, our team has undertaken a full feasibility study for the project, examining a suite of options for capturing and transporting CO_2.

WSP continues to provide advice to help the project secure planning consent in the form of a Development Consent Order from the UK government. Our team, comprised of UK and international experts, worked swiftly and flexibly with Cory to prepare all planning requirements for the project and undertake the necessary environmental impact assessment, surveys and land referencing.

FUTURE READY® FACT: Supporting infrastructure as part of the proposals also includes a new export jetty, pipeline and duct corridor routing, and connections between facilities that will enable captured CO_2 to be transported by ship for safe storage in the North Sea.

Read more
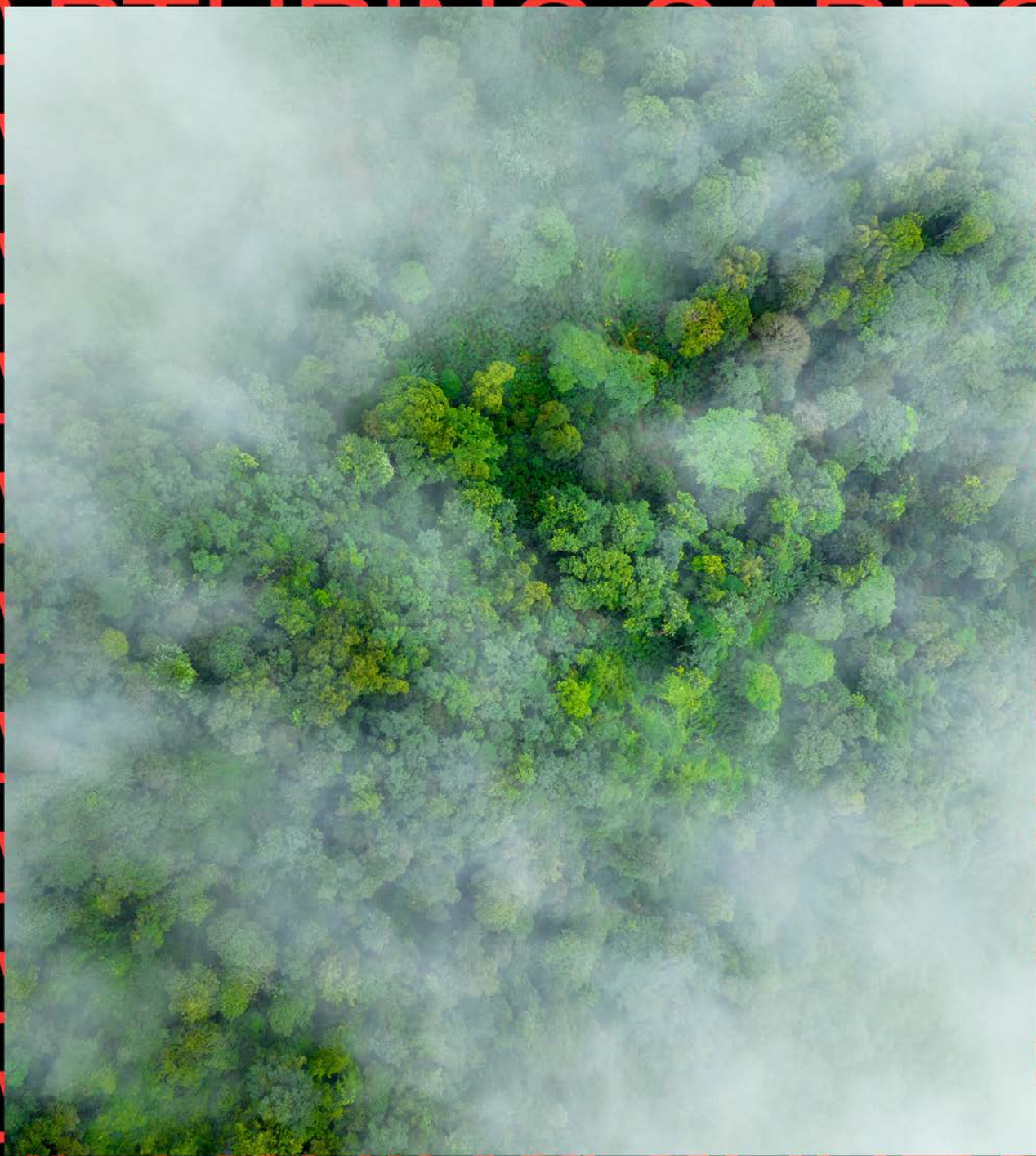
1   Source: Cory Environmental Holdings Ltd.

BUILD IT AND THEY WILL COME

PROJECT — Kaisantunneli
LOCATION — Helsinki, Finland
CLIENT — Destia Oy
SDGS — 3, 11, 13

Destia Oy chose WSP as the designer to improve accessibility through Helsinki Central Station, with a particular objective to increase pedestrian and cyclist traffic.

In 2000, a pedestrian tunnel was added to Helsinki Central Station under 19 pairs of tracks and below groundwater level, but it was too short to meet all subsequent active transport requirements. Furthermore, the tunnel was not extended to proximal street entrances and there was no designated cycling path. Nearly 20 years later, the city council decided to expand the tunnel to accommodate cyclists and lengthen it to connect pedestrian and bike users to the city centre.

The project site was considered the most challenging construction site in Finland. Aside from the technical challenges, the design also had to address user concerns. The new tunnel had to be safe and inviting to encourage people to use it. The 4 m-wide cyclist track and adjacent 3.5 m-wide pedestrian lane feature frost protection heating, a gentle curve radius, underground smoke extraction and ventilation, and embedded, restful ceiling lighting. To further encourage the use of rail transit, the tunnel has space to park 1,000 bicycles.

The completed structure replaces a route around the station plaza that was once congested with four sets of traffic lights and heavy car traffic.

FUTURE READY® FACT: It is estimated that the tunnel will be used by approximately 10,000 pedestrians and 10,000 cyclists per day, which is expected to significantly reduce car usage in the city centre.

Read more

CONNECT CITY CENTRE
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POWERING PORTS

PROJECT — Shore Power Project
LOCATION — Florida, US
CLIENT — PortMiami
SDGS — 7, 13

As the engineer of record, WSP is helping to establish the East Coast's largest shore power system at PortMiami, one of America's leading cargo and passenger ports, known as the "Cruise Ship Capital of the World". This world-class endeavour – the Shore Power Project – sets an exciting new industry standard for environmental stewardship.

Once completed, this visionary project will feature a total of five shore power systems, enabling cruise ships to switch off their engines while connected to the local power grid. Designing a single system that was flexible and applicable to a variety of cruise ships was an unprecedented challenge, but one well worth the effort. The resulting reductions in air emissions and pollution are a clear testament to PortMiami's commitment to resilience, paving the way for industry-wide sustainability.

"This impressive project enhances the port's resilience to climate-related impacts and raises the bar across the entire industry when it comes to commitments to energy, sustainability and excellence," said Jerry Jannetti, Transport & Infrastructure Business Line Executive at WSP in the US. "WSP extends its congratulations to Miami-Dade County, PortMiami, the

cruise lines and all partners involved in the activation of this landmark system, which will serve as a blueprint for future shore power initiatives."

Supporting hundreds of thousands of jobs, PortMiami serves as a vital hub for international trade, processing millions of tons of cargo each year.

FUTURE READY® FACT: "The decisions that we make today will shape the legacy we leave for generations to come, and the PortMiami Shore Power Project is at the forefront of this transformative journey," said Helga Sommer, PE, chief of engineering at PortMiami. "This project reduces our carbon footprint, embraces the principles of environmental stewardship and redefines the role that ports play in the global energy landscape."

Read more

POWERING PORTS
POWERING PORTS

MINDING BIODIVERSITY IN MINING

PROJECT — IAMGOLD Nature Positive Strategy
LOCATION — North America and West Africa
CLIENT — IAMGOLD
SDGS — 6, 13, 15

With operating gold mines in Canada and West Africa, IAMGOLD aims to develop a robust strategy aligned with its initial position statement to achieve Net Positive Biodiversity by 2050.

WSP is supporting Toronto-based mining corporation IAMGOLD on its biodiversity journey by analyzing and mapping the state of nature at project sites in both Canada and West Africa, assessing the ecosystem before and after mining operations.

This work helped determine the level of effort required to support the strategy. We identified how to quantitatively measure impacts, and helped identify some challenges related to IAMGOLD's original commitment:

— How can a reclamation strategy restore what has been lost when every site's ecosystem is unique and there is no global unit of biodiversity value?

— How do we set a goal to restore nature by 2050 if a site remains active beyond that date?

Following WSP's key findings and recommendations, IAMGOLD decided to review its nature-positive commitment and is assessing its alignment with the ICMM commitment of achieving a minimum of no net loss, or net gain, of biodiversity by completion of closure.

By assessing the real impacts of its operations on local ecosystems and reviewing its initial commitment, IAMGOLD is better equipped to set realistic, measurable targets – strengthening the sustainability of its operations while reducing adverse effects on both human and non-human communities.

FUTURE READY® FACT: WSP helped IAMGOLD to quantify how the existing closure plan for one of its three major sites was contributing to their Net Positive committed target through the inclusion of gallery forest and grassland or savanna ecosystems.

Read more
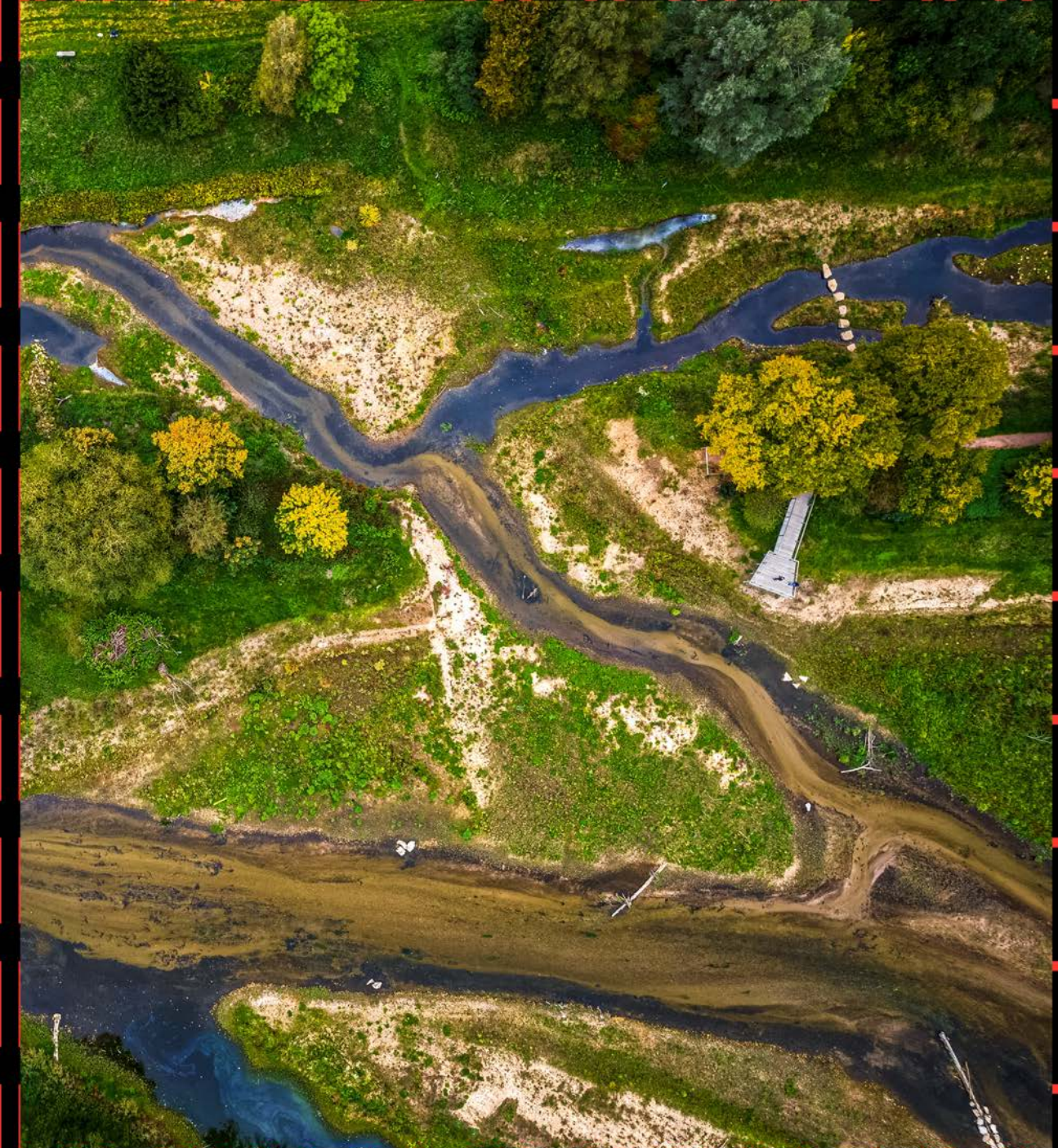
AUSTRALIA'S FIRST DRIVERLESS RAPID METRO SYSTEM

PROJECT — Sydney Metro City and Southwest
LOCATION — Sydney, Australia
CLIENT — Transport for NSW
SDGS — 9, 11, 12, 13

Using public transportation in place of driving a car is one of the most effective actions individuals can take to reduce their carbon footprint. To give commuters in Sydney, New South Wales (NSW), more options to use rail travel, Transport for NSW engaged WSP to support the expansion of Sydney Metro – the first driverless rapid metro system on the continent. Once complete, the system will increase train numbers by 60 percent during peak periods, expanding capacity for an extra 100,000 commuters per hour.

Getting more people on trains is just part of the climate action represented by this project. The scale of Sydney Metro City & Southwest – 31 km of new metro rail, upgrade and conversion of 11 stations and new twin tunnels under Sydney Harbour – provided an opportunity for more responsible construction material choices. By recommending an innovative synthetic-fiber-reinforced concrete mix, WSP was able to cut the

requirement for emissions-intensive conventional concrete by half without compromising early strength and cycle times.

WSP further reduced the environmental impact of natural sandmining and emissions-intensive haulage by procuring 1,000 metric tonnes of recycled crushed glass sand from an NSW waste service provider at no charge.

Other factors in the project that won it a 'Leading' design rating and a perfect score from the Infrastructure Sustainability Council included a significant reduction in materials lifecycle impact and a nearly 75% reduction in water demand. The project also added a groundwater treatment plant to capture seepage from the rail tunnels and transform 2 million litres of wastewater per day into a useful resource.

FUTURE READY® FACT: In this project, using an alternative low-carbon concrete reduced embodied carbon by >10,000 tCO_2e compared to typical Australian-Standard-compliant concrete.

Read more

LIVING SEAWALL REBUILDS MARINE ECOSYSTEM

PROJECT — Tauranga Living Seawall
LOCATION — Tauranga, New Zealand
CLIENT — Tauranga City Council
SDGS — 13, 14, 15

A new seawall in Tauranga, New Zealand was designed to foster a healthier marine environment and enhance coastal protection. The seawall lies at the northern end of Tauranga's strand waterfront reserve.

To help rejuvenate the local waterfront, the Tauranga City Council commissioned WSP to design a 180-metre seawall that spans the gap between the local Fisherman's Wharf to the harbour's Tidal Steps. Knowing that traditional seawall construction tends to harm marine ecosystems, our team designed a solution that benefits Tauranga residents while also protecting and improving life under the sea.

The answer was using living seawall pods. These structures retain seawater as the tide goes out, providing vital habitat for the diverse marine life that populates Tauranga's tidal spaces. Following some careful coastal engineering to design a rock revetment,

the project craned 100 living pod units into place to sit snugly among two layers of locally quarried armour stone.

Marine growth is already starting to take root in Tauranga's new living seawall. Going forward, scientists from the Regional Council and Toi Ohomai Institute of Technology plan to run a long-term ecological monitoring program to keep track of how marine life fares among the new units.

FUTURE READY® FACT: When coastal defences such as new seawalls are created, natural foreshores and marine ecosystems are usually destroyed. By providing a home for tidal sea life, incorporating living seawall pods in seawall design is intended to help limit ecological damage.

Read more
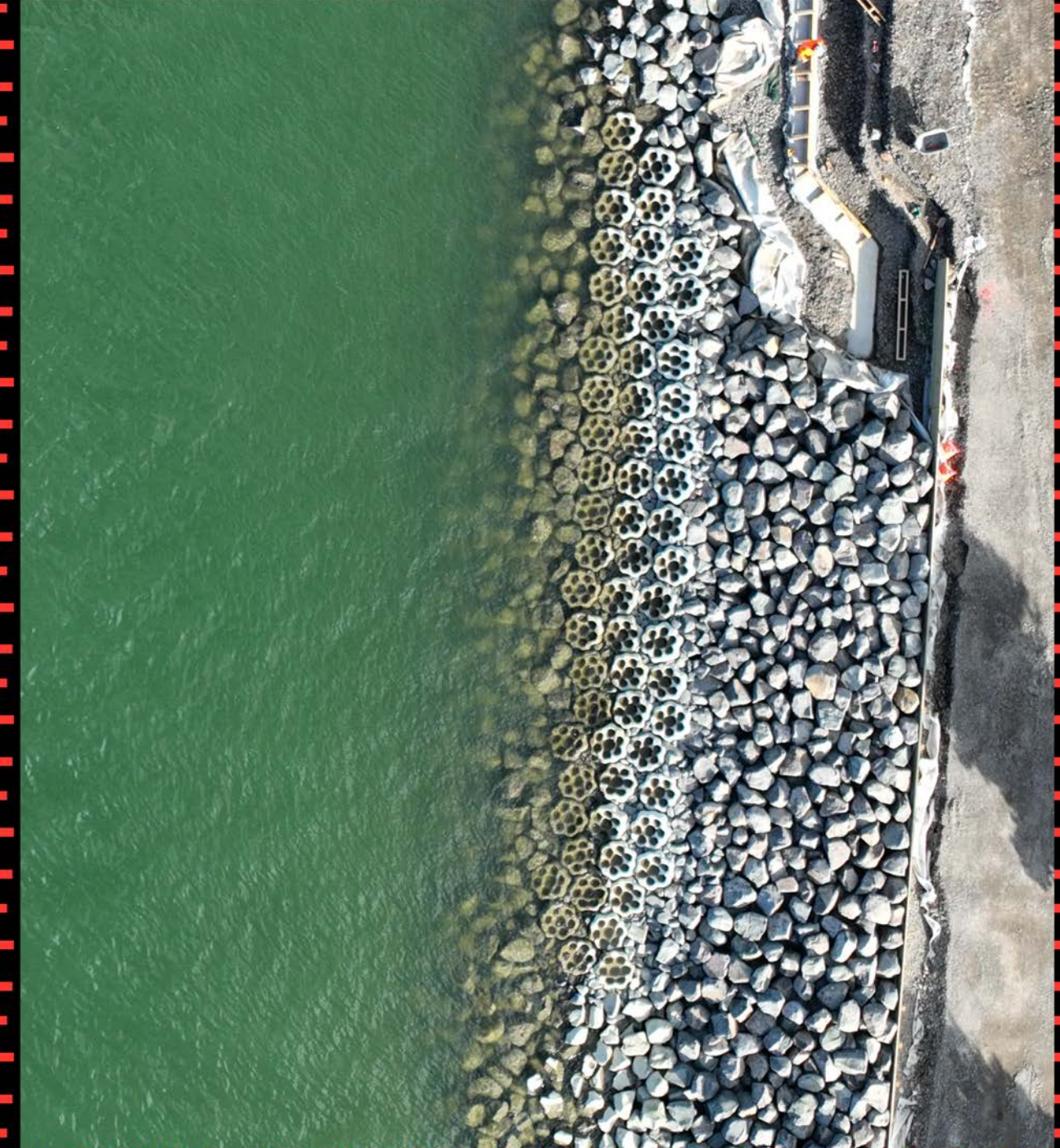
REBUILDING ECOSYSTEM REBUILDING ECOSYSTEM

IMMERSIVE TECH MEETS GREEN DESIGN

PROJECT — The Henderson
LOCATION — Hong Kong, China
CLIENT — Henderson Land Development
           Zaha Hadid Architects
SDGS — 3, 6, 7, 11, 12, 13, 15

The Henderson is a 36-story marvel where innovations in building information modelling blend seamlessly with impactful efficiency practices to yield a space where human well-being takes centre stage. With Zaha Hadid Architects taking the lead in design, WSP came on board to provide mechanical, electrical and plumbing design and engineering.

Our vertical transportation team leveraged a third-party technology to design the world's first AI-enabled control system for the building's elevators. Integrated video analysis counts the people inside each car and those waiting in each elevator lobby, allowing the system to intelligently route elevator traffic in a contactless system where passengers use their smart devices to call for cars and request stops.

The WSP team also delivered sustainable solutions to efficiently maximize comfort for perimeter office occupants. A solar responsive ventilator creates an

insulating air cushion to combat solar heat gain on the interior side of the building's curtain wall. This fully automated system operates only when people need it, drawing its power from rooftop solar panels.

The Henderson likewise takes direct aim at Hong Kong's water scarcity concerns. Super-high-performance chillers are cooled by air rather than water, eliminating an important source of water consumption. The building's extensive publicly-accessible green oases – as well as other vital functions – tap rooftop rainwater reservoirs, reducing water use by 50%.[1]

FUTURE READY® FACT: The Henderson has been recognized internationally for the team's use of advanced construction technologies, with all members collaborating to create a 4D digital twin of the completed tower.

Read more

© Henderson Land Development

1   Source: Henderson Land Development

AIRPORT BUILDS CLIMATE RESILIENCY

PROJECT — Climate Resilient Airports
LOCATION — Central Europe, Italy, Rome
CLIENT — Aeroporti di Roma
SDGS — 7, 9, 11, 12, 13

Airports now face climate challenges which may impact their operations, infrastructure and business continuity. Airports are particularly vulnerable to weather-related disruptions, such as storms, rising sea levels and changes in climatic patterns; as such, it is imperative to make tangible commitments and produce concrete strategies to address the impact of climate change on their assets. Aeroporti di Roma (ADR) engaged WSP to conduct a comprehensive climate risk assessment for its two airports, Leonardo Da Vinci in Rome-Fiumicino and G.B. Pastine in Rome-Ciampino. The assessment involved screening relevant climate hazards, scoping critical assets and dynamic modelling of risks.

The assessment methodology included the classification of climate-related hazards, analysis of past and future climate conditions and development of a climate atlas for easy retrieval and graphical representation of data. The resulting Hazard Assessment Atlas and Assets Scorecard detailed the exposure, vulnerability, mitigation measures and risks for each asset. The mitigation measures identified were

grouped into four main categories: design, control model integration, monitoring and maintenance, and infrastructure resilience.

The comprehensive climate risk assessment allowed ADR to develop a detailed understanding of the vulnerability and resilience of its airport infrastructure. This understanding enabled the preparation of a Climate Adaptation Plan, which includes short, medium and long-term mitigation measures to reduce the impact of risks and increase asset resilience.

FUTURE READY® FACT: ADR has included the achievement of net zero by 2030 in its strategy, 20 years ahead of European Union targets for climate neutrality.

Read more

HISTORIC GARDEN GOES GREEN

PROJECT — Ulrich Gardens
LOCATION — Warsaw, Poland
CLIENT — Ingka Centres
SDGS — 11, 12, 13, 15

Our sustainable development team in Poland helped Ingka Centres achieve Building Research Establishment Environmental Assessment Method (BREEAM) certification for three buildings at the historic Ulrich Gardens complex. Located in Warsaw's Wola district, these 19th-century buildings needed serious renovation and reconstruction work. Restoring them to their former glory and making them energy-efficient, ecologically friendly spaces took extensive collaboration among the project architects, general contractor and the WSP team.

Our team conducted detailed assessments of Ulrich's Greenhouses, Ulrich's Villa and the Green Cottage. The project aimed to spotlight ways these buildings could be made more accessible, ecologically friendly and energy efficient while protecting and preserving their cultural heritage.

Rather than focus on a narrow range of sustainable outcomes, the team took a holistic approach. They explored how the renovation efforts could cut energy consumption and support local flora and fauna,

alongside ways the construction and renovation efforts themselves could be made safer, less wasteful and more environmentally friendly.

The results came back positive from BREEAM certifiers. BREEAM awarded the Greenhouses an International New Construction certificate while granting the Villa an International Refurbishment and Fit-out certificate, both at the Excellent level. Our team helped to deliver BREEAM-certified spaces that integrate the local community, enhance biodiversity and minimize waste while maintaining their cherished cultural heritage.

FUTURE READY® FACT: One of the project team's key recommendations was to enhance biodiversity and create a butterfly habitat. To ensure the appropriate conditions, they introduced plants that attract butterflies at various stages of development – from larva to mature insects. Butterfly houses were also installed to provide shelter from weather conditions and a place for hibernation.

Read more

ENVIRONMENTAL

IN THIS SECTION

ENERGY & CLIMATE

BIODIVERSITY & NATURAL CAPITAL

ENERGY & CLIMATE

In 2024, we continued to focus on reducing energy consumption within our offices, procuring renewable energy and working towards our climate ambitions. Throughout the year, the Global Environmental Leaders Network and Net Zero Task Force engaged with our people, partners and/or clients on topics including GHG emissions reduction, renewable energy procurement, waste, environmental observations, training, volunteering and environmental certification.

2024 HIGHLIGHTS

OFFICE INITIATIVES

Achieved 100% Renewable Electricity

For the first time, we procured renewable electricity to cover 100% of our offices worldwide, sourced from green tariffs, onsite generation, power purchase agreements and Environmental Attribute Certificates (EACs). The EACs we procured for the US and Canada are both Green-e certified and EKOenergy certified. EKOenergy-labelled energy must fulfill additional sustainability criteria. Additionally, EKOenergy directs a portion of the purchase to the EKOenergy Climate Fund, which finances clean energy projects in remote communities in developing countries. In certain markets where renewable electricity procurement is challenging or not possible, we procured EACs from a neighbouring country. Please refer to "Appendix A — Definitions & Methodology" for more information.

Electrification and Circular Design in Sydney, Australia

During our Sydney office lease renewal negotiations, WSP entered into an innovative leasing agreement with our landlord, Brookfield, aligning with our sustainability priorities and net zero commitments. Brookfield has engaged WSP to undertake an electrification assessment and Green Star feasibility study, aiming for carbon neutrality by 2025 and full electrification by 2030. The new fit-out design of our office prioritized reuse, refurbishing, donation and recycling of materials.

Read more

Spotlight on Biodiversity in Lima, Peru

Our new Lima office integrates sustainability with efficient lighting, natural light and reused furniture and equipment. A mural of the spatula-tailed hummingbird, created by a local artist, adorns one wall. This hummingbird, native to the Utcubamba River basin in northern Peru, is endangered due to habitat loss.

Fitwel and LEED Certifications in Canada and Italy

We received Fitwel certifications for our 25 York office in Toronto (Ontario) and our Laval (Quebec) office. Our 840 Howe St office in Vancouver (BC) was also re-certified. For both our Laval and Mississauga (Ontario) offices, we received LEED Silver certification for the fit-out of the premises. We also opened a new LEED Platinum-certified office in Milan, Italy, bringing together two former acquisition company offices.

"The Sydney office is truly a demonstration project of how circular economy principles and strategies can be brought to life to achieve great environmental, social and economic outcomes, thanks to a collaborative approach among all project stakeholders."

——

Matthew Payne
WSP Sustainability and Climate Change Director (Australia)

Landfill Diversions in the US and New Zealand

Through a partnership with Green Standards, WSP achieved a 99% landfill diversion rate for our Denver, Colorado, office consolidation project. Approximately 30 tons were diverted from landfill through reuse at other WSP offices, recycling or donations to non-profits or community organizations. In partnership with a vendor named "All Heart", our team in New Zealand was able to divert approximately 15 tons of furniture from landfill. These items were redirected for use by local community organizations.

Organic Waste Management Pilot in Santiago, Chile

Our office in Las Condes, Santiago uses an integrated Bokashi-Hyperthermophilic composting system that decomposes waste under low or no oxygen conditions. Organic waste, estimated at 10% of the office's total waste, is collected, sorted, weighed and shredded.

TRANSPORTATION INITIATIVES

Global Sustainable Business Travel Guidelines

We developed guidelines (launched in January 2025) to promote thoughtful travel choices, emphasizing the selection of sustainable modes of transportation whenever feasible.

Telematic Technology in US Vehicle Fleet

We now install advanced telematic technology in our vehicle fleet to gather data, including GPS position, speed, engine diagnostics and driver operation patterns. Use of the technology enhances operational efficiency, safety and sustainability.

Global Employee Commuting Survey

Our second global survey on employee commuting and remote work helped us better estimate emissions and identify opportunities for improvement.

PROCUREMENT INITIATIVES

BSR Engineering Services Roundtable

We co-founded this initiative with non-profit BSR and other architecture and engineering firms to create a collaborative space for addressing common challenges and driving supply chain sustainability within engineering services firms.

Supplier Engagement

— 107 of our largest suppliers disclosed to CDP.

— WSP developed scorecards based on supplier 2023 CDP responses, with recommendations for suppliers on areas to focus on for 2024.

— We offered pro bono support to suppliers, assisting them in their GHG inventory efforts.

— An improved Excel tool was developed by WSP for our suppliers to accurately track and manage GHG emissions.

Partnership with Steelcase

Steelcase, which has committed to net zero by 2050, is now our preferred furniture supplier in the US and Canada.

DESIGN AND ADVICE INITIATIVES

Reducing Embodied Carbon in Structural Design

Our WSP in Canada Structure Decarbonization Practice was awarded a Canadian Consulting Engineer Excellence Award. The practice is advancing decarbonization by establishing carbon baselines with an in-house Autodesk Revit plug-in, providing training and education, and developing a custom web app for optimizing embodied carbon. The practice is also incorporating low-carbon materials in procurement and promoting steel re-use across the supply chain.

International Accreditation for Carbon Management

Our Australia business joined our UK business in receiving accreditation to the British Standards Institution's PAS2080:2023 standard for managing carbon in infrastructure and buildings. As part of this initiative, we developed a carbon management process that provides guidance and tools for project teams.

Read more

FIDIC Carbon Collaboration Initiative

WSP is supporting this FIDIC initiative, which is focused on reducing carbon from infrastructure projects. In 2024, this involved developing a Carbon Management Framework to provide guidelines for infrastructure project teams to move from carbon awareness to integration of carbon management.

Read more

PARTNERING WITH OUR INDUSTRY TO DELIVER FASTER CHANGE

WSP is proud to be one of the founding members of the Pledge to Net Zero initiative – the environmental industry's own program to take fast climate action on its own emissions. At the end of 2024, membership of Pledge to Net Zero had grown to 190 members, and members report reductions of over 1 million tonnes of GHG emissions from their baseline years (as an aggregate).

Pledge To Net Zero was one of the key contributors to new guidance from the Climate Champions and the UN Race to Zero program on integrating net zero principles into professional services. We hosted the launch of this important new guidance in our New York City office as part of the 2024 New York Climate Week. WSP also convened a working group to develop practical ways for the environment and engineering sectors to estimate GHG emissions in their designs and advice. Pledge to Net Zero published draft recommendations in September 2024.

BIODIVERSITY & NATURAL CAPITAL

In 2024, we remained committed to having a positive impact on the natural world through our business operations and our work.

2024 HIGHLIGHTS

TNFD Assessment

WSP conducted its first global Task Force on Nature-Related Financial Disclosures (TNFD) assessment for our operations and value chain. This assessment followed the Locate, Evaluate, Assess, Prepare (LEAP) approach to understand WSP's reliance and impact on nature. WSP's nature-related impacts, dependencies, risks and opportunities were assessed by using best practice tools, internal expert analysis and stakeholder engagement. Please refer to the "Biodiversity and Ecosystems" section of the Disclosures in this Report for more information.

Supporting Businesses with TNFD

The UN Global Compact Network Canada and WSP jointly released "TNFD Essentials: A Beginner's Guide to Nature-Related Financial Disclosures." This guide aims to help companies start their journey in making nature-related financial disclosures by providing practical steps for businesses to address risks and opportunities related to nature.

Joined the Science Based Targets Network

We joined the network as a Corporate Engagement Program member and referral member. By joining the program, we are working to have a positive impact on the natural world through our business operations and our work. We are helping to develop and road-test the methods, tools and guidance related to science-based nature targets, to facilitate their adoption.

Developed a Power Plant Guidebook

We delivered a first-of-its-kind Power Plant Guidebook, commissioned by Eurelectric, the sector association that represents the common interests of the European electricity industry. With the energy transition in full swing, our experts provide clear recommendations and concrete steps for scaling up nature-inclusive designs and good operational practices across renewable energy and grid projects.

"The challenges we face with biodiversity are immense, but so are the opportunities. By adopting frameworks like TNFD, we can transform these challenges into actionable strategies that not only protect our natural world but also drive sustainable business growth. Together with our clients, partners and stakeholders, we can pave the way for a future where business and biodiversity thrive hand in hand."

———

André-Martin Bouchard
Global Director, Earth and Environment

SOCIAL

IN THIS SECTION

ABOUT OUR PEOPLE

INCLUSION & BELONGING

INDIGENOUS RELATIONS

HEALTH & SAFETY

COMMUNITY ENGAGEMENT

ABOUT OUR PEOPLE

2024 was a landmark year for WSP, showcasing our dedication to excellence and growth. By integrating grassroots and regional programs into a unified global framework, we reinforced our commitment to being locally dedicated while expanding internationally.

At WSP, we pride ourselves on being a people-centric organization that thrives on innovation, integrity and inclusion. Our employees, known as Visioneers, are the driving force behind our success. This global framework provides our talented team with unparalleled access to WSP's extensive expertise and programs, ensuring they have the best opportunities to grow and excel. Working at WSP means being part of a dynamic, supportive and forward-thinking environment where the best talent can do their best work.

We work to integrate our Guiding Principles into every facet of how we attract, nurture and develop our team. This is exemplified in the strides we have made during our 2022-2024 Global Strategic Action Plan. Within this plan, we focused on three key themes that reflect our dedication to our people:

CREATE A FULFILLING ENVIRONMENT

We pledge to foster a workplace where everyone feels valued and included. Embracing differences fuels our creativity and drives us towards excellence.

INVEST IN CAREER AND PROFESSIONAL DEVELOPMENT

We are dedicated to investing in the growth and development of our people, providing opportunities for continuous learning and career advancement. This investment in our team members supports them in their ability to achieve their fullest potential, both personally and professionally.

LEVERAGE OUR COLLECTIVE TALENT

We believe in the power of collaboration and the exchange of ideas. By harnessing the unique talents and perspectives within our organization, we are able to deliver exceptional solutions and services to our clients, making a lasting impact on the world around us.

Together, these principles illustrate our perception of a brighter future. As we move forward, we remain steadfast in empowering our people, enriching our culture and elevating our impact on a global scale. We strive to make every voice heard, every talent recognized and every dream realized.

Examples of our actions are described in this section.

TALENT ATTRACTION, ENGAGEMENT AND RETENTION

Our culture thrives when we listen to our employees. Feedback from our employee engagement platform "WSP Listens" shapes how we grow and develop our workforce. We have adapted select regional concepts into programs that connect talent with opportunities, offering a customized career development experience for all.

Learn more about how we manage talent attraction, engagement and retention in the "Our Workforce" section in the Disclosures of this Report.

Talent Attraction and Enablement

We are focused on attracting the brightest minds from a range of backgrounds to join us in tackling the world's most complex challenges. We are deeply committed to being Future Ready® in everything we do, ensuring our stability and growth, including attracting talent. Promoting career development and internal mobility supports employees in designing a fulfilling career path across our global organization and gaining international experience. To underpin this commitment, a Vice President of Workforce Enablement was appointed in October 2024 to transform our approach to Talent Mobility during our next strategic cycle. Empowering employees to work in different regions builds a dynamic and agile global workforce that is well-equipped to meet the evolving needs of our business and the industry.

Talent attraction and enablement initiatives are tailored to each region. In 2024, they included:

— Two career events in the UK that were focused on supporting university students from under-represented backgrounds move into engineering careers.

— Supporting the development of local talent through targeted recruitment initiatives in the Middle East, including structured graduate programs, employee referral incentives, hosting development workshops for an Emirati Female Foundation and strategic partnerships with top universities in the region to attract and develop United Arab Emirates employees.

— The Workforce Enablement team in Australia working with project leads and clients to adjust flight roster schedules, resulting in more sustainable travel arrangements, less site downtime and ultimately cost savings for our clients.

— The US Summer Internship Program hosting over 500 interns, with a curriculum including a Leadership Speaker Series and an introduction to our Future Ready® initiatives and Employee Value Proposition.

Employee Value Proposition: With Us, You Can

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

We designed the EVP to create experiences and communications that consistently align with who we are. It attracts the talented people we need to realize our vision, encourages retention, and showcases the unique impact we have in the world, helping us stand out and inspire people to work with us. In 2024, the first year of implementation, we created an EVP campaign on our social media channels that focused on recruitment and highlighted our "With us, you can" message. Across our LinkedIn, Instagram and Facebook platforms, the EVP campaign posts outperformed all other WSP social media content in 2024, worldwide.

This initiative is being brought to life across key moments of the employee journey throughout our regions. These key moments include recruitment, onboarding, mobility and mentoring. We will further embed our EVP in 2025 by developing tools for our employees and leaders to continue bringing it to life.

Employee Engagement and WSP Listens

Our online platform "WSP Listens" achieved an 80% participation rate over the past three years, enhancing our understanding of our global workforce. We measure employee engagement through workplace satisfaction scores, retention likelihood and recommendations for WSP. Our overall engagement has improved since 2022. During 2024, we also continued to see an upward trend in employee and manager interactions via the WSP Listens platform.

From 2022 to 2024, employees expressed their satisfaction in areas such as well-being, reward and recognition, and in the work they perform and teams they interact with.

In the past year, well-being satisfaction increased due to our regional and global initiatives. For example, the Well-being Committee, formed in 2024, launched the first global Well-being Challenge, "Beyond Steps", involving over 6,000 colleagues and logging 8.5 million active minutes. The event's success prompted us to make it an annual challenge.

Employees' sense of trust and belonging has increased since 2023, which is significant in light of our organic and acquisition headcount growth over the past two years. An increased sense of trust and belonging is testament to our culture and how our employees engage on a daily basis.

We have prioritized a culture of listening globally, welcoming feedback from all employees. Improved engagement reflects a better employee experience, and 2024 feedback highlighted strengths we continue to nurture.

WSP Learns and Talent Development

In response to feedback from WSP Listens, we launched WSP Learns globally in 2024 – an online learning platform providing employees with thousands of courses to expand their skills and expertise. Users can tailor their learning experience to a preferred language, educational track and course duration. Topics include career development, leadership, a range of business software and project management.

Examples of regional talent development programs, which are complementary to our global WSP Learns program, include:

— In the US, over 80 leaders participated in the second cohort of our Elevate leadership development program in 2024. They developed their skills in areas including business strategy and leadership acumen, ending the program with a final project challenging them to solve real corporate problems.

— Leadership capability programs saw more than 3,600 learning hours for 148 people manager participants from our India operations, spanning six months of programs blending experiential workshops with self-paced learning.

— In partnership with Infinity Unconventional Education, we held our first Central Europe-wide management training course with managers from Germany, Switzerland, Spain, the Netherlands, France and Italy.

— Our Young Talent Program in Taiwan reached its five-year milestone in 2024, where participants are provided with peer coaching circles while learning how to inspire and connect with others, manage stakeholders and enhance their strategic presence to lead through complexity.

Learn more about how we manage talent development in the "Our Workforce" section in the Disclosures of this Report.

WSP Connects

Our WSP Connects platform began supporting both networking and mentorship opportunities globally at its launch in 2024. Mentees are paired with mentors based on shared compatibility. Users create a profile to be matched via algorithms with potential mentors or networking partners. WSP Connects is available to the majority of employees and includes conversational guides, training and tools for both mentors and mentees as program resources to promote the development of strong, meaningful relationships. We finished 2024 with over 2,000 active profiles of mentors and mentees.

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

— Our Rotational Program in Canada graduated its first cohort and began its second, with the goal of providing early career professionals with development opportunities to identify their career paths over a 24-month period.

— Our People Leader Development Program in the Middle East is certified by the Institute of Leadership and Management Recognised Quality Measures agency and engaged 155 regional leaders since its launch in late 2023.

— Our Australia region includes a well-being goal in employees' annual development planning, which can be any personal goal important to the individual. In 2024, we received feedback that setting well-being goals strengthens relationships between managers and their teams by creating visibility for what matters to the employee, which allows their manager to help set them up for success.

— Our Mine Waste Management team in Santiago, Chile, developed a new program which addresses the team's need to transfer experience and knowledge to younger coworkers.

"Own It": WSP's Global Employee Share Purchase Plan

Our Global Employee Share Purchase Plan, "Own It", is a celebration of our collective success. Building on the success of our longstanding program in Canada, through 2024 we continued to expand the Global Employee Share Purchase Plan (ESPP) across WSP. By enabling employees to become vested partners, we are fostering a sense of pride and ownership that is unparalleled. Aptly named "Own It", this program offers employees the chance to invest in WSP's future by purchasing company shares through payroll contributions. With WSP matching 50% of these contributions and employees gaining immediate ownership of their shares, this initiative strengthens the sense of pride and partnership within our workforce. By aligning our employees' interests with the company's success, we are fostering a culture of shared growth and commitment.

Succession

Our Senior Leadership Succession and Development program was refreshed in 2024 by the introduction of dynamic talent reviews. Global leaders have comprehensive profiles for potential successors, which facilitate a strategic discussion about leadership development and succession planning. In 2025, we plan to further enhance this process by integrating an automated software application, allowing for real-time updates and continuous talent analysis. This new approach ensures a fair succession planning strategy, focusing on leadership development and mobility. WSP's focus on succession planning has resulted in over 75% of our leaders being promoted from within WSP in both 2023 and 2024.

INCLUSION & BELONGING

WSP is dedicated to fostering an inclusive workplace culture that reflects our commitment to maintaining a talented workforce. By prioritizing an agile working environment, we support personal vitality, work-life balance and belonging by making WSP more accommodating for everyone. We are committed to promoting an empowered workplace culture where respect and belonging are both expected and valued.

WSP strives for our people, peers and clients to experience a safe, respectful workplace, where we all promote an inclusive culture, creating a sense of belonging. By living our Guiding Principles, we accept no compromise when it comes to our ethics and our inclusive behaviours, and we ensure our people feel at ease to talk openly.

The examples of our Inclusion & Belonging (I&B) programs provided in this Report are illustrative and may not be available in all regions. The availability and implementation of specific projects may vary and are compliant with regional legal requirements.

Examples of regional efforts include:

— WSP partnering with the UK National Centre for Accessible Transport on a research study to better understand and mitigate the transportation barriers disabled people face. The study findings were turned into a searchable, public dashboard designed to educate industry professionals and policymakers.

— Celebrating Cultural Day across our Middle East offices, where our employees shared food from their homelands and wore traditional attire.

— 20 years of our Developing Professionals Network, a 6,000-employee-strong group in the US that fosters the growth and development of early career professionals through mentorship, training and networking opportunities. In 2024, the network launched 'Cup of Joe with Joe' as an interview-style chat with the WSP US President Joe Sczurko.

— Parents@WSP in Australia was established in 2024, as an employee-led support network for parents and carers of children across the caregiving lifecycle, offering the opportunity to connect and share their experiences through morning tea events.

2024 HIGHLIGHTS

Strategic Planning

Our people are at the heart of WSP. We welcome difference and we value what that brings to our projects in terms of innovation and collaboration. Our inclusion mindset and forward-thinking teams allow us to build trust across our company and with our clients. We measured and received feedback on our inclusive approach through our employee platform, WSP Listens, which contributed to our 2025-2027 strategic planning process.

I&B Training

In 2024, we made I&B training accessible globally through our WSP Learns tool. All permanent employees are given access to a wide variety of training, which includes modules on having difficult conversations, respect and creating a sense of belonging.

Global I&B Community of Practice

We continued to build and strengthen transparency and awareness through our Global I&B Community of Practice, composed of human resources professionals, I&B leads from our global business and senior-level representatives who meet regularly to share knowledge on I&B topics. Internal subject matter experts take part in these meetings, where best practice, training and ways of working are shared.

Campaigns and Spotlights

We have a calendar of celebration days and events where we highlight the stories and achievements of our employees, which ensures we celebrate respect and belonging at WSP.

In addition to our annual celebration days and events, in 2024, we held a National Inclusion Week in the UK and participated in a global event for International Women's Day. We highlighted the pivotal role of women's inclusion in accelerating innovation and driving our mission forward. The event featured senior women leaders from various regions, who discussed career opportunities and growth.

"Role modelling by our senior leaders is crucial in promoting our profession, especially on occasions like International Women's Day. Their leadership and achievements inspire and empower others, demonstrating the impact of inclusion and belonging in driving innovation and shaping the future of our industry. Feedback from our global event in March 2024 highlighted the profound influence of genuine, highly-skilled and inspiring women leaders, with participants expressing a desire to continually learn from their experiences and insights."

Jane Grant
Global Director, Inclusion & Belonging

INDIGENOUS RELATIONS

We aim to engage with Indigenous communities in a respectful and mutually beneficial manner. WSP understands that every community is unique. In addition to our foundational position on human rights, we employ a region-based approach to engaging Indigenous communities that respects their uniqueness, meets local needs and is responsive to emerging challenges.

Learn more about our Indigenous Relations work in "Affected Communities" in the Disclosures section of this Report.

2024 HIGHLIGHTS

Global Indigenous Relations Network

Building on the dialogues of previous years, regional team members from Australia, Canada, Latin America and the Caribbean and New Zealand met regularly throughout 2024 to foster collaboration.

Strengthening Our Relationships

WSP in Canada became a Sustaining Partner to the First Nations Major Projects Coalition. The Coalition is a non-profit organization comprised of 160+ Indigenous communities from across Canada. As a Sustaining Partner, WSP will work with the Coalition to advance stronger business relationships with Indigenous communities.

Building Cultural Awareness

WSP in Australia partnered with Red Dust, an organization with a mission to improve the future of Indigenous youth and families, to build a tiered cultural awareness package that includes online essentials for employees and a half-day workshop attended by the Australia Leadership Team. This partnership will ensure that we achieve our commitments under the pillar of "RESPECT" in our Reconciliation Action Plan, which is featured on our website.

"WSP is committed to establishing respectful relationships in support of major projects that respect the needs, traditions and values of Indigenous communities across Canada. Our involvement with the First Nations Major Projects Coalition's Sustaining Partners program is the next step in continuing the reconciliation journey by respecting the need for collaboration at the earliest stages of project development."

——

Marie-Claude Dumas
President, Canada

HEALTH & SAFETY

At WSP, Health & Safety (H&S) isn't just a practice—it is ingrained in our culture. This ensures we can diligently monitor, prevent, reduce or eliminate risks associated with the work undertaken by our employees and subcontractors.

We are committed to adopting a fresh perspective on H&S, seeking to explore and implement innovative ideas and practices to minimize the risks associated with our activities. WSP continues to make progress in driving a proactive H&S culture and understanding the root causes of incidents to ensure we keep all employees safe. Select program highlights are shared below.

At WSP, we manage health and safety together with environment and quality, forming our HSEQ program. We discuss our environmental activities in "Environmental Management" in the Disclosures section of this Report.

2024 HIGHLIGHTS

Global HSEQ Excellence Program

The Global Health, Safety, Environmental and Quality Excellence Program was launched in 2024 and requires our countries and subregions to carry out a self-assessment of the performance of their own HSEQ systems against the requirements of the Global HSEQ Management System Manual ("Global HSEQ Manual"). This provides a pathway for our countries and subregions to become best-in-class. As they progress through the levels, we will systematically elevate standards, giving our employees even more reasons to be proud of what we do and who we are.

Global HSEQ Manual

Our HSEQ Program builds on our commitment to reducing risk and enhances the support we provide to our people. For many subregions, we address our ISO standards across HSEQ in a single integrated system, and we strive to standardize our approach to HSEQ management. This integrated approach to HSEQ management facilitates cooperation between countries and subregions; provides guidance and support to countries or acquisition partners whose systems are still developing; and ensures a consistent application of standards. This allows us to present a single, unified WSP to our global clients. The Global HSEQ Manual was implemented across all of WSP in 2024.

Global HSEQ Orientation

New in 2024, we launched our global HSEQ orientation program. With a global employee completion rate in excess of our 95% target, we successfully outlined how important HSEQ is to us, and the care we have for our employees. Moving forward, this program will be made available to new employees during the onboarding process.

Leadership Engagement

Acknowledging the pivotal role that leadership plays in nurturing a safety-centric culture, we again prioritized leadership engagement as a foundational element of our HSEQ Program in 2024. Our concerted efforts resulted in a high completion rate of planned quarterly leadership engagements, a testament to the commitment of our leaders and their dedication to actively participating in activities that enhance workplace safety.

COMMUNITY ENGAGEMENT

We strive to create real, lasting change in the communities we serve. This includes building stronger partnerships, launching innovative initiatives and taking action to improve lives.

From pioneering environmental projects to empowering local communities, we work to realize a better future. We find opportunities with organizations and causes that break down barriers, promote accessibility and are committed to reducing social exclusion and inequalities.

The stories that follow reflect the impact of our community engagement in 2024. A more resilient, sustainable world is possible when people come together with purpose and determination – one project and one community at a time.

In 2024, WSP contributed to communities in many ways, including these global estimates:

$3.6M
Charitable donations

$2.6M
Additional financial contributions in paid volunteer time, in-kind giving, and pro bono hours

41.6K
Paid volunteer hours

SERVICES FOR GOOD

Building Resilient Communities

In 2024, WSP's Habitat for Humanity Build Day saw 600 US employees participating in 30 projects across 22 states, doubling our number of participants, projects and states from the 2023 event. Our partnership with Habitat for Humanity began in 2019 with a community project in Seattle; in the years since, the participation and reach of our employee volunteers speak to our company culture of developing and strengthening community resilience. Our teams, alongside their families and several clients, worked to complete critical repairs and renovations, build homes and construct playhouses across the country. Improving health and safety, fostering community connectivity and building prosperity through participating in Habitat for Humanity fortifies our connection to the places WSP employees live and work.

A Commitment to Clean Water

As a firm with more than 6,500 water professionals across the world, WSP continues to find ways to partner with Water For People, an international non-profit organization that promotes the development and accessibility of high-quality drinking water and sanitation services. We work on projects that provide access to safe and sustainable water sources and improve sanitation facilities, especially in underserved communities and developing regions. In 2024, WSP teams including those in Australia, the Middle East and South Africa led the initiative with an impressive line-up of awareness-building and fundraising activities that complement our corporate commitment. WSP also bolstered Water For People's visibility at key industry events, including the American Water Works Association's Annual Conference and Exposition in Anaheim, California, in June 2024, and the Water Environment Federation's Technical Exhibition and Conference in Chicago, US, in September and October of 2024.

Bridging Community in Isolated Areas

We continued our 14-year partnership with Bridges to Prosperity in 2024 when 10 WSP delegates travelled to Rwanda to help build a 75-metre suspension bridge to connect isolated communities. Bridges to Prosperity is a US-based non-profit organization with a mission to better lives in rural communities by providing volunteer design and construction services. To date, this collaboration has resulted in the delivery of 16 bridges in Bolivia, El Salvador, Nicaragua, Panama and Rwanda. In Rwanda, the newly constructed Bukoro Trail Bridge serves four communities in the Nyaruguru District and provides safe, year-round access to work, school and healthcare for over 4,000 residents.

CARING FOR COMMUNITIES

Championing the Next Generation of STEM Leaders

POWER continued its mission of supporting opportunities in science, technology, engineering and mathematics (STEM) in the US through its non-profit arm, the POWER Foundation. The Resiliency Initiative is a five-year, US $750,000 pledge established in 2022, aiming to engage students across POWER communities to pursue STEM education and careers. In 2024, the Foundation awarded $15,000 grants to 10 local organizations nominated by POWER offices. The grants funded classroom supplies, supported organizational outreach efforts and promoted STEM opportunities for students across all ages and grade levels. By building connections with those passionate about STEM, POWER fosters a sense of belonging and demonstrates its commitment to supporting STEM education, encouraging the next generation of STEM leaders in our communities.

Supporting Disability Care

WSP joined over 1,700 other companies to take part in the Poland Business Run, which supports people with mobility disabilities, amputees and those who have undergone mastectomies. Four WSP teams took part in the five-person relay event, supporting inclusion and community well-being. The event proceeds funded wheelchairs, prosthetics, orthopaedic equipment and medical care for 150 individuals.

Taking Action Against Violence

In honour of National Day of Remembrance and Action on Violence Against Women, colleagues from 30 offices in Canada put together donation packages for 30-plus women's shelters across the country. Volunteers filled the packages with essentials, such as blankets, personal hygiene products, clothing, baby items and toys, providing families with meaningful support at crucial times. Funding was donated by two WSP employee organizations, reaffirming our emphasis on safety and inclusion.

Breaking Barriers in Special Education

A group of Middle East team members volunteered 278 hours at the Dubai Centre for Special Needs in 2024, with over 95 employees visiting to build relationships and support equitable access to education and medical care. The Centre is a non-profit organization that provides education and therapy to students with special needs. We also sponsored the Centre's Family Winter Fair, a holiday event which builds community and camaraderie amongst program participants. Our support also included a financial donation to help the school purchase a rehabilitation chair and fund a child's therapy for a year.

A Drive for Kindness

In India, employees in our Noida and Bengaluru offices supported non-profit Goonj with a "Kindness Donation Drive" to gather essential supplies and resources for those in need. Goonj is an organization that promotes rural development with dignity, which supports our objective to bring positive change to communities.

SUSTAINABILITY IN ACTION

Promoting sustainable transportation

Our Taiwan office linked a service offering with public good by co-organizing a city-wide cycling day event with Kaohsiung City government on Earth Day. The event, which included around 150 cyclists from our partners, local cycling associations, and users of Taiwan's monthly commuter pass TPASS, also underscored our work with the City's Transportation Bureau to develop an urban cycling network, promoting low-carbon travel options and community health and well-being. We are conducting surveys of the city's current cycling routes and analyzing mobile phone data to identify new paths, while also working with government officials on a longer-term policy plan to promote bicycle commuting.

Bringing back biodiversity

Sixteen members of our Christchurch, New Zealand, office planted 1,975 native trees on the slopes of Te Poho o Tamatea at Te Rāpaki o te Rakiwhakaputa in an effort to restore coastal health and contribute to the Whaka Ora Healthy Harbour initiative. The native species were selected for their ability to enhance the local ecosystem and attract native birds and lizards.

Restoring nature's wetlands

Colleagues from our Puerto Montt, Chile, office combined environmental stewardship with family fun in a day spent cleaning up the Coihuin Marine Wetland, one of the largest intertidal coastal wetlands in Southern Chile. Nearly 250 kilograms of waste were collected to improve and conserve the ecosystem, which is a haven for resident waterbirds and migratory shorebirds for feeding. This was also an educational experience for the children of our employees, who received pamphlets explaining the importance of protecting these ecosystems, as well as games and personalized gifts featuring native birds, culminating in an impactful environmental awareness message.

Celebrating and protecting the environment

Our offices in India declared the month of June "World Environment Month" with activities, challenges and campaigns to raise environmental awareness and encourage sustainable practices. Organizers distributed seed balls to encourage easy gardening, food waste was reduced by 30% thanks to a "No Food Waste Campaign," and an Environmental Quiz and Upcycling Challenge showcased the ingenuity and passion of our people as they competed to test their environmental knowledge and creative skills.

"Volunteering at the Dubai Centre for Special Needs was truly inspiring. The staff's dedication and the students' radiant positivity highlighted the transformative power of community-driven initiatives. It was a privilege to support such a meaningful cause, and I look forward to returning for future volunteering opportunities."

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David Fletcher
Associate Director, Building Technology Systems (Middle East)

GOVERNANCE

IN THIS SECTION

ETHICS, INTEGRITY & HUMAN RIGHTS

SUPPLY CHAIN

INFORMATION SECURITY & PRIVACY

ETHICS, INTEGRITY & HUMAN RIGHTS

Acting with integrity, honesty and respect for others is at the core of how we operate, and WSP is committed to maintaining the highest standards in its business practices. By encouraging our employees, clients and business partners to foster a dignified and ethical workplace, and to respect human rights in our operations, we promote a respectful and safe environment in which our employees and partners can thrive.

2024 HIGHLIGHTS

Maintain Strong Ethics and Compliance Governance

— Completed annual review of the Code of Conduct and the Business Partner Code.

— Completed annual review of the following supporting policies: Anti-Corruption Policy; Fair Competition Policy; Reporting, Investigations, and Anti-Retaliation Policy; Human Rights Policy; and High-Risk Countries and Sanctions Compliance Policy.

— Maintained our Ethisphere Compliance Leader Verification certification.

Empower Leaders to Better Understand and Communicate Ethics-Related Issues

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

— Provided leadership with "ethics share" slides for an easy way to share tips and reminders about our ethics program in team meetings.

Provide Ongoing Training, Learning and Feedback Opportunities to WSP Employees

— Maintained onboarding and annual refresher training for WSP employees.

— Increased the number of ethics questions in the employee feedback platform, WSP Listens.

Maintain a High Level of Awareness of the Business Conduct Hotline

— Enhanced our leadership "Speak-up" reports, which benchmark the effectiveness of our reporting channels and awareness campaigns.

— Surveyed a representative cross-section of investigation participants to assess the effectiveness of current processes and identify enhancements.

— Continued our efforts to promote awareness, compliance and enforcement of our anti-retaliation commitments.

Increase Awareness of Ethics and Compliance

— Engaged with employees and management on ethics roadshows, led by the Chief Ethics, Compliance and Sustainability Officer and her team, including in Asia, Australia, Central Europe, Latin America, the Nordics and New Zealand.

— Published internal ethics-related communications and reminded employees of our policies regarding business courtesy exchanges.

— Highlighted Anti-Corruption Day, World Day Against Trafficking in Persons and Global Ethics Day with internal and external messaging.

Enhance Human Rights Due Diligence

— Completed the UN Global Compact Canada Business & Human Rights Accelerator Program.

— Developed an action plan through joint efforts by our Procurement and Ethics and Compliance teams, including a questionnaire to assess potential human rights risks within our operations and supply chain, which we plan to deploy in 2025.

More information on our actions to prevent modern slavery is provided in our 2024 Modern Slavery Report.

"In 2024, we conducted our first 'Ethics Week' at WSP, which will be an annual event. The week was a testament to our collective dedication to fostering an ethical workplace culture, where integrity, transparency and speaking up are at the forefront of everything we do. Throughout the week, we shared perspectives from regional leaders and fellow employees in our daily intranet articles."

———

Julianna Fox
Chief Ethics, Compliance and Sustainability Officer

SUPPLY CHAIN

WSP's Global Procurement team develops a procurement strategy, governance principles and guidelines to support corporate purchases and subcontractor selection. Our supply chain did not undergo any significant changes in 2024. We counted Microsoft (US), Autodesk (US), Infosys (India), Bentley Systems (US) and Esri (US) among our largest suppliers in the reporting year.

2024 HIGHLIGHTS

Business Partner Code of Conduct

In 2024, we updated our supplier onboarding process to facilitate tracking of our suppliers' agreement to abide by the Business Partner Code. This enabled the finalization of methodology to report on the percentage of targeted business partners accepting our Business Partner Code, in support of our objective that over 90% of our targeted business partners would sign on to our Business Partner Code by 2024. This target was achieved by the end of 2024.

Low-Carbon Supplier Engagement Plan

In 2023, we began implementing our Low-Carbon Supplier Engagement Plan with a twofold goal: obtaining supplier-specific scope 1, 2 and 3 emissions data via the CDP Climate Change Questionnaire and engaging suppliers to commit to a level of climate ambition aligned with WSP's. In 2024, we continued to include these expectations in WSP's Business Partner Code and in other procurement documents such as RFP templates and Terms and Conditions where feasible. Execution of the plan enables WSP to improve the maturity of scope 3 emissions calculations over time, while working with suppliers to reduce their emissions and achieve our scope 3 emissions reduction target.

Recognizing that our suppliers have a significant impact on our ability to achieve our targets, we continue to provide training on how to calculate scope 1, 2 and 3 GHG emissions, set science-based targets, procure renewable electricity and disclose progress to public platforms such as CDP. In addition, we provide supporting documentation on a webpage that we made accessible to suppliers in 2024.

UK Supplier Inclusion

Our UK procurement team hosted a full-day hackathon where WSP volunteers supported four South London minority-led community enterprises with advice on everything from strategy to funding. The experience not only benefited these organizations and the communities they serve, but also gave WSP volunteers a new way to share their skills and knowledge while working with colleagues.

"The hackathon was an amazing opportunity to connect with such inspiring people who simply want to do more good. It was humbling and really helped to frame my own purpose statement. The day was an incredibly inspiring and rewarding experience!"

——

Rahul Patalia
Head of Urban Regeneration (UK)

INFORMATION SECURITY & PRIVACY

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

2024 HIGHLIGHTS

Consistent Global Approach to Regulatory Standards

In 2024, we took steps to harmonize WSP's privacy program, ensuring a consistent global approach that strives to comply with the laws of every country in which we operate. To this end, we have established a new WSP Privacy Policy supported by a dedicated privacy hub to provide awareness and guidance to all employees.

In addition, WSP initiated an enterprise-wide data management and minimization project, which includes the development of an updated, globally applicable Records and Information Management Policy and Retention Schedule. This policy will not only take account of over 50,000 separate legal citations from all over the world, but also reflect WSP's business requirements for maintaining information and records.

We have also updated and broadened our enterprise-wide WSP Artificial Intelligence (AI) Policy (previously "Generative" AI Policy) and developed a risk framework to ensure the responsible use and development of AI in line with emerging standards such as the Organisation for Economic Co-operation and Development's (OECD) AI Principles and the European Union AI Act.

Launch of the Cyber Transformation Program

In response to the rapidly evolving technological landscape, WSP has initiated a comprehensive Cyber Transformation Program, designed to maintain the trust of our clients, employees and partners. Over the next three years, this program plans to deliver multiple projects and technologies to help us maintain a competitive edge in the market, showcasing WSP's commitment to data security.

Projects delivered in 2024 include:

— Automating document encryption and access control through mandatory document classification and sensitivity labelling.

— Enhancing the security around our collaboration and information sharing.

— Implementing processes and technologies to continually evaluate the security of third parties we work with.

— Renewing our suite of Information Security policies and standards to continue to align to international best practices such as ISO 27001 and NIST.

— Testing and updating our cyber response processes.

To support the Cyber Transformation Program, we also worked with external experts to restructure our Information Security function, ensuring that we have the capabilities and resources required of a multinational organization facing the cyber challenges of the future.

Expanding our ISO 27001 Certification

We successfully certified our US operations to the ISO 27001 security standard, adding to the certifications already in place for Asia (Hong Kong, Singapore and Taiwan), Australia and New Zealand, Canada, Colombia, India, the UK, and our Security Operations Centre. We plan to further expand this certification in 2025.

"The rapidly evolving landscape of AI offers both unprecedented opportunities and significant threats. At WSP, we recognize the need to harness the powerful advantages AI brings, while having the discipline and rigour to safeguard its use. This is how we commit to maintaining our clients' trust and staying competitive."

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Sana Duncan
Global Chief Privacy Officer

DISCLOSURES

GENERAL INFORMATION

GENERAL DISCLOSURES

BASIS FOR PREPARATION

For information on the scope and basis of preparation of these Disclosures, please refer to the "About this Report" section in the Performance Highlights of this Report.

TIME HORIZONS

WSP used the following time horizons in our materiality assessment:

— **Short-term:** WSP uses 0-1 year as its short-term time horizon, which aligns with WSP's financial reporting period.

— **Medium-term:** WSP uses 1-5 years as its medium-term time horizon, which encompasses WSP's 3-year strategic planning cycle.

— **Long-term:** WSP uses 5-10 years as its long-term time horizon.

For our 2024 climate physical risk assessment, value chain climate-related risk and opportunity assessment and TNFD assessment, we used the following time horizons:

— **Short-term:** 2025, which represents present-day risk and a baseline from which to evaluate future change.

— **Medium-term:** 2040, which reflects the year by which all or nearly all our existing leases will have expired and reflects an abrupt change under the delayed transition scenario.

— **Long-term:** 2050, which aligns with global long-term targets and 2050 transition projections.

For the TNFD assessment, short and medium-term risks were assessed together.

VALUE CHAIN ESTIMATION

WSP generates scope 3 emissions from our supply chain, which includes business travel, employee commuting and work-from-home emissions, purchased goods and services ("PG&S", including upstream transportation and distribution), capital goods, fuel- and energy-related activities (FERA) (i.e. transmission and distribution losses), and waste generated in operations.

2024 was the second year we received supplier-provided emissions for a subset of our suppliers and used a hybrid methodology for estimating emissions for PG&S and capital goods, which included a combination of supplier-provided and spend-based emissions factors. We also improved data completeness for PG&S and transportation network companies (e.g. Uber) and incorporated additional methodology changes. We expect continued variability in our scope 3 emissions over the next few years as we integrate data from corporate acquisitions, improve data quality and incorporate more actual GHG emissions data from our suppliers. In 2024, we began the implementation of carbon management software to enhance management of our energy and GHG emissions data. Further details on our scope 3 methodology can be found in "Appendix A — Definitions & Methodology" and in our 2024 CDP response, question 7.8. Our CDP response is available on our website.

SOURCES OF ESTIMATION AND OUTCOME UNCERTAINTY

The following metrics and monetary amounts reported in our Disclosures are subject to a certain level of measurement uncertainty:

— **SDG-Linked Revenues:** WSP has developed a metric called SDG-Linked Revenues, defined as revenues earned from services that support the SDGs, as a way to estimate WSP's indirect impact on the SDGs across our global project portfolio.

— **Water and Waste:** We evaluate our operational water performance by comparing resource consumption data per office and country over time. However, because we primarily lease office space, in many locations actual measured/metered data or pro-rated building data is not available and is therefore based on industry estimates.

— **GHG Emissions:** GHG emissions calculations rely on many assumptions and estimation methodologies. GHG emissions estimations are in alignment with the GHG Protocol. Detailed information on our scope 1, 2 and 3 methodology can be found in "Appendix A — Definitions & Methodology" and our 2024 CDP response beginning at question 7.6.

Please refer to "Appendix A — Definitions & Methodology" for more information on estimations and assumptions.

CHANGES IN PREPARATION OF SUSTAINABILITY INFORMATION

GHG Inventory

Companies which have been acquired within the reporting period are omitted from WSP's GHG Inventory and are subsequently included in the following year (e.g. 2023 acquisitions are included in the 2024 reporting year inventory). WSP updates emissions to account for acquisition-related structural changes. The emissions from all relevant categories of the acquired entity are added to the reporting year back to the 2018 base year.

We restated our 2018 through 2023 GHG emissions to reflect emissions from acquisitions completed in 2023, data quality improvements and corrections and methodology changes. These changes include, but are not limited to:

— Incorporating GHG emissions from our 2023 acquisitions. In the event we do not have actual GHG emissions or source data from acquisitions, or data is incomplete, we estimate these emissions back to our base year using methods accepted under the GHG Protocol.

— Incorporating new supplier-provided GHG emissions data back to 2018.

— Improving the completeness of our PG&S and capital goods data.

— Incorporating well-to-tank emissions for employee commuting and air travel.

Our recalculated base year (2018) GHG emissions in tCO_2e are: scope 1 – 43,296; scope 2 (market-based) – 58,900; scope 3 – 543,816.

GOVERNANCE

Administrative, Management and Supervisory Bodies

WSP oversees sustainability and ESG matters from the highest levels of our organization. Our global ESG governance structure is summarized as follows:

— The Board, together with the GECC, is responsible for overseeing and monitoring implementation of procedures, policies and initiatives in relation to its corporate governance, social and environmental impacts, risks and opportunities. The GECC charter details the GECC's ESG responsibilities. Within this framework, oversight responsibility for ESG at the Board level is assigned to the Chair of the GECC.

— The Audit Committee reviews the internal control and data verification process for sustainability reporting.

— At the senior management level, our Chief Ethics, Compliance and Sustainability Officer oversees WSP's global ESG program and efforts, which are managed on a day-to-day basis by the Global Vice President, Corporate

Sustainability and ESG. The program is further supported by our Global Director, Earth & Environment as the Executive Sponsor.

— The ESG Steering Committee is responsible for supporting decision-making on ESG and sustainability strategy, governance, risk management, due diligence and reporting matters.

— The ESG and Sustainability Program Team is responsible for developing and implementing WSP's ESG and sustainability strategy and plans and preparing WSP's sustainability reporting.

— The Future Ready® Program Team is responsible for developing and implementing ESG and sustainability strategy and plans in relation to WSP's clients, designs and advice.

— The Chief Ethics, Compliance and Sustainability Officer acts as the chair of WSP's Global ESG Committee, which is comprised of representatives from all regions and corporate functions, who are empowered to implement ESG and sustainability strategy and plans.

— The ESG Disclosure Compliance Working Group is comprised of representatives from WSP's global and regional legal and Ethics and Compliance teams, who focus on aligning WSP's ESG-related disclosures with current or future legal requirements.

In November 2024, the Board participated in a training session on ESG disclosure regulations. Additional information about WSP's Board, including executive and non-executive membership, experience, and demographics can be found on pages 39 and 40 of our 2025 Management Information Circular.

Sustainability-Related Performance in Incentive Schemes

From 2022 to 2024, WSP maintained a basket of strategic performance measures aligned with our 2022-2024 Global Strategic Action Plan in the form of a multiplier (90% to 110%) on our short-term incentive program financial performance metrics. The categories, which do not carry any formal, predetermined individual weighting, were set at the beginning of 2022 and cover six areas of strategic importance for WSP that align with material impacts, risks or opportunities. The six areas include employee engagement, talent management, health and safety, ethics, SDG-Linked Revenues and technology.

To determine the individual strategic multiplier applicable to each named executive officer, the GECC assessed actual performance on each metric, and the significance to WSP of the achievements, and then evaluated the overall global or regional performance, as applicable, using sound judgment.

The 2025 strategic metrics include employee experience, talent management, HSEQ, ethics and SDG-Linked Revenues. Please refer to pages 68 to 70 of our 2025 Management Information Circular for more information.

RISK MANAGEMENT

Our Risk Management ("RM") function offers strategic advice and support by identifying, assessing and mitigating risks that can affect the delivery of our services and the overall performance of our organization. The RM team oversees the procurement of our insurance program, the management of claims and disputes, the administration of our Delegations of Authority and related Risk Committees, as well as the deployment of our Enterprise Risk Management ("ERM") program. The ERM program comprises a comprehensive risk universe including key risk areas. Our key risks are identified and prioritized on a materiality basis by management and reviewed by the Audit Committee. As risks constantly evolve, key risk areas are reassessed and discussed quarterly with the Audit Committee and reviewed annually with the Board. The ERM program is overseen by the General Counsel, Risk Management, who reports to the Audit Committee.

We manage material ESG risks as part of our ERM. Our material ESG risks are described in the "Risk Factors" section of our management's discussion and analysis for the fourth quarter and year ended on December 31, 2024 ("MD&A"). Our RM processes are incorporated into our double materiality assessment process to ensure the cohesive assessment and management of ESG-related risks across our business. We also have guidance for evaluating project-related ESG risks that considers criteria associated with the client, location and nature of the work or project.

BUSINESS STRATEGY

WSP's business and value chain are described in the "About WSP" section of this Report. Additional details about WSP's business and services can be found in our 2024 Annual Information Form and MD&A. Our 2025-2027 Global Strategic Action Plan details our business strategy over the next three years.

INTERESTS AND VIEWS OF STAKEHOLDERS

WSP regularly engages internal and external stakeholders to inform our business strategy and enhance our management of the organization's ESG-related risks, opportunities and impacts. The following table summarizes our general engagement approach and our understanding of the interests and views of our key stakeholders. We also publish a selection of our key memberships in associations, particularly those with a focus on sustainability.

Key Stakeholders and Engagement Purpose	Types of Engagement	Interests and Views
EMPLOYEES		
PURPOSE: Support employee engagement, retention, health, safety and well-being; understand key interests and views	— Employee "pulse-checks" (engagement) — Career development and performance reviews — Townhall meetings — Global and local internal communications — Social media campaigns — Global employee commuting survey	— Health and safety — Employee training and development, compensation, well-being, working conditions and benefits, including Own It, the employee stock purchase plan — Talent attraction, engagement and retention — Climate and environmental strategy, management and impact — Inclusion and belonging — Ethics and compliance; human rights — Social impact and community engagement — Indigenous Relations

Key Stakeholders and Engagement Purpose	Types of Engagement	Interests and Views
INVESTORS AND ANALYSTS		
PURPOSE: Solicit feedback; understand key interests and views	— Conference calls or meetings — Virtual fireside chats — Investor days — Annual Meeting of Shareholders — Press releases — Non-deal investor roadshows — Conferences — ESG-specific engagements — Site/project visits	— SDG-Linked Revenues and project impacts — Biodiversity — Indigenous Relations — Supply chain integrity — Health and safety, including subcontractor performance — Employee retention, engagement and inclusion — Company culture — Progress against ESG targets — Materiality and regulatory compliance readiness — Corporate governance
CLIENTS AND BUSINESS PARTNERS		
PURPOSE: Obtain feedback on WSP's performance and understand key interests and views	— Project communications and feedback — Client interviews, including with executive leadership in some cases — Client satisfaction Net Promoter Score (NPS) surveys — Participation in industry associations and trade/professional organizations — Workshops/panels during events — Supplier mentorship/training — GHG emissions training and engagement	— Trending areas of discussion from client feedback are operational delivery, client relationships, technical excellence, innovation and the Future Ready® program — ESG program and performance: we regularly receive client questionnaires as part of our service provider profiles or the procurement process — Clients contribute testimonials, referrals or project attestations on our behalf as part of third-party benchmarking exercises that rank our market position in comparison to our peers — Business partner interests include opportunities for collaboration, mentoring programs for small businesses, working together to advance the industry, requests for ESG support from WSP — Collaboration in development of industry position and guidance documents

Key Stakeholders and Engagement Purpose	Types of Engagement	Interests and Views
AFFECTED COMMUNITIES		
PURPOSE: For some client projects, WSP's role may include engagement with affected communities to obtain input on project planning and design	— Public meetings and open houses — Public consultation processes — Capacity building initiatives and training — Indigenous engagement	— Community members and organizations seek meaningful engagement throughout the project development process. Their interests vary based on the project details and affected communities involved — Stakeholders expect that regulations related to the rights of affected communities are upheld throughout the project — Indigenous Peoples expect Free, Prior and Informed Consent to be obtained before projects begin — Stakeholders desire a feedback loop and evidence that their feedback is taken into account for project planning and design

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIALITY ASSESSMENT

In 2023, we conducted a double materiality assessment, which evaluated both financial and impact materiality. Our materiality assessment was conducted in line with the GRI 2021 Universal Standards, the European Sustainability Reporting Standards (ESRS) and the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards. The definitions of financial and impact materiality used were as follows:

— **Financial Materiality:** Topics identified as material from a financial perspective that trigger or may trigger material financial effects on WSP's development, including cash flows, financial position and financial performance, in the short, medium or long term.

— **Impact Materiality:** Topics identified as material from an impact perspective that result or may result in positive or negative impacts on people and/or the environment over the short, medium or long term.

As part of our double materiality assessment, we identified, assessed and validated material topics. Our materiality assessment involved the following steps:

Evaluating Sustainability Context

— Identified preliminary ESG topics through benchmarking against standards, industry peers, global organizations and stakeholder feedback on previous reporting.

— Mapped WSP's value chain, including upstream inputs, operational activities and footprint, and downstream outputs: (1) Upstream Inputs – WSP's business inputs such as financial, natural, intellectual, manufactured, human and social and relationship capital to support business operations; (2) Operational Activities – WSP's business segments, employee composition, market sectors and services; (3) Downstream Outputs – WSP's clients, project types, communities and geographic areas affected by the services and projects delivered.

— Utilized research, benchmarking and leadership feedback to evaluate where positive, negative, actual and potential sustainability impacts, and financial risks and opportunities, are likely to occur across the value chain.

Identifying Impacts

— Developed a methodology for assessing and scoring ESG topics and related impacts, risks and opportunities across our value chain and aligned this process with WSP's ERM program.

— Conducted impact, risk and opportunity assessment scoring across WSP's value chain with internal leaders and subject-matter experts. Scoring for impact materiality considered scale, scope, irremediability (for negative impacts) and likelihood, and scoring for financial materiality considered magnitude and likelihood.

— Interviewed internal leaders and external stakeholders and surveyed over 4,300 internal and external stakeholders to understand the priority of impacts, risks and opportunities across stakeholder groups.

Assessing Significance

— Analyzed and synthesized leader and subject-matter expert impact, risk, and opportunity scoring; stakeholder interview feedback; and survey results.

— Calibrated results for comparability across ESG topics and alignment between external and internal perspectives.

— Applied materiality thresholds for financial and impact materiality. For financial materiality, we applied a threshold aligned with our existing financial risk materiality threshold. For impact materiality, we established thresholds through consultation with subject-matter, finance and enterprise risk experts.

Validating Impacts and Results

— Validated materiality assessment results with members of WSP's Global Leadership Team, including WSP's Global President and Chief Executive Officer.

— Reviewed materiality assessment results with the GECC and received Board approval.

2024 ANNUAL MATERIALITY REVIEW

In 2024, we performed our first annual review of the double materiality assessment, which involved several steps. We began by updating WSP's value chain mapping. This included evaluating acquisitions from 2022, 2023 and 2024. We also conducted interviews with representatives from POWER.

From this review, the topics "Digital" and "Innovative Solutions" were combined into a single topic named "Digital and Innovative Solutions" due to interconnections and overlaps between their associated impacts, risks and opportunities. No changes were made to the corresponding impacts, risks and opportunities ("IROs") for these topics.

This was followed by a review of WSP's 2024 climate physical risk assessment; 2024 climate risk and opportunity value chain assessment; and 2024 TNFD assessments, which did not lead to any changes in the materiality of topics or corresponding impacts, risks or opportunities.

The 2024 materiality assessment review was examined by the GECC in February 2025.

MATERIAL TOPICS AND IMPACTS, RISKS AND OPPORTUNITIES

Our materiality assessment identified 12 material ESG topics and 22 corresponding IROs that guide the governance and implementation of our sustainability and ESG strategy and efforts. The topics are depicted on the materiality matrix and table shown on the following page.

ESG MATERIALITY MATRIX

Financially Material

- INFORMATION SECURITY AND PRIVACY
- INCLUSION AND BELONGING
- TALENT ATTRACTION, ENGAGEMENT AND RETENTION
- HEALTH AND SAFETY

Financially and Impact Material

- DIGITAL AND INNOVATIVE SOLUTIONS
- ETHICS AND COMPLIANCE
- CLIMATE RESILIENCE
- ENERGY
- GHG EMISSIONS

Impact Material

- BIODIVERSITY AND ECOSYSTEMS
- LAND USE, NATURAL RESOURCES AND WATER
- SOCIAL IMPACT

● Environmental   ● Social   ● Governance

ESG MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

Topic Name	Material impact, risk or opportunity[1]	Boundary	Actual/ Potential[1]	Positive/ Negative[1]
Biodiversity and Ecosystems	**IMPACT**: Positive or negative impacts on biodiversity and ecological health, as well as the societal, community and economic activities dependent on them, resulting from WSP's operations, supply chain and projects.	Upstream and Downstream	Actual	Both
Land Use, Natural Resources and Water	**IMPACT**: Positive or negative impacts on land, natural habitats, natural resources, and water, as well as impacts on people and economic activity depending upon those resources, resulting from WSP's projects.	Downstream	Actual	Both
Climate Resilience	**IMPACT**: Impacts on the climate, environment and society resulting from climate action, planning, and governance throughout WSP's business operations and supply chain, as well as our contributions to client projects.	Downstream	Actual	Both
	RISK: Risks associated with business and productivity disruptions from climate change-related physical impacts (e.g. extreme heat, flooding and grid disruptions), increased climate-related regulations, and failure to integrate climate initiatives into the business strategy.	Upstream, Operational, Downstream	N/A	N/A
	OPPORTUNITY: Opportunities associated with meeting stakeholder expectations to transition our business strategy to a low-carbon economy and achieving GHG emissions reduction targets, as well as increasing services that support the low-carbon transition and climate adaptation.	Downstream	N/A	N/A
GHG Emissions	**IMPACT**: GHG emissions from WSP's business operations, supply chain and projects.	Upstream, Operational, Downstream	Actual	Both
	RISK: Risks associated with not meeting stakeholder expectations and losing capital from investors for not sufficiently managing GHG emissions or meeting decarbonization commitments. Additional risks include increased GHG emissions-related regulations, rules and reporting requirements, both for WSP's operations and our client services.	Upstream, Operational	N/A	N/A
	OPPORTUNITY: Opportunities associated with meeting stakeholder and public expectations for reporting and reducing GHG emissions, including meeting emissions reduction targets and increasing revenue from services that support client GHG emissions measurement and decarbonization efforts.	Downstream	N/A	N/A
Energy	**IMPACT**: Impacts on GHG emissions due to total energy consumption and energy generated from non-renewable sources resulting from WSP's business operations, supply chain and projects.	Downstream	Actual	Both
	OPPORTUNITY: Opportunities for increasing revenue from services that support client energy, electrification and renewable projects and advisory.	Downstream	N/A	N/A
Health and Safety	**RISK**: Health and safety incidents, such as serious injuries, or even fatalities, affect our employees and business partners, and could increase costs from increased work stoppages, higher insurance premiums, and remedial compensation and fines. Health and safety incidents could also lead to decreased revenues by affecting WSP's ability to bid on and win projects.	Upstream, Operational, Downstream	N/A	N/A
Talent Attraction, Engagement and Retention	**RISK**: Risks associated with the loss of revenue and increased costs due to high turnover and challenges in effectively managing and staffing projects caused by inadequate talent attraction, engagement, and retention management and strategy.	Operational and Downstream	N/A	N/A
	OPPORTUNITY: Opportunities to increase revenues by attracting top talent and increasing long-term institutional knowledge across WSP's operations.	Operational and Downstream	N/A	N/A

1   Actual/potential and positive/negative are only relevant to Impacts.

Topic Name	Material impact, risk or opportunity	Boundary	Actual/ Potential[1]	Positive/ Negative[1]
Inclusion and Belonging	**RISK**: Risks associated with non-discrimination regulatory compliance, increased turnover, and decreased productivity, organizational culture, innovation and collaboration from insufficient inclusion and belonging practices.	Operational and Downstream	N/A	N/A
	OPPORTUNITY: Opportunities associated with increasing revenue from the ability to win more work with clients because we foster a sense of belonging and inclusion in our workforce.	Operational	N/A	N/A
Social Impact	**IMPACT**: Impacts on society and quality of life due to WSP's business operations, supply chain, and contributions to projects.	Downstream	Actual	Both
Digital and Innovative Solutions	**IMPACT**: Impacts on the climate, environment and society through WSP's development and implementation of innovations throughout our operations and client services, including the responsible use of AI.	Upstream, Operational, Downstream	Actual	Both
	OPPORTUNITY: Opportunities to increase employee productivity and performance as well as use data and data-driven decision-making to enhance the quality of our operational processes and services to clients.	Upstream, Operational, Downstream	N/A	N/A
Ethics and Compliance	**IMPACT**: Impacts on society and individual behaviours through WSP's commitment to corporate responsibility, organizational culture, and adherence to mandatory regulations.	Downstream	Actual	Both
	RISK: Risks associated with financial and social impacts from unethical behaviour, corruption, and failing to comply with laws, rules and regulations (e.g. fines incurred, litigation costs, loss of contracts with clients, etc.).	Upstream, Operational, Downstream	N/A	N/A
	OPPORTUNITY: Opportunities associated with accessing projects that require bidders to meet specific ethics and compliance standards (e.g. public contracts, or bids where WSP must certify we have a Code of Conduct or proven practice of not engaging sanctioned subcontractors).	Downstream	N/A	N/A
Information Security and Privacy	**RISK**: Risks associated with decreased revenue or costs resulting from cyber-attacks, privacy breaches, and other acute and chronic information security incidents, such as disruptions to operations and reputational damage. This includes risks associated with the use of AI such as the risk of data loss, generation of false information, loss of intellectual property rights or unintentional intellectual property rights infringement.	Upstream, Operational, Downstream	N/A	N/A

Opportunities arising from our material topics are further reflected in WSP's 2025-2027 Global Strategic Action Plan and Future Ready® program.

Important Topics

The adjacent 10 ESG topics have been recognized as important for WSP, though not meeting our thresholds for financial or impact materiality. Nonetheless, we will continue to actively manage and report on these topics as part of our commitment to sustainability.

Environmental	Social	Governance
Environmental Management	Community Engagement	Board Composition
Waste	Indigenous Relations	ESG Governance
		Public Policy and Contributions
		Supplier Inclusion (in certain regions only, subject to compliance with local laws)
		Supply Chain Social and Environmental Impacts
		Tax Transparency

ENVIRONMENTAL INFORMATION

CLIMATE CHANGE

As a professional services firm, the way we plan and design projects can have positive or negative impacts on climate resilience, GHG emissions and energy. We also have an impact through our own operations. We consume renewable and nonrenewable energy from varying sources in our offices including electricity, natural gas, district heating and cooling and other fuels. WSP's owned and leased fleets consume gasoline, diesel and electricity.

WSP generates direct and indirect (scope 1 and 2) GHG emissions from office energy consumption and refrigerant emissions and from owned or leased vehicle fuel use. We also generate indirect (scope 3) emissions from our supply chain, which includes business travel, employee commuting and work-from-home emissions, PG&S (including upstream transportation and distribution), capital goods, fuel- and energy-related activities (transmission and distribution losses) and waste generated in operations. While we have more control over reducing our scope 1 and 2 emissions, we also recognize the importance of reducing our scope 3 emissions as they represent the majority of our total global GHG emissions.

Acute or chronic physical and transition risks resulting from climate change pose varying levels of risk to WSP's global operations and activities. We support the transition to a low-carbon economy and climate change mitigation and adaptation efforts through our own operations, as well as through our project work and industry engagements.

STRATEGY

WSP developed and published a Climate Transition Plan and TCFD Report in 2022. Our Climate Transition Plan details our strategy to reduce emissions across our operations and value chain and our TCFD Report details our climate-related physical and transition risks and opportunities. We plan to combine our Climate Transition Plan and TCFD Report into a single updated document within the next 12 months.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Climate Resilience	Managing physical and transitional climate change risks and opportunities through adaptation, resilience and mitigation measures.
GHG Emissions	Managing GHG emissions within our operations, supply chain and projects.
Energy	Managing energy consumption and transitioning to renewable energy sources within our operations, supply chain and projects.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
CLIMATE RESILIENCE	
Impacts	Impacts on the climate, environment and society resulting from climate action, planning and governance throughout WSP's business operations and supply chain, as well as our contributions to client projects. **Actual/Potential:** Actual **Positive/Negative:** Both
Risks	Risks associated with business and productivity disruptions from climate change-related physical impacts (e.g. extreme heat, flooding and grid disruptions), increased climate-related regulations, and failure to integrate climate initiatives into the business strategy.
Opportunities	Opportunities associated with meeting stakeholder expectations to transition our business strategy to a low-carbon economy and achieving GHG emissions reduction targets, as well as increasing services that support the low-carbon transition and climate adaptation.
GHG EMISSIONS	
Impacts	GHG emissions from WSP's business operations, supply chain and projects. **Actual/Potential:** Actual **Positive/Negative:** Both
Risks	Risks associated with not meeting stakeholder expectations and losing capital from investors for not sufficiently managing GHG emissions or meeting decarbonization commitments. Additional risks include increased GHG emissions-related regulations, rules and reporting requirements, both for WSP's operations and our client services.
Opportunities	Opportunities associated with meeting stakeholder and public expectations for reporting and reducing GHG emissions, including meeting emissions reduction targets and increasing revenue from services that support client GHG emissions measurement and decarbonization efforts.
ENERGY	
Impacts	Impacts on GHG emissions due to total energy consumption and energy generated from non-renewable sources resulting from WSP's business operations, supply chain and projects. **Actual/Potential:** Actual **Positive/Negative:** Both
Opportunities	Opportunities for increasing revenue from services that support client energy, electrification and renewable projects and advisory.

CLIMATE-RELATED RISKS AND OPPORTUNITIES

WSP's most recent TCFD Report details our climate-related physical and transition risks and opportunities with a focus on our own assets and operations. Since the publication of our latest TCFD Report, we conducted an updated climate physical risk assessment and value chain climate-related risk and opportunity assessment, which are summarized below.

Climate-Related Physical Risks

In 2024, WSP performed an updated scenario analysis of physical climate-related risks to understand the potential impacts of climate change on its facilities and operations. The assessment used two forward-looking Shared Socioeconomic Pathway (SSP) scenarios and three time horizons. The short-term timeframe aligns with the current reporting year (2025). The medium-term time horizon of 2040 encompasses over 99% of WSP's existing leases. The long-term horizon of 2050 is suitable to address mid-century physical risks to flagship leased assets where WSP may be likely to consider lease renewal. The two SSP scenarios span a range of climate outcomes from a rapid-growth, high-GHG-emissions future (SSP5-8.5) to a future with lower GHG emissions that is aligned with a continuation of historical trends (SSP2-4.5).

SHARED SOCIOECONOMIC PATHWAY SCENARIOS

Scenario	SSP2-4.5	SSP5-8.5
Global Warming by 2100	+2.7°C	+4.4°C
Description	Social, economic and technological trends do not shift markedly from historical patterns. The scenario represents a future with decreasing GHG emissions after mid-century and lesser physical impacts.	A very high GHG emissions future with increasing GHG emissions through 2100 and greater physical impacts from climate change.
Key Parameters and Assumptions	— CO_2 emissions remain around current levels until the middle of the 21st century — >50% probability of limiting global warming to 3°C by 2100	— CO_2 emissions roughly double from current levels by 2050 — >50% probability of global warming exceeding 4°C by 2100

WSP conducted a qualitative risk assessment to evaluate the exposure and vulnerability of WSP assets, which include office space, labs, storage/warehouse space and data centres. Assets are almost exclusively leased; WSP owns a very limited number of assets. WSP evaluated the potential impact of each climate-related hazard on each asset for the short, medium and long term and emissions scenarios. The risk assessment used a scenario analysis approach aligned with Intergovernmental Panel on Climate Change (IPCC), International Organization for Standardization (ISO) and TCFD guidance.

CLIMATE HAZARDS EVALUATED

	Temperature-related	Wind-related	Water-related	Solid mass-related
Chronic	— Changing temperature (air) — Heat stress — Permafrost thawing	N/A	— Changing precipitation patterns and types (rain, hail, snow) — Sea level rise	N/A
Acute	— Heat wave — Cold wave/frost — Wildfire	— Cyclones, hurricanes, typhoons — Storms (blizzards, dust, sandstorms) — Tornados	— Heavy precipitation (rain, hail, snow) — Flood (coastal, fluvial, pluvial) — Glacial lake outburst	— Avalanche — Landslide — Subsidence

Each facility's exposure and vulnerability scores for each potential climate hazard were combined to determine each facility's level of inherent risk, which did not consider mitigation or adaptive measures in place to reduce the risk. To evaluate the likelihood of each hazard's occurrence, a "probability of exceedance" approach was used. This approach measures the probability of a hazard exceeding a defined threshold for a given climate indicator in the current (baseline) and future time periods and scenarios. A qualitative score is then determined by the likelihood that the hazard exceeds a threshold considered significant to the facilities. This gives each asset a physical climate hazard exposure score.

Vulnerability, defined as how the assets and their functionalities may be impacted by a climate hazard, was evaluated for each type of asset (e.g. offices, labs, warehouse). We considered the potential for climate change hazards to cause damage to the facility structure or systems, and disruption to operations (including facility access, working conditions, power outage risk, etc.).

We assessed residual risk by considering the adaptive capacity and risk mitigation measures in place such as business continuity plans, technology that enables remote work, lease terms and insurance policies.

Based on the analysis, WSP's asset portfolio has actual and potential exposure to physical climate change hazards and the greatest exposure is from wildfire, floods (pluvial, coastal, fluvial), extreme heat and severe storms (tropical cyclones, tornados). Under the SSP2-4.5 and SSP5-8.5 scenarios, a number of WSP assets are projected to be highly exposed to these climate hazards. Asset vulnerability to these climate hazards is low to moderate, and there are no assets that are projected to present actual or potential material physical climate-related risks to WSP.

Almost all assets are leased, minimizing WSP's potential financial impacts from weather damage and allowing exit from assets determined to be highly exposed to climate hazards. If an asset is damaged by extreme weather, employees can largely work from home, reducing the potential for business interruption. In addition, the broad geographic extent of WSP's portfolio means no single weather event can affect the entire portfolio simultaneously. Based on inherent (gross) financial risk, no material physical climate risks were identified for WSP's owned or leased assets. Our previous analysis suggests that risks to our people and revenue are relatively low, but more comprehensive analysis is needed to better understand financial risk associated with disruption to employee productivity and increased exposure to climate-related hazards.

Value Chain Climate-Related Risk and Opportunity Management

In 2024, WSP performed a qualitative scenario analysis of physical and transition climate-related risks and opportunities within its upstream and downstream value chain. The results of the 2024 value chain assessment are consistent with our 2021 study (detailed in our 2022 TCFD Report), indicating that WSP has significant opportunity to increase revenue from services that support the low-carbon transition and climate adaptation as well as for advisory and other services driven by clients' need to comply with increasing climate-related regulation.

The 2024 assessment built on the previous assessment through additional research and developed a list of potential climate risks and opportunities within WSP's value chain. Interviews were conducted with WSP business and project leaders to better understand potential impacts associated with the risks and opportunities. The risks and opportunities were assigned a sensitivity score based on how vulnerable WSP is expected to be to a particular risk or opportunity. Future projections of the risks and opportunities were then evaluated through scenario analysis across three different scenarios (see the table below: Network for Greening the Financial System (NGFS) Transition Scenarios Phase 5) and three time horizons, which align with the physical climate risk assessment.

NETWORK FOR GREENING THE FINANCIAL SYSTEM (NGFS) TRANSITION SCENARIOS PHASE 5

Scenario	Fragmented World	Delayed Transition	Net Zero by 2050
Global Warming by 2100	+2.3°C	+1.6°C	+1.4°C
Description	Delayed and divergent climate policy ambition globally, leading to elevated transition risks in some countries and high physical risks everywhere. Countries without net zero targets follow current policies, while other countries achieve theirs partially (80%).	New climate policies are not introduced until 2030 and the level of action differs across countries and regions based on currently implemented policies. Availability of carbon dioxide removal technologies is low, pushing carbon prices higher than in the Net Zero scenario.	An ambitious scenario that holds global warming below 1.5 °C through stringent climate policies and innovation, reaching net zero CO_2 emissions around 2050. Physical risks are relatively low and transition risks are initially high and lessen over time.
Key Parameters and Assumptions	— High variation in policies globally. — Low-medium use of carbon dioxide removal.	— CO_2 emissions do not decrease until 2030. — Strong policies are needed to limit warming to below 2°C. — Negative emissions are limited.	— Stringent climate policies. — Developing and deploying new technologies to reduce emissions, particularly in hard-to-abate sectors. — Significant focus on decarbonizing the electricity supply and increasing energy efficiency.

The scenarios were selected to encompass a broad range of future climate outcomes. The Fragmented World scenario has high physical and high transition risk due to delayed and divergent climate action. The Net Zero by 2050 scenario has lower long-term physical and transition risks due to its rapid, smooth transition to a low-carbon economy. The impacts of an abrupt and disorderly transition were explored through the Delayed Transition Scenario, in which there is minimal climate action in the 2020s and then sudden onset of stringent climate policies in 2030.

The geographic focus of the scenario analysis was based on the subregions from which WSP derives most of its revenues: Canada, United States, Australia, New Zealand, the United Kingdom and Sweden. The geographic granularity of the NGFS data varies among the different models and transition scenario analysis indicators (e.g. carbon price). For example, some indicators treat the United States and Canada separately, while others combine them and treat them together as North America. Similarly, the United Kingdom and Sweden were grouped with Western Europe or sub-groups of European Union countries for some indicators.

The scenario analysis rated the potential magnitude of each risk and opportunity across the selected time horizons and scenarios based on a variety of proxy climate risk and opportunity indicators and models that are compiled and analyzed by WSP's custom transition risk and opportunity analyzer tool.

The majority of WSP's material climate-related risks and opportunities are associated with our downstream client service delivery, as summarized in the tables below.

KEY DOWNSTREAM VALUE CHAIN RISKS

Risk Type	Risk	Impact Pathway Description	Potential Financial Impacts
Acute/ Chronic	Risk associated with inadequate incorporation of climate resilience into WSP's projects.	— Climate change will increase the exposure of WSP's projects to more frequent and intense extreme weather events and/or slow changes in weather patterns (temperature, precipitation, sea level). — Projects may suffer damage and/or business interruption from physical climate-related events, leading to potential liability for WSP even if projects are designed to code.	— Increased insurance costs — Litigation costs and/ or fines — Reputational impacts
Policy and Legal and Reputational Risks	Legal and reputational risks resulting from WSP's clients and/ or WSP's project delivery.	— Cancellation of major projects due to environmental concerns about clients or their operations. — Climate-related litigation impacting key clients could materially affect WSP. — WSP's clients' failure to comply with generally recognized and accepted guidelines on corporate or ESG responsibilities could create liabilities or negatively impact our reputation and adversely affect our ability to secure future projects.	— Litigation costs and fines — Loss of revenues if clients face substantial litigation costs and/or fines — Loss of future revenue due to reputational impacts
Market	Climate change and low-carbon transition induce adverse economic environment.	— The energy transition may result in decreased global GDP, inflation, price volatility, and other negative impacts to the global economy, which may affect our clients' financial position, thus reducing their capacity to engage WSP.	— Reduced revenue — Increased costs of goods and services

KEY DOWNSTREAM VALUE CHAIN OPPORTUNITIES

Opportunity Type	Opportunity	Impact Pathway Description	Potential Financial Impacts
Products and Services	Increasing revenue from services that support climate adaptation.	— The climate crisis will compel countries and companies to invest in climate resilient infrastructure, develop enhanced design standards, and tighten environmental regulations. — WSP is positioned as a leader on climate resilience, and benefits from increased infrastructure investment.	— Increased revenue — Enhanced reputation and ability to recruit top talent — Increased market share
Products and Services	Increasing revenue from services that support the low-carbon transition.	— The energy transition will require transformative investments in the built environment to decarbonize energy systems, transportation networks, and industry. — WSP is a leading provider of designs and advice for each of these sectors, and we anticipate playing a major role in the low-carbon transition for our clients.	— Increased revenue — Enhanced reputation and ability to recruit top talent — Increased market share
Products and Services	Opportunities for advisory and other services driven by clients' need to comply with increasing regulation.	— A portion of WSP's professional services business is generated directly or indirectly as a result of laws and regulations. — A low-carbon transition may be driven in part by an increase in climate-related regulations and policies, and assisting clients with compliance can drive increased project work and revenues for WSP.	— Increased revenue — Enhanced reputation and ability to recruit top talent — Increased market share

KEY UPSTREAM VALUE CHAIN RISKS

Risk Type	Risk	Impact Pathway Description	Potential Financial Impacts
Reputational	Risks associated with failing to meet external stakeholder expectations (investors, lenders, shareholders)	— Changing investor perceptions and access to capital. — Impacts on insurance availability and affordability. — Potential for greenwashing lawsuits.	— Higher insurance premiums — Higher cost of capital — Legal costs — Negative impacts of divestment, including on stock price, market perception, liquidity, financial health, and reputation
Reputational	Human capital risks	— If there is a perception that WSP is not aligned with necessary climate action, WSP may not be able to hire enough talent to deliver climate-related work, making it more difficult for WSP to capitalize on future climate-related opportunities.	— Reduction in potential revenue due to inability to take on and/or deliver on project work

POLICIES

Global ESG Statement

WSP has adopted a Global ESG Statement, which addresses climate change mitigation, adaptation, energy efficiency and renewable energy deployment.

Through our Global ESG Statement, which covers our global operations and our upstream and downstream value chain, we commit to:

— Assist our clients in addressing the world's most significant challenges, including the transition to a low-carbon economy.

— Embed climate mitigation and resilience into our designs and advice where appropriate.

— Continue to measure and reduce GHG emissions associated with the designs and advice we provide to our clients.

— Implement our Climate Transition Plan to achieve our science-based GHG emissions reduction targets in line with the Paris Agreement and reach net zero across our value chain by 2040.

— Strive to minimize resource use and energy consumption in our workplaces and continue to collect and work to improve data on our operational performance.

The Global ESG Statement references WSP's commitment to implementing the UNGC's Ten Principles and contributing to the SDGs.

The Global ESG Statement is made available to employees through our intranet and internal communications and to external stakeholders on our website, including through a reference in our Code of Conduct. WSP's Chief Ethics, Compliance and Sustainability Officer is accountable for its implementation. Please refer to the "General Disclosures" section for more information on ESG governance.

Business Partner Code of Conduct

WSP's Business Partner Code outlines expectations for our business partners, and is further described in the "Business Conduct" section of these Disclosures. The Business Partner Code outlines environmental sustainability expectations for business partners and indicates that they may be required to:

— Collect GHG emissions data.

— Adopt a science-based GHG emissions reduction target and renewable energy target.

— Evaluate climate risks and opportunities and implement resilience measures.

The Global Procurement team is responsible for implementation of the Business Partner Code. The Business Partner Code is made available to business partners during our onboarding and vetting process.

GOVERNANCE, ACTIONS AND RESOURCES

Our approach to managing climate change impacts, risks and opportunities is described in the "General Information" section of this Report. Our Climate Transition Plan outlines the steps we plan to take to reduce GHG emissions within our operations and value chain. Key actions completed or advanced in 2024 are described in the "Energy & Climate" section of this Report, under the Performance Highlights.

WSP continues to strive to better understand our climate-related physical and transition risks and opportunities. In 2024, we completed an updated qualitative climate physical risk assessment and a qualitative value chain risk and opportunity assessment, as described above. We also included questions in our global employee commuting survey in 2024 to better assess the frequency and impact of extreme weather on employees. We are taking steps to enhance tracking of extreme weather-related incidents in our HSEQ reporting system in the future and educate employees about the risks of working in extreme temperatures.

METRICS AND TARGETS

WSP's global GHG emissions reduction targets and objectives are as follows:

— Maintain scope 1 and 2 (market-based) GHG emissions reduction above 58% through 2027, from a 2018 base year (achieve a 60% reduction by 2030).*

— Reduce scope 3 emissions by 27% by 2027, from a 2018 base year (30% by 2030).*

— Source 100% renewable electricity by 2030.

— Reduce scope 1, 2 and 3 GHG emissions by 90% by 2040, from a 2018 base year.*

— Achieve net zero emissions across our value chain by 2040.*

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

*Our 2030 science-based targets and 2040 net zero target have been approved by the Science Based Targets initiative (SBTi).

Between 2018 and 2024, we observed a 25.3% reduction in total scope 1, 2 (market-based) and 3 emissions. Our performance over the past three years is presented in the following tables. Information about our methodology and our restated 2018 base year emissions are included in "Appendix A — Definitions & Methodology".

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

ENERGY CONSUMPTION AND MIX

ENERGY CONSUMPTION

Indicator	Unit	2024	2023	2022
Total Office Energy Consumption	GJ	505,535	580,916	635,027
Natural Gas	GJ	149,007	171,492	187,312
Other Fuels (Diesel, Kerosene, Liquified Petroleum Gas)	GJ	3,749	4,885	3,623
Electricity	GJ	319,978	358,601	386,803
Renewable Electricity Procured	GJ	319,978	291,209	109,424
% Renewable Electricity Procured	%	100%	81%	28%
Heating	GJ	31,394	44,095	54,974
Cooling	GJ	1,407	1,843	2,316
Transportation Fuel	GJ	296,225	322,107	356,867
Office Energy Intensity	kBtu/ft^2/year	57	60.3	63.3

GHG EMISSIONS

Indicator	Unit	2024	2023	2022
Scope 1 Emissions	tCO$_2$e	31,111	33,771	37,886
Stationary Combustion - Natural Gas	tCO$_2$e	7,514	8,651	9,445
Stationary Combustion - Other	tCO$_2$e	261	339	250
Refrigerants (Buildings + EV)	tCO$_2$e	999	1,091	1,199
Fleet (includes Refrigerants from Vehicles)	tCO$_2$e	22,337	23,691	26,992

Indicator	Unit	2024	2023	2022
Location-Based Scope 2 Emissions	tCO_2e	24,785	28,361	38,804
Purchased Electricity (Office + EV)	tCO_2e	22,749	25,525	35,208
District Heating	tCO_2e	1,976	2,775	3,460
District Cooling	tCO_2e	61	61	136
Market-Based Scope 2 Emissions	tCO_2e	1,986	11,071	27,228
Purchased Electricity (Office + EV)	tCO_2e	622	9,138	24,810
District Heating	tCO_2e	1,303	1,872	2,281
District Cooling	tCO_2e	61	61	137
Total Scope 3 Indirect Emissions	tCO_2e	449,695	486,088	667,627
Category 1 - Purchased Goods and Services	tCO_2e	299,431	326,516	469,220
Category 2 - Capital Goods	tCO_2e	20,916	34,686	88,306
Category 3 - Fuel and Energy-Related Activities	tCO_2e	24,162	25,959	25,076
Category 5 - Waste Generated in Operations	tCO_2e	1,091	1,150	1,391
Category 6 - Business Travel	tCO_2e	55,396	49,516	35,773
Category 7 - Employee Commuting and Work-From-Home	tCO_2e	48,700	48,261	47,861
Gross Total Scope 1, Scope 2 (Market-Based), Scope 3 GHG Emissions	tCO_2e	482,791	530,930	732,741
Carbon Offsets	tCO_2e	14,860	0	25,623
Net Total GHG Emissions (Scope 1, Scope 2 - Market-Based, Scope 3; less Carbon Offsets)	tCO_2e	467,931	530,930	707,118
Transportation Emissions (Scope 1 - Mobile Combustion, Scope 3 - Business Travel, includes Refrigerants)	tCO_2e	77,733	73,207	62,765

GHG INTENSITY

Indicator	Unit	2024	2023	2022
Gross GHG Emissions (Location-Based) per FTE	tCO_2e/FTE	7.39	8.32	11.34
Gross GHG Emissions (Market-Based) per FTE	tCO_2e/FTE	7.74	8.59	11.52

Carbon Offsets

In 2024, we purchased 14,280 tCO_2e carbon offsets to offset scope 1, 2 and scope 3 FERA, waste, business travel and employee commuting and work-from-home emissions from WSP in the UK. We also purchased 580 tCO_2e carbon offsets to offset GHG emissions from travel, hotel stays, PG&S and venue emissions associated with our Global Technical Excellence Conference. These offsets do not contribute towards the achievement of our GHG emissions reduction targets.

Internal Carbon Pricing

In 2024, three of our business operations applied an internal carbon price.

— In the UK, we applied a carbon pricing per domestic flight set at GBP240 per round-trip (GBP120 per leg) and a carbon levy for car mileage at 20% on all business mileage claimed for personal and company cars.

— In India, we applied a variable internal carbon price between INR350 and INR3,500, based on distance travelled.

— In New Zealand, we applied an internal carbon price of NZD20 for domestic flights, NZD40 for short-haul flights and NZD100 for long-haul flights.

The internal carbon fees are used to fund GHG reduction initiatives within our operations and projects.

WATER AND MARINE RESOURCES

Since we are a professional services firm, we know that our greatest impacts (positive or negative) come from the project work we do with our clients. The way we plan and design projects can have positive or negative impacts on land use, resource availability and water, as well as biodiversity and ecosystems. Our impacts on land use, resource availability and biodiversity are discussed in the "Biodiversity and Ecosystems" section of these Disclosures. In this section, we focus on our impacts on water. At WSP, water plays a pivotal role in many projects we undertake. It is crucial to manage this invaluable resource effectively on a local and global scale to support economic growth, improve livelihoods and build more resilience for the future.

As discussed under the General Disclosures, water is a material topic within our downstream operations (our client projects). Water is not material within our operations or upstream value chain.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Land Use, Natural Resources and Water	Utilizing land, water and other natural resources to meet present needs while ensuring their availability for future generations.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
Impact	Positive or negative impacts on land, natural habitats, natural resources, and water, as well as impacts on people and economic activity depending upon those resources, resulting from WSP's projects. **Actual/Potential:** Actual **Positive/Negative:** Both

POLICIES

WSP's Global ESG Statement affirms that we will strive to deliver projects that maximize benefits to the environment, society and economy. Our Biodiversity Statement, discussed in the "Biodiversity and Ecosystems" section, describes how WSP will encourage our clients to assess their impacts and dependencies on nature and identify opportunities to reverse the degradation of ecosystems and to enhance natural capital.

GOVERNANCE, ACTIONS AND RESOURCES

WSP has over 6,500 water professionals, who have deep expertise in hydrology and water sustainability across various sectors and regions and understand the broader implications of disrupted access to clean, plentiful water for communities. With a track record of innovative solutions, we aim for socially equitable, environmentally sustainable and economically beneficial outcomes. Our expertise spans all aspects of water-related endeavours, including resource management, drinking water and wastewater services, marine and port infrastructure, industrial water usage optimization, clean energy promotion and addressing pollution legacies. We provide guidance on a wide range of water resilience issues, from flooding and stormwater management to sea level rise and drought mitigation, serving both private and public sector clients.

WSP's approach to managing land use, resource availability, water and biodiversity in our projects is primarily through our water sector teams, Future Ready® program and related Practice Area Networks ("PANs"), which are led by subject-matter experts across our organization. WSP takes a holistic view of projects which includes construction phases beyond planning and design for clients. We include the client's key stakeholders (in planning, engineering, construction, operation and maintenance) in project planning. Employees use WSP's Future Ready® resources to build energy and water efficiency considerations into their projects by addressing future trends in climate change, resources, society and technology. For some projects, specialized employees with experience in utilizing sustainability rating tools and guidelines also ensure that energy and water efficiencies are considered. As a diverse firm, WSP has subject-matter experts in energy, water, sustainability and resilience contributing from different lenses (built ecology, infrastructure, sustainability reporting, technical knowledge, planning and environment) to help make a positive impact in projects.

WSP has over 140 PANs, which are internal professional communities of practice available to all WSP employees that focus on technical excellence, collaboration, knowledge and experience sharing, career development, and innovation. Members of PANs regularly host internal and external educational webinars on related topics. PANs that focus on land use, resource availability, water, biodiversity and ecosystems include:

— **Biodiversity PAN:** Connects our biodiversity and ecology specialists to share knowledge, best practices, and promote technical excellence and innovation to support nature-positive outcomes on all projects.

— **Water PAN:** Connects and supports water specialists to address our clients' needs, foster a culture of technical excellence within our practice area, and promote the professional development of our people. This PAN focuses on specialist areas including potable water supply, treatment and distribution, wastewater collection, transmission and treatment, river engineering and modelling, surface water management, and risk management.

In terms of innovation, WSP's Global Innovation & Idea Platform includes over 90 water-related innovations, demonstrating WSP's commitment to this sector.

We have begun evaluating our nature-based risks and opportunities, including water, through the TNFD, as described in the "Biodiversity and Ecosystems" section below.

METRICS AND TARGETS

WSP has identified water as a high-growth area in its 2025-2027 Global Strategic Action Plan. We plan to increase our revenues across the full water lifecycle. Our estimated water-related project revenues are reported in the "About WSP" section of the Performance Highlights. Projects within the water sector (i.e. stormwater, wastewater, drinking water) are captured as part of our SDG-Linked Revenues and mapped to SDG 6 - Clean Water and Sanitation, while some environmental projects are captured under SDG 14 - Life Below Water.

Water is an essential component of nature and will be considered in future targets and commitments included in our Biodiversity Statement.

BIODIVERSITY AND ECOSYSTEMS

The way we plan and design projects can have positive or negative impacts on land use, resource availability and water, as well as biodiversity and ecosystems. Biodiversity is also essential to a wide range of industries and sustains countless jobs. In addition, protecting biodiversity is a natural extension of our commitment to mitigate climate change, as these are two interrelated issues that need to be tackled simultaneously. By preserving habitats, we can address biodiversity loss and climate change while supporting underserved communities that bear the brunt of environmental degradation. Responsibly managing, conserving and restoring land, natural resources and water are essential to the health of the environment and the availability of resources for current and future generations.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

As described in the "General Disclosures", our double materiality assessment identified the following material impacts associated with biodiversity and ecosystems within our downstream value chain (client projects):

MATERIAL TOPICS

Material Topics	Description
Biodiversity and Ecosystems	Preserving and restoring natural habitats and species richness to protect ecosystem health and services.
Land Use, Natural Resources and Water	Utilizing land, water and other natural resources to meet present needs while ensuring their availability for future generations.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
Impacts	Positive or negative impacts on biodiversity and ecological health, as well as the societal, community and economic activities dependent on them, resulting from WSP's operations, supply chain and projects.
	Actual/Potential: Actual **Positive/Negative:** Both

NATURE-RELATED RISKS AND OPPORTUNITIES

In 2024, we conducted our first global TNFD assessment for our operations and value chain. This assessment followed the TNFD Locate, Evaluate, Assess, Prepare (LEAP) approach, aiming to enhance our understanding of WSP's reliance and impact on nature. We used the exploring natural capital opportunities, risks and exposure (ENCORE) tool to assess nature-related impacts and dependencies. We assessed risks and opportunities over the short term (next 12 months) and long-term (2040-2050). The assessment was led by a team of WSP biodiversity experts. No external stakeholders were consulted as part of the assessment.

Key assumptions include:

— We categorized our revenues by ENCORE industry sector and prioritized the top 12 sectors for evaluation to identify project-related nature impacts and dependencies. The output represents impacts and dependencies associated with the entire project, not WSP's specific scope of work.

— Revenue and spend by industry sector is representative of our nature-related dependencies and impacts.

Direct Operations

Our direct operations are primarily conducted in leased office space located in urban centres. The ENCORE analysis showed that these activities are associated with a low number of impacts and dependencies on nature and are therefore considered not material, which further confirms the findings from our double materiality assessment. As a result, we focused our analysis on our upstream (suppliers) and downstream (client projects) value chain.

Suppliers

We categorized our spend using ENCORE categories and analyzed approximately 67% of our PG&S spend. The ENCORE analysis revealed that approximately 73% of our supply chain spend is associated with categories that have low impacts and dependencies on nature, such as financial services and infrastructure holdings. The remaining 27% of our upstream spend falls into moderate to high-impact categories, with electronics and food products representing the high-impact categories with the highest total spend. This analysis has highlighted the commodities and services within our upstream supply chain that we should prioritize to reduce our impact on nature.

Client Projects

As a professional services provider, many of our impacts on nature are indirect, linked to the services we provide to our clients. The initial outputs of the ENCORE screening assessment were refined through a more in-depth analysis of the potential impacts of each sector. Seven sectors were identified as having high impacts and dependencies on nature: Highways, Roads and Tunnels; General Buildings; Railways and Railroads; Diversified Metals and Mining; Oil and Gas Refining; Airport Services; and Marine Ports and Services. Of these, we prioritized the top five sectors by revenue for further analysis. The tables below summarize each sector's dependencies and impacts on nature, respectively. The output represents impacts and dependencies associated with the entire project, not WSP's specific scope of work.

CLIENT SECTOR DEPENDENCIES ON NATURE

Key Dependencies on Nature	Description	Highways, Roads and Tunnels	Railways and Railroads	General Buildings	Diversified Metals and Mining	Oil and Gas Refining
Climate regulation	Nature regulates climate globally by storing carbon in soils, vegetation and oceans. Regionally, ocean currents and winds play a role, while locally, vegetation affects temperature, humidity and wind.	Large	Large	Moderate	Large	N/A
Flood and storm natural protection	Flood and storm protection is provided by the sheltering and buffering effects of natural and planted vegetation.	Large	Large	Moderate	Moderate	N/A
Mass stabilization and erosion control	Vegetation stabilizes ecosystems and controls erosion in terrestrial, coastal and marine environments; prevents avalanches and landslides; and protects coastlines (e.g. mangroves, seagrass and macroalgae).	Large	Large	Moderate	Moderate	N/A
Surface water provision	Surface water is an essential source of water for ecosystems and human use, and is provided through freshwater resources from precipitation and natural water flow.	Moderate	Moderate	Moderate	Large	Large
Groundwater provision	Groundwater is stored underground in aquifers, and originates from rainfall, snow melt and natural water flow.	Moderate	Moderate	Moderate	Large	Moderate
Waterflow maintenance	The hydrological cycle is responsible for recharge of groundwater sources (i.e. aquifers) and maintenance of surface water flows.	Moderate	Large	Moderate	Large	Moderate
Natural screening of sensory impacts	Vegetation is a natural barrier that can be used to reduce noise and light pollution.	Moderate	Moderate	N/A	Moderate	N/A
Sediment transport and flow regulation	The transportation and storage of sediment by rivers, lakes and seas across the landscape.	N/A	N/A	N/A	Moderate	N/A
Water purification	The natural processes by which wetlands, forests and other habitats filter out pollutants and improve water quality.	N/A	N/A	N/A	Moderate	Moderate
Soil quality	Vegetation can stabilize soil and provide erosion control.	N/A	N/A	Moderate	Moderate	N/A

Dependency Scope/Scale

Very Large:	Very significant dependency on nature
Large:	Significant dependency on nature
Moderate:	Moderate dependency on nature
Low/small and very low/very small dependencies are excluded (N/A)	

CLIENT SECTOR IMPACTS ON NATURE

Key Impacts on Nature	Description	Sector				
		Highways, Roads and Tunnels	Railways and Railroads	General Buildings	Diversified Metals and Mining	Oil and Gas Refining
Terrestrial ecosystem change	The utilization of land-based ecosystems for various human activities such as infrastructure projects, which may result in habitat destruction.	Very High	Very High	Very High	Very High	High
Freshwater ecosystem change	The exploitation of freshwater resources including rivers, lakes, wetlands and aquifers for human purposes often leading to water pollution, habitat degradation and alteration of aquatic ecosystems.	High	High	High	High	High
Water use	The consumption of water resources, potentially resulting in water scarcity, depletion of aquifers, alteration of hydrological cycles and conflicts over water allocation.	High	High	High	Very High	Very High
GHG emissions	The release of gases such as CO_2, CH_4, N_2O and fluorinated gases into the atmosphere, primarily from human activities, which contributes to global warming and climate change.	High	High	High	Very High	Very High
Non-GHG emissions and air pollutants	Air pollutants other than greenhouse gases, including particulate matter, sulfur dioxide, nitrogen oxides, VOCs and heavy metals, emitted from various sources such as vehicles and industries.	High	Medium	High	High	High
Disturbances	Anthropogenic disturbances caused by noise and light pollution, which can disrupt wildlife behaviour, communication and navigation, and alter ecosystems.	High	High	Medium	High	High
Water pollutants	Substances, including chemicals, nutrients, pathogens and microplastics, discharged into water bodies causing water pollution, eutrophication and toxicity.	Medium	Medium	High	High	Very High
Soil pollutants	Substances that negatively affect soil quality, structure, fertility or biological health originating from various sources, such as industrial waste, agricultural chemicals and accidental spills.	Medium	Medium	High	High	Very High
Solid waste	Discarded materials and products generated by human activities which can accumulate in landfills, pollute soil and water, attract pests, and pose risks to human health, wildlife and ecosystems if not managed properly.	High	High	Medium	High	High
Marine ecosystem change	The utilization of marine environments such as oceans, seas and coastal areas for activities like shipping, which can cause habitat destruction, and disturbance to marine ecosystems.	N/A	N/A	N/A	N/A	High
Biological interferences/ interaction	Interventions or manipulations of biological systems and organisms by humans, including introduction of invasive species, genetic modification, habitat restoration, wildlife management and conservation efforts.	Medium	Medium	Medium	Medium	Medium

Impact Scope/Scale

Very High:	Significant impact on nature and main source of pressure on nature
High:	Significant impact on nature
Medium:	Some impact on nature
Low/small and very low/very small impacts are excluded (N/A)	

Nature-Related Risks and Opportunities

Nature-related risks and opportunities were considered across our value chain. The assessment was undertaken concurrently with the updated climate risk assessment to ensure there was a joint approach to the identification of risks and opportunities. Risks and opportunities were qualitatively assessed based on the magnitude of the risk or opportunity, likelihood and scope. The priority risks and opportunities identified are shown below (Nature-Related Risks and Opportunities). The findings from this evaluation have not altered our initial conclusion that at this time, nature-related risks and opportunities do not surpass our materiality thresholds.

NATURE-RELATED RISKS

Category	Type	Description	Risk Rating	
			Short to Medium-Term (up to 2040)	Long-Term (2040-2050)
Physical	Acute & Chronic	Reputational risk and increased liability if a project is damaged by nature-related factors.	Medium	High
Transition	Regulatory	Project delays and cancellations due to governments enacting new nature-related regulations.	Low	Medium
Transition	Regulatory	Increased costs for training/hiring/understanding new regulatory landscape.	Low	Medium
Transition	Transition	Risk of client loss/increased competition if WSP does not stay at the leading edge of nature-related innovative solutions.	Very Low	Medium

NATURE-RELATED OPPORTUNITIES

Category	Type	Description	Opportunity Rating	
			Short to Medium-Term (up to 2040)	Long-Term (2040-2050)
Business Performance	Markets	Grow existing nature advisory services.	High	High
Business Performance	Products and services	Develop new technology that supports nature-positive solutions.	High	High
Business Performance	Resource efficiency	Support clients to improve their water and energy efficiency in operations that are closely linked to natural resource use.	High	High
Business Performance	Capital flow and financing	Provide integrated nature solutions (i.e. advisory and design).	Medium	Medium
Business Performance	Ecosystem protection, restoration and regeneration	Develop new services that support nature-positive solutions.	Medium	Medium

Our inaugural TNFD Assessment gives us a better understanding of how our business relies on and impacts nature through the services we offer our clients. The assessment showed that the most material risks are related to both climate and nature, and we should take action to address both topics together.

POLICIES

Biodiversity Statement

WSP's Biodiversity Statement applies to our operations and upstream and downstream value chain. Through our Biodiversity Statement, WSP aims to have a positive impact on the natural world through our business operations and our work. We commit to encouraging our clients to assess their impacts and dependencies and enabling them to identify opportunities to enhance natural capital. We pledge to embed and apply the mitigation hierarchy in the advice and designs we bring to our clients, as applicable, using the following sequential method:

— **Avoid:** Avoid negative impacts on the natural world.

— **Minimize:** Minimize any such impacts.

— **Restore:** Restore damaged sites.

— **Offset:** As a last resort, if any residual impacts remain, we will help our clients to offset them.

In keeping with our science-based approach, we pledge to uphold the precautionary principle in our client work, namely to safeguard biodiversity and to use prudence whenever evidence is lacking.

GOVERNANCE, ACTIONS AND RESOURCES

WSP's approach to managing land use, resource availability, water and biodiversity in our projects is primarily through our Global Biodiversity Network, Future Ready® program and related PANs, which are led by subject-matter experts across our organization (as described in the "Water and Marine Resources" section above). Since we are a professional services firm, the work that we undertake for clients has a focus on both understanding and mitigating environmental risk. Within our projects, we implement the precautionary principle in the following ways:

— By offering services that seek to prevent environmental degradation and restore the natural environment.

— By evaluating certain types of biodiversity risk in our "go/no go" project opportunity decisions.

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

WSP has an internal, global 2025-2027 Nature Advisory Strategy, which details our action plan to grow services that support clients to embed nature considerations into business decision-making to reduce risks, create opportunities and shape a more sustainable future.

Additional actions we undertook in 2024 are included in the "Biodiversity & Natural Capital" section in the Performance Highlights of this Report.

METRICS AND TARGETS

Now that we have a better understanding of our impacts through our global TNFD assessment, we plan to focus on setting targets, taking action and measuring progress towards meeting the commitments set out in our Biodiversity Statement.

ENVIRONMENTAL MANAGEMENT

We are committed to protecting and enhancing the natural environment we work in. We have established systems, processes and tools to identify and manage our environmental risks and opportunities. This provides a framework for managing the environmental impacts of WSP's operations, projects and premises.

Our leadership and employees at all levels are responsible and accountable for delivering on our environmental management commitments in line with our Global HSEQ management systems and policies, which are further described in the "Our Workforce" section. Responsible environmental management of our operations, premises and services helps us achieve our goals and is integral to our business planning, project delivery and the achievement of HSEQ excellence.

OUR APPROACH

POLICIES

WSP's approach is governed by our Global HSEQ Manual; HSEQ Policy Statement; Global Environmental Policy; Global ESG Statement; regional environmental policies (in certain locations); and Global Workplace Guidelines.

GOVERNANCE, ACTIONS AND RESOURCES

Environmental management is overseen by WSP's Global HSEQ team. The Global Director, Environment (HSEQ) reports to the Vice President, Global HSEQ, and is responsible for overseeing environmental management, including compliance. Within each region or country, a local HSE leader manages environmental compliance.

The Environmental component of the Global HSEQ Excellence Program supports a consistent approach to managing our environmental risks, encourages sharing of best practices and knowledge through a collaborative approach and drives continual improvement in our environmental performance across WSP.

In addition, WSP's Global Environmental Leaders Network connects our Environmental and HSE leaders to facilitate the development of systems and initiatives to protect the environment and share knowledge and expertise on environmental management, environmental risk, training and communications, and regulations and strategy.

In many of our locations outside of North America, we manage impacts through our ISO 14001-certified environmental management systems (EMS). WSP currently has 54% of its operations globally covered by the EMS standard ISO 14001: 2015. Subregions or countries that are not certified employ similar practices to identify and manage environmental risks and opportunities.

In Our Operations

Environmental management associated with our operations is the responsibility of our Global Operating Team, the Global and Regional Workplace Strategy Team, and local Environmental Management and Sustainability and ESG leaders. Our approach includes:

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

— Monitoring our resource use while recognizing that, as a professional services business, we do not have significant waste generation or water consumption impacts.

— Communicating and engaging with our people on environmental management with initiatives and campaigns.

— Collecting performance data for our global operations and sharing our progress with stakeholders annually.

— Identifying, assessing and managing our environmental risks and opportunities to prevent pollution and protect the environment.

— Tracking compliance with local, state, provincial, federal and international environmental laws and regulations.

— Setting clear objectives and leading by example to highlight best environmental practices and raise standards in our industry.

— Promoting and ensuring continuous improvement by monitoring performance against stated KPIs, objectives and targets to deliver excellence in our standards, culture and performance.

— Setting additional regional environmental targets as appropriate and reviewing progress against them.

— Identifying training needs across our business and delivering effective programs to develop competency and awareness.

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

We consume water in office kitchens and washrooms and generate mostly non-hazardous office waste, with limited quantities of special or hazardous waste (e.g. fluorescent bulbs, batteries, electronic waste). We withdraw all our water from third-party sources, such as municipal water suppliers, and our wastewater is discharged to municipal treatment facilities. Due to our relatively small footprint, we have not identified any substantive water-related impacts associated with these activities and thus have not engaged stakeholders to manage water as a shared resource.

Our operational waste is relatively small in comparison to project and value chain-related waste impacts. We implement recycling in all offices where possible. In some locations, we also incorporate composting and circularity efforts in our operations. We expect our landlords to responsibly dispose of waste. In select cases where we are responsible for managing waste disposal or recycling, we contract with certified waste management companies authorized to collect and dispose of our waste. Due to our primarily leased operational footprint, waste is managed on a site-by-site basis. Measurements of our annual waste and diversion rate vary greatly based on the number of offices that report actual waste data.

In Our Projects

Within our projects, we consider the environmental risks and opportunities from the outset through design, construction, operations and end-of-life. We identify and seek to comply with environmental regulatory and permitting requirements to avoid, minimize or mitigate impacts on the environment. Under our HSEQ program, a risk assessment should be conducted prior to any site visit or activities on site. The risk assessment determines the level of environmental control, if any, required on a project and this is documented in an Environmental Management Plan or similar document. This covers matters such as water pollution, noise and nuisance, land contamination, waste, hazardous substances, and vehicle use, which could have a potential environmental impact or damage protected species and habitats. We communicate these risks to our suppliers, subcontractors and clients. Please refer to the "Water and Marine Resources" section in these Disclosures for information on how we manage water impacts in our projects.

Environmental Events

We have defined a common approach to reporting and managing environmental events, which we began to implement at the beginning of 2024. Additional requirements may exist at the country level to meet local regulatory requirements. Environmental events include environmental incidents, near misses and observations and apply to all environmental events related to WSP. In 2024, there were no significant environmental incidents reported; for more information please refer to "Appendix C — SASB Index".

METRICS AND TARGETS

Our performance is evaluated by tracking performance against our global environmental KPIs, auditing and re-certification of our EMS(s) (where applicable); conducting internal audits; tracking the number of environmental events reported; and monitoring the number of significant fines or material non-monetary sanctions received for non-compliance with environmental laws or regulations.

We also evaluate our performance by comparing waste and resource consumption data per office and country over time. However, because we primarily lease office space, in many locations, actual measured/metered data or prorated building data is not available and is therefore based on industry estimates.

WATER AND WASTE CONSUMPTION

INDICATOR	UNIT	2024	2023	2022
Total Water Withdrawn (Third-Party Providers)	m^3	454,696	478,207	408,093
Total Water Withdrawn in Areas with High or Extremely High Water Risk	m^3	160,709	181,828	-
Percent Water Withdrawn in Areas with High or Extremely High Water Risk	%	35%	38%	-
Total Non-Hazardous Waste	Tonnes	2,024	2,122	2,473
Landfill	Tonnes	1,595	1,673	2,104
Recycling	Tonnes	365	362	329
Compost	Tonnes	11	1	18
Incineration (with and without energy recovery)	Tonnes	53	86	22
Diversion Rate	%	19%	17%	14%
Total Special Waste	Tonnes	358	139	8
e-Waste	Tonnes	358	139	0
Hazardous/Special Waste	Tonnes	0	0	8

SOCIAL INFORMATION

OUR WORKFORCE

WSP is a people business. Our success relies on the ingenuity and expertise of employees who deliver Future Ready® solutions to our clients and communities. We are committed to making the efforts required to provide our people with a best-in-class, safe work environment so that they can deliver to their full potential. Across our global business, we continue to invest in and develop a culture focused on empowerment and adaptability, allowing us to deliver growth and adapt to constantly changing environments. We seek a highly engaged workforce and aim to achieve this through our Guiding Principles.

Our ability to operate and grow requires investment in employee development. Attracting and retaining talent in our industry is highly competitive; we must remain agile in our approach. Our goal is to provide learning and development opportunities aimed at advancing strategic business priorities, so that our people can achieve their full potential. We are committed to maintaining momentum with initiatives that proactively engage and retain employees, as well as soliciting and acting on regular employee feedback.

WSP aims to foster a stimulating and safe work environment where our people thrive personally and professionally. The importance and benefit of having teams comprised of highly talented and experienced individuals who have confidence in measures implemented to ensure their well-being is top of mind across all regions. We are committed to empowering people through a work environment where inclusion and belonging are both expected and valued.

Providing a working environment free of risk to health and safety for our employees, as well as others who may be affected by our activities, is a core value at WSP. Our HSEQ program seeks to identify hazards with the potential to impair human health or cause injuries, as well as promote a positive health and safety (H&S) culture that empowers and enables our employees to work in a manner that keeps them safe from harm, eliminating or mitigating to an acceptable level the risks associated with our work activities.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Talent Attraction, Engagement and Retention	Mechanisms to find, recruit, engage and retain talent to build a skilled and motivated workforce that boosts business growth.
Inclusion and Belonging	Providing an environment free from discrimination, including equal opportunities for individuals from all backgrounds.
Health and Safety	Initiatives to measure, manage and reduce health and safety incidents, and promote a positive health and safety culture.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
TALENT ATTRACTION, ENGAGEMENT AND RETENTION	
Risks	Risks associated with the loss of revenue and increased costs due to high turnover and challenges in effectively managing and staffing projects caused by inadequate talent attraction, engagement, and retention management and strategy.
Opportunities	Opportunities to increase revenues by attracting top talent and increasing long-term institutional knowledge across WSP's operations.
INCLUSION AND BELONGING	
Risks	Risks associated with non-discrimination regulatory compliance, increased turnover, and decreased productivity, organizational culture, innovation and collaboration from insufficient inclusion and belonging practices.
Opportunities	Opportunities associated with increasing revenue from the ability to win more work with clients because we foster a sense of belonging in our workforce.
HEALTH AND SAFETY	
Risks	Health and safety incidents, such as serious injuries, or even fatalities, affect our employees and business partners, and could increase costs from increased work stoppages, higher insurance premiums, and remedial compensation and fines. Health and safety incidents could also lead to decreased revenues by affecting WSP's ability to bid on and win projects.

POLICIES

Human Rights Policy Commitments

Please refer to our disclosure in the "Business Conduct" section for descriptions of WSP's Code of Conduct, Human Rights Policy and Business Partner Code, and to WSP's 2024 Modern Slavery Report for further information on the actions taken by WSP to address the risks of modern slavery in its operations and supply chains.

Global Inclusion and Belonging Policy (I&B)

Our Global I&B Policy reflects WSP's long-term vision, approach and minimum standards. Living by WSP's Guiding Principles and striving for a sustainable work environment involves understanding, accepting and embracing differences and ensuring the inclusion of our people based upon all legally protected grounds. WSP believes that by supporting and promoting an inclusive workplace, our employees can tap into their full potential by feeling valued and knowing that they are an integral part of the organization. Our I&B approach is crucial to foster WSP's innovative capacity and competitiveness, as well as our attractiveness and acceptability as an employer.

Discrimination

We are committed to providing equal opportunities in employment. We aim to provide a professional and fair working environment in which our employees are treated with dignity and respect, free from any unlawful harassment or unfair discrimination on legally protected grounds. Our commitment is notably reflected in our Human Rights Policy, recruitment and employment policies, terms and conditions, procedures, processes and decisions. WSP internally monitors, investigates and addresses discrimination allegations in accordance with corporate policy.

Equal Remuneration

WSP's Human Rights Policy 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 and we are committed to equal pay for work of equal value. Given the global scope of our organization, we work internally to deploy equal remuneration strategies and actions plans with stakeholders.

Global Well-Being Policy

The Global Well-Being Policy provides guidelines for directors, officers, executives, employees and consultants of WSP. Well-being is fundamental to WSP's commitment to an inclusive culture where our people can thrive, and it enables us to give back to the communities in which we work and live.

Employee Handbooks

WSP provides employee handbooks for the vast majority of our subregions. They serve as a guide to our core Human Resources policies and practices. The handbooks also detail specific policies and practices based on where the employee is located (e.g. country, state, province). Information within the handbooks includes, but is not limited to, workplace health and safety, compensation, benefits and workplace expectations. Employee handbooks can be found on our intranet sites.

Health & Safety Policy Commitments and Management System

WSP has in place a global HSEQ Policy Statement and program, which is described in the "Health & Safety" subsection below.

Channels for Own Workforce to Raise Concerns

For a description of our reporting mechanisms, including our Business Conduct Hotline, please see our management approach to Ethics and Integrity in these Disclosures, in the "Business Conduct" section, as well as our Reporting, Investigations, and Anti-Retaliation Policy. Where our employees are unionized, grievance procedures are also available in accordance with union governance.

TALENT ATTRACTION, ENGAGEMENT AND RETENTION[1]

Governance

Our Global Chief Human Resources Officer (CHRO) has global oversight and responsibility for our employment practices, workforce strategy and other people-related initiatives. The Global CHRO reports regularly to the GECC on critical human capital-related topics and coordinates with regional Human Resources leaders to identify challenges and ensure the cohesiveness of our workforce strategy. The GECC has oversight responsibility for talent attraction, recruitment and turnover; workforce compensation and pay equity; succession planning; workforce composition and inclusion and belonging; employee engagement, health and well-being; workforce training, learning and development; and for monitoring a variety of human capital metrics in this regard.

People management and talent development are crucial to our success. They enable us to be an employer of choice, while delivering value to our clients and other stakeholders. Our efforts to promote talent attraction, development and retention include the following initiatives:

Employee Feedback and Engagement

We promote an active employee voice culture using our online platform, "WSP Listens". This provides opportunities for the vast majority of our employees globally to give anonymous feedback twice per year. While a high proportion of the questions are focused around areas that directly relate to employee engagement, additional feedback is also sought on specific topics such as inclusion and belonging, health and well-being, and ethics and compliance. Our managers are empowered to use WSP Listens as a springboard to interact with their employees by engaging in meaningful conversations about their feedback and subsequently creating action plans. At a global level, WSP Listens enables us to identify areas of concern that require a global or regional focus and thus help inform business decisions regarding proposed or ongoing initiatives.

Employee Referral Programs

We believe our current employees are an ideal way to source new talent, as they know our culture and our needs and are best placed to recommend suitable candidates. Therefore, we have employee referral programs (for certain key positions) covering the vast majority of our employees, providing monetary compensation for referrals of candidates who are ultimately hired.

Early Careers

We have Professional Growth Network groups and "Taskforce" groups for developing and supporting early-career professionals, covering the majority of our operations. These consist of annual programs and initiatives designed to cultivate talent, and opportunities to receive feedback from a range of collaborators, which promote a supportive culture for new professionals.

Learning and Development

At WSP, we are committed to providing universal access to learning, using a variety of methods to deliver learning experiences. We have invested in online digital learning as well as developing bespoke, in-house learning from our learning and development specialists and technical teams. We aim to provide equitable learning opportunities for all permanent employees. WSP Learns is our online learning platform, providing employees with a wide range of courses to expand their skills and expertise. Digital CAD and BIM technical drawing training is provided by a range of other specialist vendors.

A wealth of information and training is available to our employees so they can develop their knowledge and skills. Accessible from online portals, these learning options include workshops, webinars and self-paced e-learning modules, designed internally or by specialist external providers. Our approach to fostering employee development ranges from onboarding training to professional growth programs covering:

— Technical expertise.

— Client and project management.

— Leadership capabilities, by partnering with recognized educational institutions.

— Essential professional skills.

— Career development.

— Mentoring and coaching.

Although we develop and deliver most of our learning and development initiatives locally, we foster collaboration and knowledge sharing through our Talent Management Community of Practice. Additionally, we hold regular global conferences such as our Global Technical Excellence Conference, Global Infrastructure Conference and Global Leadership Conference, which bring together our technical experts and leaders and offer development and mentoring opportunities for our emerging talent. We also have global PANs designed to foster collaboration and connect experts across the world.

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1   To describe coverage of various human resources programs and initiatives in this section, we have used the following terms, which are based on total employee numbers: "over half" represents coverage of 50-75% of employees; "majority" represents 75-90% and "vast majority" represents >90%.

Support for External Learning

For the majority of our people, including our larger businesses in Australia, Canada, the US and the UK, we provide support for the pursuit of higher education. This includes degrees and certifications, for example through financial support and allowing time away from work to study. In some regions, we provide entry-level opportunities which are directly linked to formal education, such as our apprenticeship program in the UK. The program offers entry-level opportunities where there is no cost for education or qualifications to the employee, and they earn a salary while studying for industry-recognized qualifications. We believe that investing in early-career professionals gives them a solid foundation for continuing their professional advancement.

Performance Management

Regular performance management discussions are held for the vast majority of our employees, to ensure the development of our talent. This generally refers to a process in which employees have measurable goals that are set in a collaborative manner with their people manager. We encourage employees to express their career aspirations to their manager in these discussions; our managers are responsible for providing employees with support to enable them to meet their aspirations. Any development needs are then addressed through the mechanisms described above or are raised with our HR teams as a business need.

In 2024, performance management continued to be enhanced and promoted through the rollout of our ERP and the creation of a single process. This process also encourages employees to request feedback from those they have worked alongside in the previous year.

Promotions and Succession Planning

We prioritize internal promotion and redeploy talent within our market sectors and regions to leverage internal experience and expertise and to provide development opportunities to our employees.

In addition, WSP conducts succession planning annually for key members of senior management, as well as for all regional leadership team members. We maintain a succession plan for each critical position that considers various time horizons, with potential internal succession described as "ready now", "short-term ready, up to five years", or "long-term ready in more than five years". In addition, an "emergency" plan for short-term absences is established. For more information on succession planning, please consult our latest 2025 Management Information Circular. We also identify and track our "rising stars" to bring the next generation of talent into leadership positions.

Integration

We aim to retain employees who join WSP through acquisitions by providing them support throughout the integration process. We provide resources for these new employees to better understand the WSP culture and where they fit within the organizational structure.

SUPPORTING OUR WORKFORCE

We have several programs in place to support our workforce.

Flexible Working

We aim to offer a flexible, agile, yet structured work environment that capitalizes on both in-person and remote work, and we have implemented a hybrid working model across the global business. We focus on maximizing collaboration and meeting the development needs of various employee groups, while prioritizing the needs of our clients. Working-from-home arrangements are available for the vast majority of employees, and flexible work hours are available for the majority of employees. In addition, the vast majority of employees have the option to work part-time.

Work arrangements in all regions are devised to support local operations, based on knowledge of our people, client and business needs. Our agile environment gives us the capability to virtually bring our experts to where our clients are located, so they can benefit from WSP's global network of talent. Our aim is to have a thriving workforce, with the ability to work both collaboratively in person and remotely on any project.

Employment Benefits

WSP offers competitive benefits and rewards to ensure a positive employee experience, including physical and mental well-being. An overview of our employment benefits for operating locations with more than 1,500 employees is disclosed in the "Metrics and Targets" subsection below.

Well-being

WSP is committed to the health and well-being of its employees and recognizes that the physical, mental and emotional health of our staff is paramount. We focus on creating a positive environment for well-being through specific employee programs that are encapsulated in our Global Well-being Policy. A continued focus on upskilling our managers and leaders to connect with their teams and providing additional training on the importance of mental well-being are part of our employee well-being programs.

Support for Caregivers

Paid parental leave is provided for the family's primary caregiver in excess of the minimum legal requirement for the vast majority of employees. Paid parental leave is provided for the non-primary caregiver in excess of the minimum legal requirement for the majority of employees. Paid family or care leave beyond parental leave (i.e. care for a child, spouse, partner, dependent, parent, sibling, etc. with a physical or mental health condition) is provided to over half of employees. Some benefits may not be available in all countries due to local legislation or other limiting considerations.

EVALUATING OUR PERFORMANCE

We evaluate our employee training, education and employment practices by monitoring and managing data on metrics including our hiring and employee turnover rates, employee benefits, and time spent on learning and development activities. We measure and review employee feedback, as described above, in our engagement survey WSP Listens. Additionally, in our 2022-2024 Global Strategic Action Plan we had targets regarding our performance in this area, which we present in this Report. In February 2025, we communicated strategic goals for the 2025-2027 cycle, which include the following:

— 150 bps decrease in voluntary turnover by 2027

— 75% of executive leadership roles filled internally by 2027

— >30,000 employee shareholders by 2027

Please refer to the "Performance Scorecard" and the "Sustainability Ambitions & Targets" in the Performance Highlights for more information.

EMPLOYEE INCLUSION AND BELONGING

Governance

WSP's Global CHRO and the Global Sponsor, Inclusion and Belonging (I&B) are responsible for implementing WSP's I&B Program and leading the Global I&B Strategy. The Global Director, I&B, who reports to the Global CHRO, leads the program on a day-to-day basis. Both the Global Sponsor and the Global Director monitor and help define WSP's global vision and priorities, as well as lead global initiatives. The Global I&B Strategy was refreshed in 2024 and articulates our vision of having WSP recognized by our people, peers and clients as a safe, inclusive workplace where we create a sense of belonging. This strategy sets the foundation for each region in the development of their initiatives and key activities.

Inclusion and Belonging

The Corporation promotes merit-based practices in its talent acquisition, awareness, learning, career development and recognition initiatives, while aiming to provide a work environment in which all individuals are treated with dignity and respect, free from any discrimination. The global focus continues to provide emphasis on development and leadership opportunities for all employees, applied equally.

WSP's Global I&B Network includes regional representatives and is a forum for sharing best practices and promoting continuous improvement. All our operations are supported by I&B representatives who lead and promote I&B activities and participate in our global I&B community of practice. In addition, the majority of our employees have access to local I&B councils. We also have employee groups in place to represent and support employee interests in our business. Many of these subregional groups are connected globally, such as VIBE (Visibility and Inclusion in the Built Environment), which supports the LGBTQ+ community. Globally, over half of our employees have access to these groups. We encourage all our employees to join groups in place in their subregion, and do not limit membership to any one group.

WSP continues to work towards achieving an inclusive culture, which we believe contributes to a greater mix of skills. Our approach to building an inclusive culture that respects and maximizes the contribution of all our employees, as well as prospective employees, includes:

— 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.

We have strategies specific to our subregions to support our approach to hiring, including increasing talent pools through partnerships with professional associations.

EVALUATING OUR PERFORMANCE

During the 2022-2024 global strategic cycle, we evaluated our inclusion and belonging practices by measuring progress against the objectives set forth in our 2022-2024 Global Strategic Action Plan. Our performance is included in the Performance Scorecard in this Report. In addition, we track and report incidents of discrimination (please refer to the "Business Conduct" section in these Disclosures).

HEALTH AND SAFETY

Governance and Culture

At WSP, we manage health and safety together with environment and quality, forming our HSEQ program. This subsection is focused on H&S. We discuss our environmental activities in the "Environmental Management" section of this Report. Our Global Vice President, Health, Safety, Environment & Quality is responsible for implementing our H&S program. The GECC, together with the Board, provides leadership and oversees H&S policies and practices. WSP's HSEQ Policy Statement is reviewed annually and approved by the GECC. WSP promotes compliance with all applicable H&S legal requirements and regulations. Our approach to promoting a positive H&S culture includes:

— Fostering a culture of caring and empowering our employees to actively participate in the HSEQ Management System.

— Providing an appropriate level of resources and funding to support the implementation of the HSEQ Management System.

— Proactively identifying and eliminating the hazards associated with our activities.

— Complying with our "Lifesaving Actions" (LSAs) and minimizing the impacts associated with any critical risks identified on our project sites and business travel.

— Seeking to continuously improve through recognition and adoption of best practices in health and safety and encouraging the sharing of lessons learned across our global operations.

— Encouraging all our people to stop work and seek guidance if they are unsure about their safety.

— Fostering a "speak up" culture to encourage reporting of HSEQ incidents, near misses and observations.

Global HSEQ Management System ("HSEQMS")

The Global HSEQ Manual fosters a holistic approach to address H&S risks and provides a foundation for our subregions as they implement H&S into all aspects of their work. Our global and regional leadership teams are committed to ensuring that H&S is integral to the way we work, promoting a proactive and transparent H&S culture which empowers and enables our people to work in a manner that can keep them, and others who may be affected by our activities, safe from harm.

Key principles of WSP's HSEQMS include:

— Global application to all WSP regions, countries and locations, including acquired companies.

— Compliance with all applicable laws and regulations, as well as WSP's minimum standards.

— Focus on risk prevention in all our activities.

— Integration of HSEQ throughout the project lifecycle.

— Adoption of a learning mindset and industry best practices.

— Visible leadership at all levels to create a strong and positive HSEQ culture.

In addition to the overarching expectations set out in the HSEQMS, all employees operate under regional H&S management systems that meet local statutory requirements, while always meeting WSP's minimum requirements. In most countries, we manage impacts through our certified H&S Management System. We report on the percentage of operations that are certified under ISO 45001 or the Certificate of Recognition program (COR) in the "Metrics and Targets" subsection below.

All subregional H&S programs are required to adhere to the Global HSEQ Manual, which aligns to ISO 45001 or similar certifications, and defines minimum requirements for H&S management in all our activities. In addition to describing the HSEQMS, the manual includes the following elements:

Leadership, Roles and Responsibilities

One of the most important contributors to sustained and improved HSEQ performance is leadership, i.e. the impact that leaders make by actively engaging in HSEQ in the workplace. Managers consistently participate in activities showcasing their personal commitment to HSEQ, demonstrating care, fostering a positive culture, and gathering valuable information for the development of HSEQ strategy and plans. The HSEQMS clearly identifies duties and responsibilities for employees at all levels. All WSP employees have the right and responsibility to stop work if H&S is being compromised, without fear of negative consequences.

Consultation, Communication and Training

WSP values the participation and contribution of employees and suppliers/subcontractors in shaping H&S. WSP consults through HSEQ committees, project team meetings, surveys, reported hazards and incidents, coaching, mentoring, senior leadership engagements, hazard assessments and workplace inspections and audits. Training, education and communication are key components of the HSEQMS. Our training approach supports continuous lifelong learning and awareness for leaders, managers, supervisors and employees. WSP is committed to enabling its employees to meet their specific orientation and training requirements. Employee training on H&S is a measurable performance indicator for all business leaders. Our employees are trained on WSP's approach to H&S and to recognize and report hazards and workplace risks. Workplace H&S documents are displayed in all offices and on work sites. Our aim is to offer guidance to employees, helping them identify, assess and mitigate risks effectively in the activities we undertake.

Risk Management

WSP maintains an H&S risk assessment process that applies to all work activities and anywhere an employee or supplier undertakes work for WSP. Risk assessments are reviewed periodically, taking into consideration residual risks and the effectiveness of controls. Findings of risk assessments are communicated to all interested parties, as required.

Critical Operational Risk Controls – Lifesaving Actions

The WSP LSAs establish minimum performance expectations and are fully implemented at all WSP locations. These non-negotiable practices are designed to mitigate or eliminate high-risk hazard areas that have historically resulted in fatalities and serious incidents.

Incident Reporting, Investigation and Management

Across our global business, we encourage all our employees to contribute to our performance by reporting all incidents, near misses, hazards and positive observations using the WSP HSEQ reporting tool. All regional regulatory reporting requirements must be met as a priority. All work-related incidents must be investigated to a level commensurate with their actual and potential severity to determine root causes, implement corrective actions and ultimately prevent reoccurrence. WSP aims to foster a "learning organization" culture, where lessons learned are shared, appropriate measures are taken, and the application of what has been learned is monitored.

Project Management

H&S principles are integrated into each phase of the project lifecycle to enable work to be conducted in a safe manner. The approach and tools utilized in managing H&S for a project are dictated by the level of complexity of the project and the risks associated with the work. H&S must be considered at an early stage of the opportunity and specific client, legal and other requirements applicable to the project must be reflected in the HSEQ planning. WSP seeks to ensure that first aid and appropriately trained personnel are available at all office and project locations and that sufficient personal protective equipment is available to all employees visiting project sites. For projects that include engineering design, relevant planning activities are described in the manual, including the description of audits, surveillance, monitoring, inspection, incident management and emergency preparedness.

Subcontractor Management

The manual describes the process to select and manage our subcontractors and suppliers, ensuring that they meet WSP's HSEQ performance expectations and comply with WSP's HSEQ requirements. WSP is committed to working only with subcontractors and suppliers who are as committed to HSEQ as we are. Please see the "Workers in the Value Chain" section in these Disclosures for more information.

Travel Planning and Management

Every WSP operation must establish a procedure to educate employees and suppliers undertaking work-related travel regarding potential health, safety and security hazards, along with the necessary control measures. A global process is in place to approve and manage travel to countries that have higher health and safety risks, which includes assistance from International SOS, our travel support partner.

EVALUATING OUR PERFORMANCE

We evaluate our occupational H&S performance using both leading and lagging performance indicators. We also implement H&S performance goals across our company to drive cultural change and make improvements in our most critical areas. In addition, in 2024 we launched the HSEQ Excellence Program to assist countries in cultivating and improving our business and operational excellence in a consistent "One WSP" way of working. The goal of the program is to continually develop and improve our way of working while maintaining an effective HSEQMS, with proactive leadership, that delivers reliable, robust and best-in-class HSEQ performance.

In this Report we communicate strategic goals for the 2025-2027 cycle, which include the following:

— Enhance maturity of regional HSEQ management systems under our Global HSEQ Excellence Program.

METRICS

Please refer to "Appendix A — Definitions & Methodology" for more information on the metrics below.

Employee Characteristics

This subsection contains a comprehensive overview of our employee characteristics, highlighting key metrics such as regional representation; new hires; leavers; new hire and turnover rates; the breakdown of employees by contract type (full-time, part-time, permanent, and temporary); number of FTEs; and demographics.

The demographic data included in the following tables is subject to compliance with local laws, data protection requirements and cultural sensitivities. It is provided for information purposes and does not reflect targets or actions to be taken by WSP.

EMPLOYEES BY REGION

		2024		2023		2022	
Canada	Male	7,936	63%	7,721	64%	6,291	64%
	Female	4,622	37%	4,350	36%	3,613	36%
	Total	12,558	100%	12,071	100%	9,904	100%
Americas	Male	12,057	65%	11,815	65%	11,218	67%
	Female	6,612	35%	6,254	35%	5,575	33%
	Total	18,669	100%	18,069	100%	16,793	100%
EMEIA	Male	17,151	68%	16,376	68%	14,560	69%
	Female	8,158	32%	7,585	32%	6,694	31%
	Total	25,309	100%	23,961	100%	21,254	100%
APAC	Male	7,794	68%	7,304	67%	7,080	66%
	Female	3,712	32%	3,553	33%	3,642	34%
	Total	11,506	100%	10,857	100%	10,722	100%

EMPLOYEES BY EMPLOYMENT CONTRACT AND REGION

INDICATOR	2024	2023	2022
Full-Time Equivalent Employees (FTE)	70,148	63,676	63,498
Permanent, Full-Time Employees	60,223	57,267	50,024
Male	40,482	38,820	34,076
Female	19,741	18,447	15,948
Permanent, Part-Time Employees	4,946	4,675	5,055
Male	2,541	2,371	2,900
Female	2,405	2,304	2,155
Temporary Employees	2,873	3,016	3,594
Male	1,923	2,025	2,173
Female	950	991	1,421
Permanent Employees by Region	65,169	61,942	55,079
Canada	12,439	11,857	9,719
Americas	17,581	16,772	14,886
EMEIA	24,623	23,227	20,486
APAC	10,526	10,086	9,988
Temporary Employees by Region	2,873	3,016	3,594
Canada	119	214	185
Americas	1,088	1,297	1,907
EMEIA	686	734	768
APAC	980	771	734

NEW HIRES AND EMPLOYEE TURNOVER

	Canada			Americas			EMEIA			APAC			Total		
	2024	**2023**	**2022**	**2024**	**2023**	**2022**	**2024**	**2023**	**2022**	**2024**	**2023**	**2022**	**2024**	**2023**	**2022**
Number of New Hires	2,097	2,226	2,149	3,350	3,324	3,787	5,350	5,309	5,307	1,791	2,181	2,786	12,588	13,040	14,029
New Hire Rate	17%	19%	22%	19%	18%	25%	21%	22%	26%	18%	22%	28%	19%	20%	25%
Number of Employees Who Left the Company	1,716	1,926	1,812	2,877	3,792	3,373	4,166	4,820	4,240	2,302	2,312	1,973	11,061	12,850	11,398
Turnover Rate	14%	16%	18%	16%	21%	22%	17%	20%	20%	22%	23%	19%	17%	20%	20%
Voluntary Turnover Rate	11%	13%	16%	12%	15%	16%	13%	16%	16%	14%	16%	17%	13%	15%	16%

Demographics

The following tables provide detailed insights into various aspects of our employee demographics, based on self-identification for representation data among such individuals.

EMPLOYEE DEMOGRAPHICS BY EMPLOYMENT CATEGORY[1]

	Business Leaders			Middle Management			Engineers & Consultants			Business Support			Total		
	2024	**2023**	**2022**	**2024**	**2023**	**2022**	**2024**	**2023**	**2022**	**2024**	**2023**	**2022**	**2024**	**2023**	**2022**
Male	69%	80%	80%	75%	74%	75%	68%	68%	69%	34%	28%	30%	66%	66%	67%
Female	31%	20%	20%	25%	26%	25%	32%	32%	31%	66%	72%	70%	34%	34%	33%
Age 30 and Under	<1%	<1%	<1%	1%	1%	1%	37%	36%	35%	21%	20%	20%	24%	24%	24%
Age 31-50	48%	42%	43%	58%	60%	63%	50%	50%	51%	55%	54%	55%	53%	52%	54%
Age 51 and Over	52%	58%	56%	41%	39%	36%	13%	14%	14%	24%	26%	25%	23%	23%	23%

1   In 2024, a global re-categorization of roles, as well as streamlining of roles categorized as Business Leaders, had varying impact on the male/female and age distribution across management levels, when compared to employee distribution in previous years.

BOARD OF DIRECTORS AND SENIOR MANAGEMENT: DISCLOSURE REQUIRED UNDER THE *CANADA BUSINESS CORPORATIONS ACT*

The table below illustrates the representation of the designated groups on the Board and among senior management,[1] based on self-identification for representation data among such individuals.

As at March 25, 2025	Current Directors	Nominee Directors	Members of Senior Management – Executive Officers	Global Leadership Team
Total	9	8	11	25
Women	4 (44.44%)	3 (37.5%)	3 (27.3%)	6 (24%)
Indigenous Peoples	-	-	-	-
Members of visible minorities	1 (11.1%)	1 (12.5%)	1 (9%)	1 (4%)
Persons with disabilities	-	-	1 (9%)	1 (4%)
Number of individuals that are members of more than one designated group	-	-	1 (9%)	1 (4%)

Collective Bargaining

In accordance with our Human Rights Policy, our people have 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. The following table illustrates the global percentage of employees covered by collective bargaining agreements. For more information, please refer to our 2024 Annual Information Form.

COLLECTIVE BARGAINING COVERAGE

INDICATOR	2024	2023	2022
Employees Covered by Collective Bargaining Agreements	11%	11%	11%

Employment Benefits

The table below summarizes benefits available to full- and part-time employees in our significant locations of operation.

2024 EMPLOYMENT BENEFITS

	Canada	US	UK	Sweden	Mainland China and Hong Kong	Australia	New Zealand	India
Life Insurance	F,P*	F,P**	F,P	F,P,T	F	-	-	F,P
Healthcare	F,P*	F,P**	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	-	F,P
Parental Leave	F,P*	F,P**	F,P	F,P,T	F	F,P	F,P,T	F,P
Retirement Provision	F,P*	F,P	F,P	F,P,T	F,P, T****	F,P	-	F,P
Stock Ownership	F,P*	F,P**	F,P	F,P	-	F,P	F,P	F,P

F	Full-Time
P	Part-Time
T	Temporary
*	If employed more than 22.5 hours per week
**	If employed more than 24 hours per week
***	Grade dependent
****	Only provided in Hong Kong per Mandatory Provident Fund regulation

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1   The table also illustrates the representation of the designated groups composing the Corporation's Global Leadership Team as outlined in the Corporation's website under www.wsp.com. As at March 25, 2025, the Executive Officers were the individuals listed on pages 20 and 21 of the AIF, in addition to the President and CEO of the Corporation.

Training and Skills Development

The table below shows the evolution of training hours for FTEs over a three-year period.

TRAINING AND SKILLS DEVELOPMENT – FTEs

INDICATOR	UNIT	2024	2023	2022
Training Hours	Hours	1,900,230	1,577,992	1,212,046
Training Hours per FTE	Hours/FTE	29	26	22

Health, Safety, Environment and Quality

The disclosures in this subsection cover direct employees as well as contract employees, but do not include reporting year acquisitions, subcontractors or consultants (i.e. those employed by third parties).

NUMBER OF INCIDENTS

Region/Subregion	Lost Time Incidents 2024	Lost Time Incidents 2023	All Incidents 2024	All Incidents 2023	Total Recordable Incidents 2024	Total Recordable Incidents 2023	High-Consequence Injuries 2024	High-Consequence Injuries 2023	Fatalities 2024	Fatalities 2023
Canada	3	10	350	326	57	69	0	0	0	0
United States	9	13	138	175	45	44	1	0	0	0
Latin America and the Caribbean	0	11	6	25	4	14	0	0	0	0
EMEIA	3	3	80	68	15	12	0	0	1	0
Asia	0	5	3	8	2	6	0	0	0	0
Australia-New Zealand	0	8	127	116	27	27	0	0	0	0
Total	15	50	704	718	150	172	1	0	1	0

In 2024, we had one high-consequence injury in the United States. In addition, WSP deeply regrets the passing of one employee in 2024, who was fatally injured during a road traffic accident while travelling to a client meeting. WSP extends its condolences to the family, friends and colleagues who have been impacted by this tragic incident.

RATE OF INCIDENTS (PER 200,000 HOURS)

Region/Subregion	Lost Time Incident Rate (LTIR) 2024	Lost Time Incident Rate (LTIR) 2023	All Incident Frequency Rate (AIFR) 2024	All Incident Frequency Rate (AIFR) 2023	Total Recordable Incident Rate (TRIR) 2024	Total Recordable Incident Rate (TRIR) 2023	High-Consequence Injury Rate 2024	High-Consequence Injury Rate 2023
Canada	0.03	0.10	3.42	3.24	0.56	0.69	0.00	0.00
United States	0.06	0.10	0.96	1.26	0.31	0.34	0.01	0.00
Latin America and the Caribbean	0.00	0.26	0.15	0.59	0.10	0.33	0.00	0.00
EMEIA	0.01	0.01	0.32	0.32	0.06	0.06	0.00	0.00
Asia	0.00	0.15	0.09	0.24	0.06	0.18	0.00	0.00
Australia-New Zealand	0.00	0.13	2.07	1.88	0.44	0.44	0.00	0.00
Global	0.02	0.09	1.11	1.24	0.24	0.30	0.00	0.00

Certification Coverage of our Operations

WSP tracks the percentage of our global operations covered by HSEQ certifications awarded by an accredited certification body.

CERTIFICATION COVERAGE

INDICATOR	2024	2023	2022
Environmental Management System (EMS) 14001	54%	53%	50%
Quality Management System (QMS) 9001	74%	80%	80%
Health and Safety Management System (ISO 45001 or Certificate of Recognition program – COR)	80%	77%	84%

WORKERS IN THE VALUE CHAIN

WSP works with approximately 40,000 business partners worldwide, which include subcontractors supporting client projects.

WSP is committed to the health and safety of all workers, including our subcontractors. WSP's supplier HSEQ management process is designed to manage the HSEQ of WSP employees and those engaged by the company and/or working at WSP locations. Only subcontractors and suppliers who meet WSP's HSEQ performance expectations and comply with WSP's HSEQ requirements will be engaged by WSP.

WSP is also committed to upholding human rights through all our business conduct. WSP has a zero-tolerance policy in relation to any form of modern slavery. We prohibit our people from engaging in, suggesting, allowing or ignoring situations of modern slavery, including forced labour, child labour, sexual exploitation or abuse, and human trafficking, in the conduct of our business. Please refer to WSP's 2024 Modern Slavery Report, which is available on our website at www.wsp.com.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Health and Safety	Initiatives to measure, manage and reduce health and safety incidents, and promote a positive health and safety culture.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
HEALTH AND SAFETY	
Risks	Health and safety incidents, such as serious injuries, or even fatalities, affect our employees and business partners, and could increase costs from increased work stoppages, higher insurance premiums, and remedial compensation and fines. Health and safety incidents could also lead to decreased revenues by affecting WSP's ability to bid on and win projects.

POLICIES

Health, Safety, Environment and Quality

WSP has in place a global HSEQ Policy Statement and program, which is described in the "Our Workforce" section in these Disclosures, in the "Health and Safety" subsection. The Policy Statement applies to our subcontractors and business partners, as stated in our Business Partner Code.

Human Rights Policy

Although WSP's general employee population is not considered at high risk of exploitation or human rights violations, we are aware that there is risk concerning human rights, in particular through our supply chain. We have a Human Rights Policy stating our commitment to human rights standards and setting out the framework within which we seek to 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 practices.

3. We have zero tolerance for modern slavery.

4. We respect the traditions, cultures and laws of the places we work.

5. We partner with like-minded business partners.

6. We promote a speak-up culture.

Business Partner Code of Conduct

The Business Partner Code contains guidance on WSP's values and key topics including human rights and equality, and health and safety. It further sets out our due diligence and vetting practices in relation to our business partners. Our Ethics and Compliance program further addresses the management of third-party risks, notably by conducting third-party vetting.

Procurement Guidelines

WSP's procurement function adheres to its Global Procurement Guidelines. These guidelines are in place to set the course for an ongoing exercise of aligning policies, procedures and structures across WSP's subregions. WSP aims to receive best value for the goods and services required for its operations while mitigating any negative impacts on the environment and local communities, including human rights, through fair, transparent, consistent, cost-effective and cost-efficient procurement procedures. To foster compliance with these objectives, the general principles of accountability, transparency, honesty, integrity and equity must guide the procurement process.

WSP's Board of Directors, together with the GECC, is responsible for overseeing and monitoring implementation of procedures, policies and initiatives in relation to our corporate, social and environmental responsibilities, including the policies listed above.

Please refer to the "Business Conduct" section for further details of related policies and a wider discussion of ethics and compliance matters, as well as the management of relationships with suppliers.

GOVERNANCE, ACTIONS AND RESOURCES

WSP invited our top suppliers by spend to participate in our double materiality assessment survey and interview process, which is described in the "General Disclosures". Business partner survey responses emphasized the importance of our management of key social and environmental topics. Business partners also reflected on WSP's influence on and support of their own ESG practices and programs. An example of this engagement is where we provide training and support to our suppliers in measuring, reporting and reducing their GHG emissions, as described in the "Supply Chain" section of the Performance Highlights of this Report.

The principal channel available to value chain workers to raise concerns and have them addressed is WSP's Business Conduct Hotline, which is further described in the "Business Conduct" section.

HEALTH AND SAFETY

Subcontractor/Supplier Management

WSP's Global HSEQ Manual, available to all employees and business partners, describes subcontractor and supplier management. To ensure the integrity and effectiveness of our Health and Safety program, we adopt a thorough and strategic approach, which is outlined below and covered in detail in the manual.

Prequalification

We select subcontractors based on a rigorous assessment of their health and safety performance and management. The WSP HSEQ prequalification process is a pre-work assessment of the subcontractor or supplier's HSEQ management system, for approval to undertake work at WSP, as well as the ongoing checking, auditing, and monitoring of the subcontractor's HSEQ performance. Prior to engaging subcontractors or suppliers, the WSP business must confirm the subcontractor or supplier can perform their assigned tasks without negatively impacting HSEQ outcomes. The process of prequalification of new subcontractors or suppliers should be undertaken at the earliest opportunity by the intended engaging parties. The prequalification process applies to all subcontractors/suppliers conducting work activities on a WSP project, regardless of the duration of the work.

Monitoring and Evaluating

WSP regularly monitors subcontractor or supplier performance to assess adherence to safe work practices, procedures and any HSEQ requirements that are placed upon the subcontractor or supplier by WSP. Results from the review are to be communicated to the subcontractor or supplier to address any gaps in their HSEQ performance within the specific timeframe.

Hazard Identification, Risk Assessment and Documentation

Subcontractors and suppliers must maintain HSEQ procedures and written safe work practices that apply to the work to be undertaken. WSP countries must maintain a documented HSEQ risk assessment process that applies to all work activities and anywhere an employee or subcontractor undertakes work for WSP, as well as assess the experience and age of workers and subcontractors doing the work and systems being used.

Supporting Subcontractors

Once selected, our subcontractors receive extensive support to ensure their health and safety practices are on par with, or superior to, our own. This support includes training sessions, regular audits, and sharing of best practices. We provide tools and resources to help them not only meet but exceed the regulatory requirements and industry standards. Our goal is to foster a collaborative environment where safety is paramount and continuously enhanced.

METRICS AND TARGETS

Our current HSEQ systems are not able to fully capture subcontractor H&S incidents. To remedy this issue, we have initiated a process to implement a new platform in the future, which will improve the tracking of data related to our subcontractors.

In the "Sustainability Ambitions & Targets" section in the Performance Highlights, we also communicate goals for the 2025-2027 strategic cycle, which include the following:
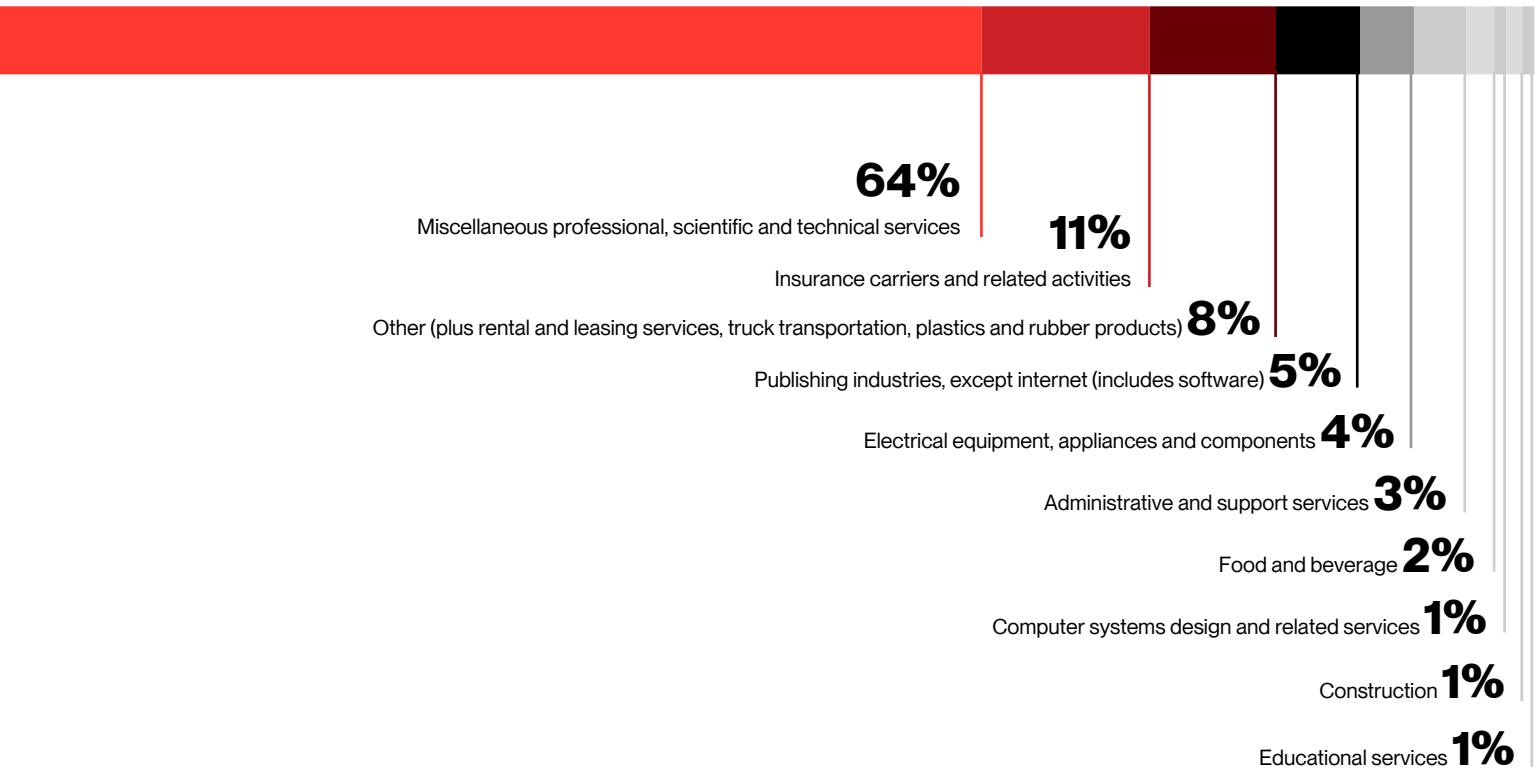
— Elevate HSEQ standards and drive proactive cultural transformation.

WSP had a goal during our 2022-2024 strategic cycle that 90% of our business partners and suppliers would sign onto our Business Partner Code by 2024; please refer to the Performance Scorecard in this Report for more information on achievement of this target. Measurement of this metric has now become part of our regular internal monitoring for successful implementation of the Business Partner Code; please see "Appendix A — Definitions & Methodology" for more information.

Our 2024 supply chain spend is summarized below.

SUPPLIERS AND SPENDING

	2024	2023
Approximate number of suppliers globally	40,000	40,000
Lease payment spending (mainly for office space)	$376 M	$375 M
Operational costs (including information technology, professional fees, travel, etc.)	$1,156 M	$980 M
Goods, specialized equipment, and specialized services spending	$811 M	$795 M
Subcontractor spending for project work	$3,183 M	$2,745 M

2024 SPENDING BY CATEGORY

64% Miscellaneous professional, scientific and technical services

11% Insurance carriers and related activities

8% Other (plus rental and leasing services, truck transportation, plastics and rubber products)

5% Publishing industries, except internet (includes software)

4% Electrical equipment, appliances and components

3% Administrative and support services

2% Food and beverage

1% Computer systems design and related services

1% Construction

1% Educational services

AFFECTED COMMUNITIES

Client projects that WSP contributes to can have both positive and negative impacts on affected communities. WSP provides planning, design and advisory services across a wide range of projects within the Transport & Infrastructure, Earth & Environment, Property & Buildings and Power & Energy market sectors. In engaging with communities and stakeholders, there may be differing opinions on the project's benefits, location and design. When community engagement is part of WSP's scope of work, WSP creates strategic plans to determine the goal of the engagement, the audience (e.g. local community, partner agencies and Indigenous Peoples), the engagement approaches and the measures of success.

Through these actions, and a focus on the social benefits of project delivery across our sectors, our Future Ready® approach helps us to create healthier, safer and more resilient communities, and support decarbonization, environmental protection and innovation. In addition, we seek to contribute positively to communities where we work, encouraging our people to look for ways to create benefits to community and society. These benefits extend far beyond the long-term project outcomes we strive to create for our clients. Collaborating with and respecting the communities where we operate creates value for our employees, society and business.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

MATERIAL TOPICS	DESCRIPTION
Social Impact	Impact of WSP's projects on quality of life for individuals and communities.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
SOCIAL IMPACT	
Impacts	Impacts on society and quality of life due to WSP's business operations, supply chain, and contributions to projects. **Actual/Potential:** Actual **Positive/Negative:** Both

POLICIES

Please refer to our disclosure in the "Business Conduct" section for descriptions of WSP's Code of Conduct and Human Rights Policy, which both address impacts to affected communities. In our Global ESG Statement, we state that we are committed to:

— Driving innovation and helping our clients plan for the future by encouraging the integration of future trends related to climate, society, technology and resources into our designs and advice.

— Striving to deliver projects that maximize benefits to the environment, society and economy.

Our regional Indigenous Relations policies and action plans are described in this section.

GOVERNANCE, ACTIONS AND RESOURCES

As part of WSP's service offering, we work to make sure that the projects we contribute to are developed with community in mind. WSP's approach to managing social impact in our projects involves regional communications and engagement teams, the global Future Ready® program, regional efforts such as our Social Value program in the UK, and PANs led by subject-matter experts within the organization.

WSP provides communications and engagement services both as standalone practices and through integrating social impact considerations into many multidisciplinary projects. Our communications and engagement teams in Australia, Canada, New Zealand, the United Kingdom and the United States consist of professionals who work with clients to engage communities and realize their vision for a project. Our engagement teams meet regularly to share knowledge globally, including best practices and case studies.

By empowering communities, businesses, politicians, institutions and Indigenous Peoples to engage in project development, our professionals ensure that clients can respond to ideas and challenges based on comprehensive data and insight from consultation. WSP also provides services to create places, infrastructure and experiences that improve quality of life for historically underserved, marginalized and underinvested communities.

In 2024, we acquired Communica Public Affairs, Inc. ("Communica"), a Canadian company specializing in Indigenous and stakeholder regulatory engagement and information management services. The integration of Communica into WSP strengthens our engagement practice in Canada and brings innovation to how we interact with those impacted through our projects.

Future Ready®

With our Future Ready® program, we look at future trends in four categories – Climate, Society, Resources and Technology. Under the Society category, we evaluate demographic changes and trends ranging from meeting the needs of an aging population to neurodiversity. We conduct research to better understand these trends and integrate them into our designs and advice. Related PANs that focus on Social Impact include:

— **Stakeholder Engagement PAN:** This PAN, led by public participation professionals, focuses on working across sectors and around the world to communicate with stakeholders and build consensus for the best project outcomes.

— **Archaeology and Cultural Heritage PAN:** This PAN promotes the responsible management of heritage resources, meeting the needs of our clients and mitigating project impacts by applying technical expertise and best practices.

— **Environmental and Social Impact Assessment PAN:** This PAN engages environmental and social impact assessment professionals and promotes knowledge exchange, training and technical excellence.

— **Indigenous Relations PAN:** This PAN facilities knowledge sharing, training and technical excellence among our Indigenous Relations and Indigenous engagement professionals.

Social Value in the UK

In the UK, we focus on fostering social value, which includes the broader financial and non-financial benefits we generate for society. Through and alongside our day-to-day work, we work to address inequities and improve quality of life. Enhancing community well-being, fostering shared values and mutual respect, and regenerating the environment all contribute to social value. In line with the UK Social Value Act of 2012, we demonstrate how we can contribute additional and embedded social value as we operate, in addition to the inherent social value we deliver through our core technical services and the resulting improvements to places, assets and infrastructure. This social value considers the local benefits of a wide range of activities including volunteering, matched charitable donations and apprenticeships, as well as support for small businesses within our supply chain.

INDIGENOUS RELATIONS

We rely on our internal Global Indigenous Relations Network to share stories and build a dialogue that respects local and regional strengths, while drawing on global collaborative support. The network includes representatives from Australia, Canada, Latin America and the Caribbean, New Zealand, and the United States. Members of the network can be contacted by our employees, or external stakeholders, by email at the following address: indigenous@wsp.com. We also describe our regional programs and efforts related to Indigenous communities on our Global Indigenous Relations webpage.

As part of our monitoring processes, we did not identify any material events of noncompliance with the Rights of Indigenous Peoples in our regions in 2024.

EXAMPLES OF REGIONAL APPROACHES

Aotearoa New Zealand

WSP's New Zealand team envisions and works towards a future that is inclusive and centered on Aotearoa New Zealand. Our relationships and knowledge of Te Ao Māori drivers allow us to build mana-enhancing partnerships: working relationships that increase the strength and success of all parties involved. The relationships recognize and respect Te Tiriti o Waitangi and value the enhancement of Māori social, cultural, environmental and economic well-being.

A core component of our approach is to empower and support our WSP New Zealand team to better engage, participate and respect tikanga (cultural protocols) in an inclusive, respectful and growth-building manner. In this regard, we provide online and interactive training across a tiered learning structure for employees and provide complementary access to resources and information through the "He Pūrerehua" app, available for download.

We value our interactions and the experience gained working for and alongside Māori. A number of our people across New Zealand have taken the opportunity to work on Iwi projects (tribal rehabilitation) ranging from restoring spaces (Marae) where cultural activities are practised and of significant importance to a specific tribe or sub-tribe, to indigenous species planting and river or beach cleanups.

Australia

In Australia, WSP acknowledges Aboriginal and Torres Strait Islander Peoples as the traditional owners and custodians of the land, including the places where we live and work. We also recognize their contribution as the first engineers and scientists. We support efforts to create sustainable, vibrant and connected places where Aboriginal and Torres Strait Islander Peoples are empowered to thrive in the natural and built environment.

We believe that reconciliation is a means to bring about mutual understanding and learning that will ultimately serve to create a holistic future for all Australians. We are proud to be the first engineering firm in Australia to have achieved STRETCH Reconciliation Action Plan status with Reconciliation Australia – the third-highest level. This was endorsed by Reconciliation Australia in late 2021 and demonstrates our ongoing commitment to build relationships and communities that value Aboriginal and Torres Strait Islander Peoples' histories, cultures and futures.

Our Indigenous Specialist Services team is committed to incorporating Indigenous knowledge and culture in the design of infrastructure and built environment projects to help create strong and culturally respectful relationships with Indigenous communities. This in turn generates meaningful opportunities for Indigenous people, businesses and communities across project lifecycles.

Canada

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

WSP recognizes that success depends on building long-term relationships with Indigenous Peoples and we strive to do so with Indigenous communities from coast to coast to coast. As part of our ongoing Indigenous employment initiatives, we continue to enhance our capacity to recruit, retain and advance Indigenous employees and actively look to hire local Indigenous people to support our projects.

WSP is a proud member of the Canadian Council for Indigenous Business and is committed to upholding the four pillars of the Partnership Accreditation in Indigenous Relations program. In 2023, WSP Canada was recognized as a Silver Level Certified company, in addition to being listed as an Indigenous Procurement Champion.

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

Latin America & the Caribbean (LAC)

Given the hundreds of Indigenous communities within the various countries that make up the LAC region, we are mindful of community-specific recognitions and acknowledgements of rights. In LAC countries, WSP is involved in projects that can impact land where an Indigenous community is established and where consultation may be a requirement. For these projects, we often employ members of these Indigenous communities as they have invaluable knowledge of the local territory and can support us in developing and delivering on our projects.

South Africa

In South Africa, Broad-Based Black Economic Empowerment (B-BBEE) legislation was implemented to address inequalities associated with apartheid. The related government program encourages businesses to contribute to black economic empowerment through supplier development programs, socio-economic development contributions, incorporating Black people into the workplace, and support for Black-owned suppliers. Businesses are awarded points that can be claimed on a B-BBEE certificate, enhancing their chance of obtaining government contracts. Currently, WSP has the highest possible level of B-BBEE accreditation (Level 1).

ENGAGING WITH AFFECTED COMMUNITIES

The principal channel available to affected communities to raise concerns about WSP or the work WSP is conducting is WSP's Business Conduct Hotline, described in the "Business Conduct" section. Our Reporting, Investigations, and Anti-Retaliation Policy, also described in the Business Conduct section, details how we respond to concerns raised through the hotline. However, concerns from affected communities are predominately related to client projects, and therefore, concerns are more likely to be directed directly to our clients. Clients have their own mechanisms in place for communities to direct concerns. In many cases, clients maintain project-specific feedback mechanisms.

Success of Indigenous Relations depends on building long-term relationships and reinforcing a culture of inclusion and participation. WSP's processes for engaging with affected communities vary based on the client's approach and WSP's scope of work. Our process for engaging with Indigenous communities is described above.

METRICS AND TARGETS

The following are examples of ways we measure and track the effectiveness of actions:

— Projects focused on delivering social impacts as an outcome are recorded as part of our SDG-Linked Revenues (refer to the "SDG-Linked Revenues" section in the Performance Highlights of this Report).

— In line with the UK Social Value Act of 2012, we demonstrate how we can contribute additional and embedded social value as we operate (in the UK), in addition to the inherent social value we deliver through our core technical services and the resulting improvements to places, assets and infrastructure.

— As part of our Global Delegation of Authority process, we developed additional guidance for evaluating project ESG risk that considers criteria associated with the client, location and nature of the work or project.

— We track community engagement, including charitable donations (refer to the "Community Engagement" section in the Performance Highlights).

— To address our responsibilities and resolve material issues that may arise, we gather information from our regions on material incidences of non-compliance with the Rights of Indigenous Peoples (if any) and report annually in our Global Sustainability Report.

GOVERNANCE INFORMATION

BUSINESS CONDUCT

WSP's reputation depends on our ability to be outstanding professionals, which means acting with honesty, integrity and respect in our day-to-day dealings with colleagues, clients and other business partners. The success of our Ethics and Compliance program, which notably includes anti-corruption, fair competition and human rights, is one of our top priorities.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Ethics and Compliance	Guidelines, codes and leadership that determine fair, ethical and moral employee conduct and create an ethical culture.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
ETHICS AND COMPLIANCE	
Impacts	Impacts on society and individual behaviours through WSP's commitment to corporate responsibility, organizational culture, and adherence to mandatory regulations. **Actual/Potential:** Actual **Positive/Negative:** Both
Risks	Risks associated with financial and social impacts from unethical behaviour, corruption, and failing to comply with laws, rules and regulations (e.g. fines incurred, litigation costs, loss of contracts with clients, etc.).
Opportunities	Opportunities associated with accessing projects that require bidders to meet specific ethics and compliance standards (e.g. public contracts, or bids where WSP must certify we have a Code of Conduct or proven practice of not engaging sanctioned subcontractors).

GOVERNANCE

The Ethics and Compliance program is managed by the Chief Ethics, Compliance and Sustainability Officer (CECSO), whose performance assessments and incentives are contingent on the program's successful implementation. To enable objectivity and independence, the CECSO 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 CECSO. For further details, please refer to the Ethics section of the Governance, Ethics and Compensation Committee Charter, available on WSP's website.

The CECSO leads an Ethics and Compliance team specializing in matters related to business integrity and compliance, with representatives located across WSP's regional operations. There are 30 members of the global or regional Ethics and Compliance teams, and 11 colleagues from WSP in India who support the Ethics and Compliance program. The Ethics and Compliance team is a valued strategic partner within the business and engages in dialogue on risks and opportunities on a frequent basis. Employees can obtain expert practical advice on ethics and compliance matters by contacting WSP's regional or global Ethics and Compliance representatives, or by using the dedicated ethics mailbox.

POLICIES AND CORPORATE CULTURE

Code of Conduct

WSP has a global Code of Conduct and supporting documents, such as an Anti-Corruption Policy, a Fair Competition Policy and a Human Rights Policy. The Code applies to all operating entities as well as to our directors, officers, employees and contract workers. It is available in more than 15 different languages to facilitate its use in regions where WSP primarily operates. The Code and other global and regional policies are accessible to employees through WSP's intranet sites. The Code as well as many of its underlying policies are also available to the public via WSP's website.

The Code of Conduct is introduced by way of an ongoing structured training and communications program. This ensures that the Corporation's directors, officers and employees understand and agree to comply with the Code of Conduct. Training is notably aimed at recognizing issues and escalating them in the organization for effective measures to be implemented in a timely fashion. As for new hires, the training has been incorporated into the induction process. The Corporation additionally requires that all employees complete annual refresher training and provides specialized training sessions for specific employees, where it is determined that such training would be beneficial. Directors receive an annual training session on ethical business conduct.

Human Rights Policy

Our Human Rights Policy sets out our global approach to respecting, supporting and safeguarding human rights. The policy applies to WSP and to all employees and other persons in an employment-type relationship with WSP, as well as business partners acting on our behalf. It is aligned with international human rights standards established within the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights. When local laws conflict with our policy or related WSP practices and expectations, we respect local laws while still seeking ways to promote international human rights and raise awareness of international human rights best practices.

Additionally, WSP is a signatory to the United Nations Global Compact (UNGC) and has committed to implementing the Ten Principles and contributing to the United Nations Sustainable Development Goals.

High-Risk Countries and Sanctions Compliance Policy

The High-Risk Countries and Sanctions Compliance Policy lists the countries and regions deemed high risk for ethics and compliance, and establishes requirements and governance to conduct business in such locations. As part of the related process, clients and business partners operating in high-risk locations are subject to a rigorous due diligence process regarding sanctions and debarment, and through a risk-based model, are also assessed for concerns regarding their reputation, human rights violations and adverse news. The High-Risk Countries and Sanctions Compliance Policy is updated regularly and available to all employees via our intranet.

Management of Gifts, Entertainment and Hospitality and Conflicts of Interest

WSP publishes a Gifts, Entertainment and Hospitality Policy, and regionally-adapted guidance for these exchanges is also available for employees. These guidelines include monetary thresholds, as well as information on local customs. An additional tool that we use to identify and manage gifts, entertainment and hospitality, as well as conflicts of interest, is the Compliance Registry, which is accessible to all employees through our intranet sites. Through its Code of Conduct training programs, WSP explains the need for transparency and advises employees to register these exchanges in the online Compliance Registry platform.

Business Partner Code of Conduct

At WSP we seek to work with like-minded business partners who strive for and promote the highest standards of conduct, ethics, integrity and environmental stewardship. The Business Partner Code contains guidance on WSP's values and key topics including compliance; human rights and equality; sustainability; respect for communities, including Indigenous Peoples' communities; health, safety, environment and quality; integrity; and conflicts of interest. It further sets out our due diligence and vetting practices in relation to our business partners.

Business Conduct Hotline

WSP is committed to a workplace culture where employees may raise concerns at any time. WSP's Business Conduct Hotline provides a means for employees, business partners and suppliers, as well as the general public, to raise issues or concerns confidentially and anonymously (if permitted by applicable law) with a third-party service provider. The hotline is accessible through a direct click from the front page of the global and regional intranets, WSP's public website, and regular communications campaigns. Further information on the hotline is available on our website at wsp.com/ethics.

WSP is committed to a workplace culture where employees feel safe to raise concerns at any time, without fear of retaliation. WSP's anti-retaliation protection extends to employees, witnesses, individuals who assisted the investigation process, and anyone connected with the person who reported the concern. Acts, threats or attempts of retaliation are subject to disciplinary action, up to and including dismissal.

Reporting, Investigations, and Anti-Retaliation Policy

Investigations governance processes are in place to ensure the consistent review and handling of reported cases. Our Reporting, Investigations, and Anti-Retaliation Policy describes how WSP implements sound governance in internal investigations, in particular highlighting the obligation of employees to report misconduct and our zero-tolerance policy for retaliation against those who make a report.

MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS

Supply Chain Management

Since WSP is a professional services organization with a global presence, our procurement strategy, governance principles and Global ESG Statement support social and environmental considerations in corporate purchasing and subcontractor selection. Responsibly managing our supply chains can help us maintain trusted partnerships with our clients and partners, in turn enabling business success and mitigating impacts on the environment and local communities.

WSP's Global Procurement team is responsible for streamlining procurement practices, developing governance standards and implementing a global procurement strategy. The Global Procurement team is also responsible for managing major supply contracts benefiting WSP as a whole. Regional procurement teams are responsible for sourcing and procuring goods and services under regional and global supplier agreements and developing regional procurement strategies.

At WSP, relationships with business partners are an integral part of day-to-day business and are governed by WSP's Business Partner Code. The Business Partner Code contains requirements in relation to multiple topics for WSP's business partners, and supports our approach to business relationships and supply chain governance. Our Ethics and Compliance program further addresses the management of third-party risks, notably by conducting third-party vetting.

Supplier Qualification and Vetting Processes

WSP expects its business partners to conduct themselves in accordance with its values and the Business Partner Code. Business partners include all persons engaged to act on behalf of or in partnership with WSP, including representatives or sponsors; joint venture, consortium, or equity partners; and service providers such as suppliers, vendors, consultants, subconsultants, contractors and subcontractors, and their employees or persons acting on their behalf. Our third-party onboarding and vetting processes allow us to conduct targeted due diligence on our suppliers prior to doing business with them. These processes are currently being rolled out across the global business and require certain business partners to respond to a questionnaire and certify their agreement with the Business Partner Code.

Our third-party onboarding and vetting processes enable us to evaluate risks related to factors such as financials, ethics and integrity, human rights, health and safety, quality credentials, adverse media, and sustainability. Our subregions may also enhance these checks through their own specific procedures, including risk classifications and verification of certifications.

We encourage our business partners to promote respect for human rights through regional and context-specific actions. This is reflected in our Business Partner Code. Additionally, publicly available information on human rights violations, if any, is assessed during the supplier onboarding process.

Our approach is further described in the 2024 Modern Slavery Report, available on WSP's website.

Social and Environmental Criteria

Corporate sustainability is one of our procurement guiding principles. Our supplier questionnaire includes sustainability questions to understand the maturity of our suppliers' sustainability programs, including their management of GHG emissions. We have started to integrate carbon management into our approach with key suppliers. We have developed a Supplier Low-Carbon Engagement Plan ("Plan"), which details our approach to reducing scope 3 GHG emissions associated with our supply chain. Our Business Partner Code encourages all suppliers to disclose scope GHG emissions. We have begun implementing GHG emissions disclosure requirements for some of our suppliers, in line with the Plan.

Through its due diligence and monitoring process, WSP identifies potential supply chain sustainability risks, evaluates them, and puts in place mitigation measures, or may suspend the use of a specific supplier based on the evaluation.

Since 2023, we have invited a subset of key suppliers to disclose their annual scope 1, 2 and 3 GHG emissions. We use their reported emissions to derive supplier-specific emissions factors to use in our scope 3 GHG inventory calculations of PG&S and capital goods.

Supplier Inclusion Initiatives

WSP aims to develop more inclusive supply chains in certain regions. This may include inviting both local and global suppliers to the sourcing process and incorporating social factors into selection. For example, our New Zealand and UK businesses have implemented formal supplier inclusion initiatives.

Identification of Critical Suppliers

The majority of WSP's supply chain consists of corporate purchasing and subcontracting. WSP identifies suppliers that are critical to its business operations and service delivery to its clients. All these suppliers are supported via a defined governance model, where the regional business or corporate function, as well as the WSP team managing procurement, measure and control their activities on a monthly or quarterly basis.

ESG Factor Integration

WSP embeds ESG factors into its procurement cycle to select suppliers whose values align with WSP's. In this selection process, WSP uses a percentage weight of ESG factors that contribute to decision-making in the overall assessment of suppliers. The weighting factors vary depending on criticality and categories of the items being procured, but should not be less than 5% for procurement carried out at a global level, in accordance with the Global Procurement Guidelines. In our subregions, an evaluation weight is widely used, but varies by category of purchase, local context and regulatory limitations.

Evaluation of travel necessity is considered when engaging suppliers of professional services. Certain contracts and Requests for Proposals require the supplier to follow WSP's guidelines for travel (e.g. the use of economy class on flights up to a certain duration) and are therefore contractually binding.

Since WSP is a professional services firm, the purchase of physical goods is principally focused on office supplies and IT equipment. We do not directly procure primary materials such as concrete, steel and wood, except in relation to certain client projects representing a small proportion of our purchasing activities. Nevertheless, we are committed to working with vendors who provide sustainable products and energy-efficient equipment, e.g. recycled paper and recycling services for electronic equipment.

Evaluating our Performance

In subregions where our third-party onboarding and vetting platform is rolled out, once a supplier has been onboarded, we have the capacity to re-evaluate our supply chain and business partner relationships through monitoring and periodic re-qualification. In the other subregions, WSP has a risk-based vetting approach for monitoring and re-qualification. WSP has governance in place to manage relationships with its key suppliers, reviewing performance on a periodic basis. These reviews cover operational performance as well as sustainability, health and safety, integrity, and other important aspects of the business relationship, and identify continuous improvement opportunities.

PREVENTION AND DETECTION OF CORRUPTION AND BRIBERY

WSP has a zero-tolerance policy toward all forms of corruption. We are subject to strict anti-corruption laws and regulations, including, but not limited to, the Canadian Corruption of Foreign Public Officials Act, the United States Foreign Corrupt Practices Act and the UK Bribery Act. As our success and reputation depend upon the trust of clients and other stakeholders, our commitment to maintaining zero tolerance toward all forms of corruption extends beyond regulatory compliance.

Anti-Corruption and Bribery Risk Assessment

WSP assesses risk for ethics and compliance matters in several ways, most notably through formal enterprise risk management, inclusion of corruption and related risks in WSP's annual fraud risk assessment, detailed due diligence procedures for suppliers, and project-specific risk assessments governed by our High-Risk Countries and Sanctions Compliance Policy.

Training

All permanent employees and members of the administrative, management and supervisory bodies are required to complete mandatory ethics and compliance e-learning onboarding and annual refresher training. At the end of each training session, the participant certifies that they have read and understood the Code; will comply with the Code; and have disclosed or registered conflicts of interest in WSP's compliance registry.

In addition, the Ethics and Compliance team provides live training sessions to leadership and employees. In support of our training program, regular communications are issued, and tailored compliance tools are used to support the programs. For instance, WSP strives to keep the topic top of mind for all directors, executives, managers and employees, notably through mandatory ethics and compliance e-learning onboarding and annual refresher training, and live training sessions on topics such as business integrity, anti-corruption, fair competition and anti-fraud.

CODE OF CONDUCT TRAINING COMPLETION

INDICATOR	2024	2023	2022
CODE OF CONDUCT ONBOARDING TRAINING COMPLETED BY PERMANENT EMPLOYEES			
Canada	99%	99%	100%
US	99%	100%	100%
LAC	96%	n/a	100%
EMEIA	98%	98%	98%
APAC	99%	100%	100%
Total	99%	99%	99%
CODE OF CONDUCT REFRESHER TRAINING COMPLETED BY PERMANENT EMPLOYEES			
Canada	100%	100%	100%
US	100%	100%	99%
LAC	100%	96%	100%
EMEIA	100%	100%	100%
APAC	100%	100%	99%
Total	100%	100%	100%

In 2024, 100% of the Board had signed a certification of compliance with the Code of Conduct (an annual procedure).

Investigations

Allegations of inappropriate conduct are to be immediately reported to the Ethics and Compliance teams. Each such report is thoroughly and appropriately investigated, and any actions deemed necessary are taken, including disciplinary, training, prevention, process and corrective measures, as warranted by the individual concern.

Breaches of the Code

In 2024, we received 533 reports through our established reporting channels. Of these reports, 385 were closed in 2024. Of those closed, 154 were either substantiated or partially substantiated policy breaches. In full compliance with WSP's Ethics and Compliance program policy and in a commitment to transparency, for those 154 reports, where remedies were required to be implemented following a substantiated or partially substantiated breach, such remedies included:

— 49 resulted in termination

— 40 resulted in discipline

— 17 resulted in training

— 11 resulted in policy, procedure or controls updates

— 23 resulted in other forms of remediation

Discrimination and Harassment

Of the 154 substantiated or partially substantiated policy breaches, 1.3% contained discrimination allegations and 11.0% contained harassment allegations, for a total of 19 reports.

Evaluating our Performance

The Ethics and Compliance program is evaluated through internal monitoring, and key controls are audited by WSP's Internal Audit team. Ongoing assessment of the Ethics and Compliance program is carried out through key metrics, including use of internal reporting mechanisms such as the Business Conduct Hotline. The maturity of our Ethics and Compliance program is also assessed periodically by independent external third parties, such as Ethisphere. Following an audit by Ethisphere, WSP was awarded Compliance Leader Verification certification for 2025-2026, which reflects the quality of WSP's program. This is the third time this certification has been achieved.

We also strive to maintain the capability to audit our business partners for corruption-related matters. These audit provisions are notably included in WSP's Business Partner Code.

METRICS AND TARGETS

Our Code of Conduct training rates and select other metrics are shown above.

Please refer to the "Performance Scorecard" in the Performance Highlights of this Report for information on our 2022-2024 targets.

In the "Sustainability Ambitions & Targets" section in the Performance Highlights, we also communicate goals for the 2025-2027 strategic cycle, which include the following:

— Maintain Compliance Leader Certification from independent third-party assessment.

— > 98% employees complete Code of Conduct training (onboarding or refresher) annually.

DIGITAL AND INNOVATIVE SOLUTIONS

Digital and Innovative Solutions are critical to our success, as well as that of our clients and partners. In a rapidly changing world, creativity, agility and collaboration enable us to solve evolving challenges and position our company for long-term success. Our engineers and scientists are constantly innovating, and digital is an enabler of our collective efforts to solve challenges including climate change, biodiversity and the energy transition.

Future Ready®, WSP's flagship innovation program, drives a mindset shift by challenging all our people to work with our clients to see the future more clearly and to advise and design for this future as well as today. WSP's culture of innovation creates a strong platform for sharing knowledge, incubating new ideas, enhancing career development and building collective wisdom.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Digital and Innovative Solutions	Advancing products/services to enter new markets and/or maintain a competitive edge. Leveraging digital technologies, including AI, to modify or produce new solutions and improve stakeholder experience.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
Impacts	Impacts on the climate, environment and society through WSP's development and implementation of innovations throughout our operations and client services, including the responsible use of AI. **Actual/Potential:** Actual **Positive/Negative:** Both
Opportunities	Opportunities to increase employee productivity and performance as well as use data and data-driven decision-making to enhance the quality of our operational processes and services to clients.

POLICIES

Our Global ESG Statement states that supported by our Future Ready® approach, we are committed to driving innovation and helping our clients plan for the future by encouraging the integration of future trends related to climate, society, technology and resources into our designs and advice.

WSP's AI Policy sets out our principles for the responsible development and use of AI systems. The AI Policy states the rules applicable when using internal or publicly available AI systems. Notably, one of the principles in our AI Policy is that the AI system should aim to achieve positive outcomes for people and the planet. Before introducing a new AI system, we must assess the risks associated with its use in line with our AI risk framework and follow WSP's internal AI governance process.

Please refer to the "Information Security and Privacy" section in these Disclosures for more information.

GOVERNANCE, ACTIONS AND RESOURCES

Digital Solutions

Our Chief Technology Officer and Head of Business Solutions leads WSP's digital strategy and implementation. In 2024, this role was expanded to include leading our client-facing strategy.

Our 2024 "Future Ready® and Innovation" highlights are described in the Performance Highlights section of this Report. Additionally, by 2024 we had:

— Defined global digital strategy, priorities and a lexicon.

— Appointed Regional Digital Leads and Global Digital Offering Leads.

— Formed a global digital and AI executive steering committee.

— Formed a global digital leadership community to share technical expertise and grow our digital maturity globally.

Under our 2025-2027 Global Strategic Action Plan, we are planning to expand our digital services for clients. Please refer to the plan, which is available on our website, for more details.

Future Ready®

Our Global Leader, Future Ready® leads our Future Ready® strategy and implementation. Our global steering group provides the strategic direction for Future Ready®. Approximately 30 Future Ready® leaders in our subregions/countries drive Future Ready® in their markets. Our Global Climate Action Steering Group leads the growth of climate services, works on upskilling our climate expertise, and promotes leadership through industry-wide innovation and strong partnerships. Our approach to innovation and our application of Future Ready® thinking to projects we deliver includes:

— Investing in our PANs to enhance our ability to efficiently share technical expertise globally.

— Inviting early-stage technology companies to partner with WSP in bringing their technologies to our clients (e.g. through our Emerge program in the US).

— Developing Centres of Excellence to focus on pressing client challenges, such as the Centre for Clean Transportation in the US and the Earth & Environment Innovation Centre in Canada.

— Upgrading our employees' professional skills to hone their expertise in new and multidisciplinary solutions, including the ability to help our clients transition to a low-carbon future.

— Funding innovative ideas proposed by employees and bringing them to market.

— Holding our Global Technical Excellence Conference, where around 200 top technical experts are invited to share their best innovations and projects with peers.

— Maintaining our Global Innovation Platform, a digital inventory of WSP's innovation solutions, processes, research projects and design tools.

— Developing innovation partnerships with universities.

— Identifying and pursuing new growth opportunities stemming from the global shift to sustainable, resilient economies as part of our business growth plans.

Our Future Ready® program includes:

— A global library of practical processes, guidance and information on Future Ready® application, available to employees.

— Our Future Ready® PAN had grown to over 2,800 members at the end of 2024. This provides a strong resource to exchange peer-to-peer knowledge and advice.

— Our innovation labs and Future Ready® webinars around the world inspire our people and enable us to share ideas and best practice.

— Our Future Ready® training gives new starters an overview of key future trends and Future Ready® in practice. Feedback has reinforced the purpose and power of Future Ready® in setting WSP apart in the eyes of its people.

— Our in-depth Future Ready® Project Manager Course, based on our Future Ready® toolkit, supports a deeper understanding of how to apply Future Ready® in all stages of a project or client lifecycle.

— We host Future Ready® client events worldwide, providing a platform to share insights, support our clients' unique needs and drive innovation within the industry.

— We have implemented a systematic program to govern engagement with our key clients, ensuring that we understand and address their specific sustainability needs and challenges.

METRICS AND TARGETS

One measure of our R&D investment is the amount of qualifying research expenses ("QREs") that we claim each year. QREs are defined differently in each country, but generally consist of creative and systematic work undertaken in order to increase the stock of knowledge—including knowledge of humankind, culture and society—and to devise new applications of available knowledge. QREs are claimed in the tax year following the expenditure. Therefore in 2023, WSP's total QREs in Canada, the US, France, the UK and Australia, were approximately $547M. This represents 5.0% of net revenues for the fiscal year ended December 31, 2023. QREs are only calculated in countries where WSP elected to claim R&D tax credits, which represent approximately 74% of net revenues.

As part of our 2025-2027 Global Strategic Action Plan, we aim to reach $200M investments in research and development, innovation, and digital by 2027. We also monitor the number of employees who have taken Future Ready® training and the number of innovations added to our Global Innovation Platform.

INFORMATION SECURITY AND PRIVACY

WSP depends on its information systems for its continued and successful operation. Our reputation with our clients and employees depends on the diligence we exercise regarding data protection. We are committed to exercising care and implementing controls that keep client, employee and other WSP data safe and secure.

IMPACT, RISK AND OPPORTUNITY MANAGEMENT

MATERIAL TOPICS

Material Topics	Description
Information Security and Privacy	Ensuring effective information security practices and security of systems across our business, including the protection of personal information and the privacy of our clients, employees and business partners.

IMPACTS, RISKS AND OPPORTUNITIES

IRO Type	Description
INFORMATION SECURITY AND PRIVACY	
Risks	Risks associated with decreased revenue or costs resulting from cyber-attacks, privacy breaches, and other acute and chronic information security incidents, such as disruptions to operations and reputational damage. This includes risks associated with the use of AI such as the risk of data loss, generation of false information, loss of intellectual property rights or unintentional intellectual property rights infringement.

GOVERNANCE

Our Cyber Transformation Steering Committee (previously Global Information Security Committee) meets quarterly and is responsible for aligning our Information Security program and cyber transformation efforts with business objectives. This committee has executive representation from the Chief Finance Officer and Chief Legal Officer, and includes the Chief Information Security Officer (CISO), who reports to the Chief Information Officer within the governance framework.

The Cyber Transformation Steering Committee approves the program roadmap and required investment, current and proposed levels of security maturity, and cyber risk reduction. Members take collective responsibility for achieving security in each function (e.g. Human Resources, Workplace Strategy, Operations). The Audit Committee receives a quarterly information security update presented by the CISO. The Audit Committee members include recognized experts with extensive knowledge of and experience in technology/cybersecurity. Please refer to the skills matrix in our 2025 Management Information Circular for more details.

The WSP Privacy Statement sets out the eight fundamental principles underpinning WSP's privacy program. A global network of privacy representatives is in place to assist the regional leadership teams with implementing the Privacy Program at the regional level and to provide guidance regarding privacy and data protection matters. WSP's Privacy Program is overseen by the Global Chief Privacy Officer, who reports to the CECSO.

POLICIES

WSP's Information Security and Privacy Programs are supported by two cornerstone policies: the Information Security Policy and the WSP Privacy Policy, as well as related standards and policies.

Cornerstone Policies

— Information Security Policy

— WSP Privacy Policy

Related Standards

— Acceptable Use Standard

— Incident Management Standard

— Business Partner Security Standard

— Asset Management Standard

— Access Management Standard

— Business Continuity, Disaster Recovery and Backup Standard

— Technical Security Standard

— Secure Development Standard

— IT Risk Management Standard

Related Policies

— AI Policy

— Physical Security Policy

The Information Security Policy defines the scope of information security and sets out WSP's responsibilities for protecting client, employee and corporate information. The Information Security Policy and related policy framework were updated in 2024 as part of WSP's Cyber Transformation Program, resulting in the set of policies and standards listed above. The Information Security Policy and standards conform to international standard ISO 27001 and NIST ST 800-53 guidelines. WSP has a program to certify all WSP subregions/countries and our global IT operations to ISO 27001.

The WSP Privacy Policy sets out our rules and obligations for the proper handling and protection of personal information in line with applicable privacy laws, including personal information relating to employees, independent contractors and that of our clients and business partners. In addition, WSP provides data subjects with information about how their personal information is processed by WSP. There are dedicated privacy notices available, including the Internal Privacy Notice applicable to all employees and independent contractors, the Applicant Privacy Notice for job applicants, as well as a Website Privacy Notice for all external individuals WSP engages with (the latter two being available on each country page of our website). The WSP Privacy Policy and privacy notices were updated in 2024. Since the last quarter of 2024, a dedicated privacy hub to provide awareness and guidance to all employees has also been available on the intranet.

ACTIONS AND RESOURCES

Information security objectives are achieved by operating the Data and Information Security Management System (DISMS). This is a set of policies, procedures, organizational governance and technical, employee and physical controls. WSP also maintains a set of high-level risks in its ERM platform, which includes IT security, and an operational IT Risk environment with associated Key Risk Indicators. 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. WSP has also put in place a Physical Security Policy, which applies to the protection of all WSP assets, including information assets. The Physical Security Policy includes a description of the principles for conducting physical security risk assessments and for applying physical, employee and third-party access controls and restrictions.

All employees and individuals with a WSP email account are assigned and expected to complete annual information security training, during which they accept the terms of our Acceptable Use Standard. Additionally, information security and how to properly handle and protect personal information are covered in the annual Code of Conduct refresher training.

Employees can access information about reporting an information security or privacy incident or breach in one click from the homepage of our intranet sites.

METRICS AND TARGETS

A global network of information security representatives evaluates our security performance via assessments and the monitoring of key risk indicators.

Performance is reported to the Audit Committee, the Cyber Transformation Steering Committee, regional security steering committees and regional and global business leadership as part of our commitment to ISO 27001 certification. Key metrics reported to these groups include:

— External evaluations of our security posture against industry peer organizations, as well as other organizations of a similar size.

— Benchmarking of our maturity against the NIST Cyber Security Framework, and in comparison to industry peers.

— Employee-related metrics, such as percentage completion of training, or phishing test failure rates.

— IT metrics, including device encryption, patching and vulnerabilities.

— Security performance metrics, for example time to remediate vulnerabilities, percentage of successful back-ups and the remediation of penetration test observations.

— Incident metrics, for example the number of accounts considered "at risk" and the number of stolen devices.

— Third-party metrics, such as the number of vendors evaluated, or client audits completed.

In the "Sustainability Ambitions & Targets" section of this Report, we communicate strategic goals for the 2025-2027 cycle, which include the following:

— > 95% IT operations achieving ISO 27001 for Information Security Management.

— Implement and continuously evolve our AI governance framework.

Information Security Incidents and Privacy Breaches

WSP reports annually on data security metrics as part of the Sustainability Accounting Standards Board Professional & Commercial Services standard (please refer to "Appendix C — SASB Index" in this Report).

APPENDICES

APPENDIX A – DEFINITIONS & METHODOLOGY

This section includes definitions of key terms and metrics, as well as calculation methodologies for data presented in this Report.

ACRONYMS AND ABBREVIATIONS

AIFR	All injury frequency rate
APAC	Asia Pacific: Asia, Australia and New Zealand
CBECS	Commercial Buildings Energy Consumption Survey
CECSO	Chief Ethics, Compliance and Sustainability Officer
CHRO	Chief Human Resources Officer
CISO	Chief Information Security Officer
DISMS	Data and Information Security Management System
DEFRA	UK Department for Environment, Food and Rural Affairs
EAC/REC	Energy Attribute Certificate/Renewable Energy Certificate
EF	Emissions Factor
EMEIA	Europe, Middle East, India & Africa
EMS	Environmental Management System
ENCORE	Exploring natural capital opportunities, risks and exposure
EPA	U.S. Environmental Protection Agency
ERM	Enterprise risk management
ERP	Enterprise resource planning

ESG	Environmental, Social, Governance
EVP	Employee Value Proposition
FERA	Fuel- and energy-related activities
FTE	Full-time employee
GRI	Global Reporting Initiative
ICMM	International Council on Mining and Metals
IFRS	International Financial Reporting Standard
IRO	Impact, risk, opportunity
IPCC	Intergovernmental Panel on Climate Change
ISO	International Standards Organisation
I&B	Inclusion and Belonging
HSEQ	Health, Safety, Environment and Quality
HSEQMS	Health, Safety, Environment and Quality Management System
GECC	Governance, Ethics and Compensation Committee
GHG	Greenhouse gas
GJ	Gigajoule
GTEC	Global Technical Excellence Conference
GWP	Global warming potential
LEAP	Locate, Evaluate, Assess, Prepare approach
LTIR	Lost time injury rate
LSAs	Life-saving actions
MD&A	Management's Discussion and Analysis
MWh	Megawatt hour
NGFS	Network for Greening the Financial System
NIST	National Institute of Standards and Technology
NPS	Net promoter score
OECD	Organisation for Economic Co-operation and Development
PAN	Practice Area Network
PG&S	Purchased goods and services

QRE	Qualifying Research Expense
RM	Risk Management
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
SDG	United Nations Sustainable Development Goals
SOP	Standard Operating Procedure
SSP	Shared Socioeconomic Pathway
STEM	Science, Technology, Engineering and Mathematics
tCO$_2$e	Metric tonnes of carbon dioxide equivalent
TCFD	Task Force on Climate-related Financial Disclosures
TNFD	Task Force on Nature-related Financial Disclosures
TRIR	Total recordable incident rate
T&D	Transmission & Distribution
UNGC	United Nations Global Compact
WTT	Well-To-Tank

METHODOLOGY

GENERAL

Regions and Subregions

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

Water Expertise Projects and Revenues

Estimated revenues from water expertise range between 5% and 100% of a project, generally hovering around 15% to 30% of project value. To estimate our percentage of projects requiring water expertise and revenues derived from water expertise, each of our four global market sector leads evaluated the percentage of projects requiring water expertise in their market sector and applied this to (i) the total project count and (ii) the revenues in their market sector. These estimates were then aggregated for all four market sectors.

SDG-Linked Revenues

SDG-Linked Revenues is a KPI for indirect impacts, and does not measure direct impacts such as GHG emission reductions, species protected, or cubic metres of water saved. Our SDG-Linked Revenues target has been revised since the publication of our 2022-2024 Global Strategic Action Plan. We previously reported Clean Revenues and have transitioned to SDG-Linked Revenues. Data represents global annualized gross revenues for the period from January 1, 2024 to December 31, 2024. For each of our global market sectors, we have identified services that are aligned with the SDGs and have mapped each service to one or more SDG goal and target. With this method, it is not possible to count only part of a project toward an SDG – either the whole project is counted or omitted. Some categorizations may be subject to interpretation, potentially leading to inconsistencies. We have also further categorized our 2024 SDG-Linked Revenues to illustrate the contribution made to specific SDG goals and targets. While many of our projects contribute to multiple SDGs, for this exercise we chose to map each of our core services to a single, principal SDG to which it most closely aligns.

For example, revenues from renewable energy projects align with SDG 7, Affordable and Clean Energy; and revenues from stormwater projects align with SDG 6, Clean Water and Sanitation. Example projects that do not count as SDG-Linked Revenues include projects related to airport and road projects that are not specifically designed to be low-carbon or resilient to climate change; building projects where the client is not working towards sustainability certification criteria; coal, unless related to site closure/ remediation; permitting for new oil and gas projects; and engineering design of natural gas and nuclear power plants. WSP's ability to increase its SDG-Linked Revenues depends in part on client objectives and ambitions.

WSP's SDG-Linked Revenues are unaudited and are estimated by mapping WSP's project taxonomy to services that align with the UN SDGs. Project data is sourced from our financial systems and processed in accordance with a standard operating procedure (SOP), which details the process for categorizing, reviewing and approving SDG-Linked Revenues. As there is not yet a common project taxonomy across all of our subregions, the process of mapping services to SDGs varies in different geographies. However, as we are transitioning to a global enterprise resource planning (ERP) tool, we are enhancing our ability to report SDG-Linked Revenues. Additional information is provided in our white paper.

POWER Engineers, Incorporated

WSP completed the acquisition of POWER Engineers, a prominent US consulting firm with a leading presence in the Power & Energy sector, in October 2024.

Future Ready® e-Learning Course Completions

Cumulative course completions since 2019 based on employees active in our Learning Management Systems. This number varies from year to year as employees who have previously taken the course leave the business, while new employees are onboarded with varying timelines.

Accolades and ESG Ratings

The ESG rater scores included in this Report are determined by each rating agency based on their unique methodology; the public information we disclose; as well as, in some cases, our completion of a questionnaire and/or interviews or other forms of feedback to the raters. Please refer to the respective rater websites in the links below for more information on their methodology.

In terms of topics covered by the different agencies, the ratings presented in the "Accolades and ESG Ratings" section of this Report can be broadly categorized as follows:

— *General ESG topics:* S&P Global Corporate Sustainability Assessment; Sustainalytics ESG Risk Rating; MSCI Ratings Assessment; EcoVadis Sustainability Rating; Corporate Knights 2025 Global 100 Most Sustainable Corporations; London Stock Exchange Group ESG and ESG Combined Score; ISS ESG Corporate Rating

— *Climate:* CDP Corporate Questionnaire

— *Ethics and Compliance:* Ethisphere

ENR rankings are based on WSP's 2022 financial performance and Environment Analyst rankings are based on WSP's 2023 financial performance. The Verdantix Environmental Services ranking is based on Verdantix's methodology, which includes review of WSP's 2023 financial estimates of services performed and an interview with Verdantix, while the Building Decarbonization ranking is based on public information and an interview.

Financial Materiality

Topics identified as material from a financial perspective that trigger or may trigger material financial effects on WSP's development, including cash flows, financial position and financial performance, in the short, medium or long term.

Impact Materiality

Topics identified as material from an impact perspective that result or may result in positive or negative impacts on people and/or the environment over the short, medium or long term.

ENVIRONMENTAL

Environmental Data Collection

The reporting year for our resource consumption data and GHG inventory is January 1, 2024 to December 31, 2024. For as many sources as possible, data is collected to align with this time period, which corresponds with the calendar year and WSP's fiscal year. However, in order to report data in time for the publication of this Report, data for some resources (such as WSP facilities) was collected for October 2023 through September 2024, and 2023 Q4 data was used as an estimate for 2024 Q4. Data for PG&S and capital goods was collected for January 2024 through October 2024 and extrapolated to 12 months. Acquisitions completed in 2024 are excluded and will be incorporated in our GHG inventory in 2025.

GHG Emissions

WSP relied on the Greenhouse Gas Protocol, made available by the World Business Council for Sustainable Development and the World Resources Institute, to develop our GHG inventory. We employ the operational control approach in compilation of our inventory. Reported GHG emissions include all seven greenhouse gases (CO_2, CH_4, N_2O, HFCs, PFCs, SF_6 and NF_3). To convert energy consumption, fuel combustion and business travel data into GHG emissions, we used emissions factors from US EPA eGRID, International Energy Agency, Environment Canada National Inventory Report, US Environmental Protection Agency Emission Factors Hub (US EPA EF Hub) and the UK Department for Environment, Food and Rural Affairs (DEFRA). WSP does not produce significant biogenic emissions. Global warming potentials (GWPs) used to convert emissions into CO_2e are sourced from the Intergovernmental Panel on Climate Change Fifth Assessment Report.

We restated our 2018 (base year), 2022 and 2023 GHG emissions to reflect emissions from acquisitions completed in 2023 and the divestiture of Louis Berger Services; data quality improvements and corrections; and methodology changes. These changes include, but are not limited to:

— Updated employee commuting and work from home methodology.
— Updated with latest available IEA factors for each year going back to 2018 rather than holding constant with the 2011 IEA factors.

— Incorporating well-to-tank calculations for air, rail and employee commuting.

Base Year GHG Emissions

Our recalculated base year (2018) GHG emissions in tCO_2e are: scope 1 – 43,296; scope 2 (market-based) – 58,900; scope 3 – 543,816.

Location-Based Emissions

WSP's location-based emissions are calculated using the average electricity grid factor for each region or subregion.

Market-Based Emissions

WSP's market-based emissions are calculated using the GHG Protocol Scope 2 Standard. 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 accounts for renewable electricity purchases within the markets where we operate. If renewable electricity is purchased from a nearby market, this is counted towards our renewable electricity total, but is not counted in our market-based GHG emissions accounting approach.

Scope 1 and 2

WSP collected energy consumption data from our owned/leased facilities and vehicles. We did not sell any energy in 2024. Energy consumption information was converted to GJ and kWh using conversion factors from EPA Climate Leaders Design Principles Appendix 2, and Energy Star Portfolio Manager Technical Reference: Thermal Energy conversions. Where actual electricity and natural gas consumption information was unavailable, this was estimated using industry averages from the Natural Resources Canada Comprehensive Energy Use Database province averages for Canada and in all other locations from the US Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.

Renewable Electricity

WSP purchased electricity from solar, wind and hydroelectric power to cover 100% of our global office electricity consumption through a combination of green tariffs, onsite generation, power purchase agreements and environmental attribute certificates (EACs). Approximately 2% of our renewable electricity is sourced from green tariffs, onsite generation or power purchase agreements, and 98% is sourced from EACs. In a few cases, EACs were procured by WSP's landlord on behalf of WSP. Approximately 78% of the EACs are Green-e certified. The EACs WSP procured for the US and Canada are both Green-e certified and EKOenergy certified. In certain markets where renewable electricity procurement is challenging or not possible, we procured EACs from a neighbouring geography in order to match 100% of our electricity consumption with renewable electricity. For 2024, this includes: Taiwan, Romania, Trinidad and Tobago, Singapore, South Korea, Qatar, Kuwait, Hong Kong, Panama, Serbia, Cameroon, Ghana, Ecuador, Guinea, Benin and El Salvador. Collectively, this represents only 1.6% of our total electricity consumption.

Scope 3 Categories 1 and 2 - Purchased Goods & Services and Capital Goods

Regional spend data is collected and converted from local currencies to United States dollars (USD) using the average annual exchange rates for the reporting period. Spend associated with emissions reported under another category is omitted, to avoid double-counting of those emissions. Emissions are calculated based on either spend-based emissions factors or supplier-specific emission factors.

The spend-based emissions factors are based on the US EPA Supply Chain GHG Emission Factors for US Industries and Commodities. Spend is categorized according to the summary industry categories, then multiplied by the associated emissions factors in $kgCO_2e$ per reporting year. We account for inflation using the inflation factors provided by the Bureau of Economic Analysis by summary industry category.

Supplier-specific emissions factors are derived from supplier-reported CDP emissions data. We collect primary supplier emissions data from CDP's Supply Chain program, which provides supplier emissions factors for the prior year. We use supplier-provided emissions if they meet our quality criteria. If

the data does not meet our quality criteria, we apply a spend-based industry emissions factor. For small subregions/countries that cannot provide spend data, the average emissions intensity for subregions reporting spend data (tCO$_2$e/FTE) is multiplied by the number of full-time equivalent (FTE) staff from non-reporting regions to estimate PG&S and capital goods emissions.

Scope 3 Category 3 — Fuel-and-Energy-Related Activities (FERA)

Upstream emissions are calculated for fuel use and transmission and distribution losses. This includes the calculation of upstream impacts of fuels from stationary and mobile combustion like natural gas and diesel, which includes extraction, refining, and distribution. This also includes calculating upstream impacts and transmission and distribution losses from electricity, which reflect the upstream impacts of the extraction, refining and distribution of the fuels used to generate electricity (like coal and natural gas), and the electricity lost due to inefficiencies in grid transmission equipment. These emissions are calculated using the data collected for scope 1 and 2 emissions, using the market-based approach. Additionally, scope 3 business travel road, air, rail, and employee commuting data is used to calculate well-to-tank (WTT) emissions. In the US, upstream electricity emissions factors are available from the Argonne Labs GREET1 model most specific to the reporting year. Outside the US, DEFRA WTT overseas electricity upstream and T&D emission factors are used.

The purchase of renewable energy via wind, solar, or hydro sources has been incorporated into upstream emission calculations, similar to the manner in which market-based emissions are calculated for electricity consumption. We also calculate the T&D losses that occur when electricity is delivered to WSP's facilities. For chilled water/district cooling, we calculate upstream emissions from the fuels used to generate electricity, which is an input to district cooling. Upstream emissions include exploration, extraction, refining, and distribution of these fuels. We also calculate the T&D losses that occur when electricity for district cooling is delivered to WSP's facilities.

For steam/district heating, we calculate upstream emissions from the natural gas used to generate the heat or steam. Upstream emissions include exploration, extraction, refining, and distribution of these fuels. We calculate the T&D losses that occur when natural gas for steam or district heating is delivered to WSP's facilities. We estimate the emissions from fuel used in

business travel, company vehicles, and employee commuting, including the entire process from fuel extraction to distribution. Upstream fuel emissions factors are available for each fuel type from the Argonne Labs GREET1 model most specific to the reporting year. Separate emission factors are available for fuels used within and outside the US.

Scope 3 Category 5 — Waste

Data for waste generated in operations was obtained from individual facilities for 2018-2022. Where data is not available, the average waste intensity per square foot from facilities reporting data (2018 baseline) is multiplied by the floor area of facilities not reporting data, to estimate total waste generated. To avoid overstating waste diversion in estimates, it is assumed all waste is sent to landfill. To calculate weight metrics for 2023 onward, waste intensities (kg/ft^2) were applied using previous years' actual data.

Total weight was divided by total square footage for a specific year. To calculate an intensity, intensities for each disposal method from 2018-2022 were averaged and then multiplied by WSP's yearly occupancy rate, which is calculated using WSP's annual utilization report. Electronic waste (e-Waste) data was extrapolated based on data collected for the US. Prior to 2023, e-Waste was captured under hazardous waste.

Scope 3 Category 6 — Business Travel

We estimate GHG emissions from air, rail, rental vehicle, personal vehicle mileage, taxi and other transportation network companies and hotel stays. Data is collected from travel providers and regional expense systems. Starting in 2023, data on flight class was collected from all sources and the DEFRA emission factor based on flight class was applied. Emissions factors exclude radiative forcing, which is the global warming effect of non-CO$_2$ pollutants such as water vapour and aerosols. No flight class data was available for 2018-2022, so flight class has been set to "Average."

Scope 3 Category 7 — Employee commuting and work-from-home

Employee commuting and work-from-home data was collected via a global employee commuting survey and extrapolated to cover all FTE. A new survey was used in 2024. Due to the change in methodology, emissions for prior years were restated.

GHG Emissions Intensity

GHG intensity was calculated based on FTEs. FTEs were adjusted to align to the restatement methodology for GHG emissions. FTEs in 2024 were adjusted to exclude 2024 acquisitions because these acquisitions are excluded from the GHG inventory. FTE values for 2023 and 2022 were adjusted to include 2022 and 2023 acquisition for similar reasons.

Water Consumption

Since we receive limited water consumption data for our leased office space, 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 occupancy rates during 2024. We evaluated which offices are located in areas with high or extremely high water stress using the World Resources Institute Aqueduct tool.

Real Estate Cost and Footprint Target

WSP set the following target as part of its 2022-2024 Global Strategic Action Plan: By 2024, achieve a 20% decrease in real estate cost and footprint, measured as the percent reduction in total rentable square feet due for renewal in the reporting year, excluding acquisitions. This target measures the reduction in square footage and cost relative to leases that were in effect in 2021; it does not include leases associated with acquisitions made since 2021. However, renewal decisions are impacted by our acquisition integration strategy.

SOCIAL

PEOPLE

Promotions

The data related to our 2022-2024 target for a 5% year-over-year increase in number of promotions has been normalized by removing previous year new hires from figures. The target is then derived by applying a 5% increase to previous year's promotion rate. The target percentage is then applied to start-of-year permanent employees, less previous year permanent starters. The resulting figure applies to at least 90% of permanent employees, due to data availability. All 2024 acquisitions are excluded from this metric.

Employees

In our people metrics, employees are defined as individuals with permanent and temporary employment agreements with WSP, and this excludes contingent workers. Employee counts and percentages cover employees as at December 31 of each reporting year, excluding acquisitions in the reporting year, unless otherwise stated. Where employee demographic data collected represents less than 100% of employees, the available percentage breakdown is applied to the total number of employees.

Permanent Employees

Individuals on the WSP payroll with an agreement that does not have a defined end date.

Temporary Employees

Individuals on the WSP payroll that have an agreement with a defined end date.

Full-Time Employees

Individuals who work a standard minimum number of hours, typically defined by their employer or by law in their country.

Part-Time Employees

Individuals who work less than the standard minimum number of hours, typically defined by their employer or by law in their country.

Non-Employees/Contingent Workers

Individual contractors providing labour to WSP ("self-employed") and individuals contracted through staffing agencies. Non-employees exclude subcontractors. In most regions, WSP's workforce does not include a significant amount of contracted labour (agency and independent contractors), i.e. workers who are not employees, and does not undergo seasonal variations in employment numbers – with the exception of staffing changes related to workflow volumes, and Federal Emergency Management Agency contracts in the US.

Business Partners

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

Value Chain Workers

Individuals performing work in WSP's value chain, regardless of the existence or nature of any contractual relationship with the undertaking. This includes all workers in the WSP's upstream and downstream value chain who are or can be materially impacted by the WSP's activities. This includes impacts that are connected to WSP's own operations, and value chain, including through its products or services, as well as through its business relationships. The definition of Value Chain Worker aligns with WSP's definition of Business Partner.

FTEs

Full Time Equivalents ("FTEs"), defined as the number of people employed on an equivalent of full-time basis, and calculated as follows: Total FTE Employee number = Full-Time Employees + [Part-time employees prorated as a % of their work schedule compared to a full-time schedule]. Reported values represent data as at December 31 of each year. FTE numbers include all reporting-year acquisitions.

New Hires and Employee Turnover

Employees joining and leaving the companies WSP acquires after the completion of the relevant acquisitions are included in the overall total of new hires and leavers, but excluded from the calculation of new hire and turnover percentages. Turnover data is not available broken down by employee demographics.

Total Turnover

Total number of permanent employees who leave voluntarily or due to dismissal, retirement or death in service divided by the average number of employees during the reporting year. The rate is calculated as a percentage covering the reporting year. Reporting year acquisitions are excluded from this calculation.

Voluntary Turnover

Voluntary termination of permanent employees divided by the average number of permanent employees during the reporting year. Excludes departures due to dismissal, retirement or death. The rate is calculated as a percentage covering the reporting year. Reporting year acquisitions are excluded from this calculation.

Global Leadership Positions

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

Employment Categories

These categories pertain to the "Employee Demographics by Employment Category" table, and include permanent employees only. Business Leaders encompass all employees in executive, senior director, and director roles. Middle Management includes employees in all other leadership roles, such as senior managers, managers, and senior professionals/experts. Business Support employees provide essential services to the business, including those from support functions and operations. Engineers/Consultants are all other professionals who do not fall into the aforementioned categories. In 2024, a global re-categorization of roles, as well as streamlining of roles categorized as Business Leaders, had varying impact on the male/female and age distribution across management levels, when compared to employee distribution in previous years.

Benefits

Reported for significant locations of operation, defined as those countries with over 1,500 employees.

Training Hours

Based on total FTEs at the end of the reporting year.

Sense of Trust and Belonging

We have been tracking a select group of questions since 2023 related to "trust" and "sense of belonging" from the WSP Listens platform, to benchmark against the "upper quartile" of a group of peer companies using the same platform vendor.

Community Engagement

Our data for community engagement covers approximately 99% of our global business. WSP supports numerous community engagement initiatives that involve unpaid volunteer time; however, this is excluded from this data.

HEALTH, SAFETY, ENVIRONMENT AND QUALITY

Hours Worked

WSP had a global total of 126,528,692 hours worked in 2024.

Scope of data

Data includes all direct employees as well as contract employees, but does not include reporting year acquisitions, subcontractors or consultants (i.e. those employed by third parties). Data for acquisitions is incorporated into our H&S metrics the reporting year following the year of acquisition.

AIFR

All Incidents Frequency Rate, calculated per 200,000 hours by region. All Incidents includes all work-related injuries and illnesses regardless of severity or injury type.

LTIR

Lost Time Incidents Rate, calculated per 200,000 hours by region. Lost time incidents are the number of fatalities and injuries/illnesses with more than one day lost.

TRIR

Total Recordable Incidents Rate, calculated per 200,000 hours by region. The number of work-related injuries/illnesses classified as lost time, restricted work and/or medical treatment beyond first aid.

TRIR Target

To calculate the reduction in TRIR, we compare the TRIR of the current reporting year (2024) to that of the preceding reporting year (2023). The figures for the prior year are revised to include data from acquisitions, where material.

High-Consequence Injury

An injury from which the worker cannot, does not, or is not expected to recover to pre-injury health status within six months following the injury.

Coverage of Operations

Certification coverage is based on employee numbers in the region/subregion as a percentage of total global headcount.

GOVERNANCE

Code of Conduct Training

Code of Conduct onboarding and refresher completion rate is based on the number of employees assigned training, subject to certain exclusions and limitations. Statistics are subject to a margin of error estimated at less than 1%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP. Certain temporary employees are expected to take onboarding training, however training data excludes temporary employees. Certain 2024 acquisitions are also excluded, depending on the timing of onboarding training. For 2023, WSP Latin America and the Caribbean (LAC) onboarding data was being migrated as a result of a transition in Learning Management System in 2023 and was excluded from the global calculation for onboarding training that year. In terms of overall 2023 performance, the omission of LAC data is not considered to have affected this result materially.

Breaches of Code of Conduct

Data is based on information available in the WSP ethics reporting platform. The number of substantiated/partially substantiated cases reported pertains to cases recorded as "Allegations" or "Records", which were opened and closed in 2024. "Inquiries" and matters that were referred to a third party or legal advisors for handling were not included. Cases that closed in 2024 but were opened before January 1, 2024 were not included. Data provided on cases related to discrimination and harassment relates to those cases where discrimination or harassment was listed as a primary issue.

Business Partner Code of Conduct

We expect our business partners to follow the standards set out in our Business Partner Code of Conduct when they conduct business for, on behalf of or in partnership with WSP. Our 2022-2024 target - that more than 90% of our business partners would accept our Business Partner Code or equivalent by 2024 - applies to a subset of business partners who collectively represent approximately 80% of our global direct and indirect spend. For 2024, 2,369 business partners were in scope to measure our performance on this target. Suppliers from the following categories were excluded: government bodies, Indigenous Peoples and routine financial, property and telecommunications providers.

Spend and sign-off calculations for 2024 excluded suppliers for smaller-spend WSP operations that were not able to report due to data accessibility constraints. The omission of such data does not materially affect this result.

Customer Satisfaction

NPS is a measure of the likelihood a client would use WSP for future work using a rating scale of 1-10. The NPS is calculated by subtracting the percentage of detractors (ratings of 1-6) from the percent of promoters (ratings of 9 or 10). In 2024, based on revenue, approximately 96% of WSP's business collected NPS data that was combined to calculate a global NPS of 49.5. More surveys were sent out in 2024 (27,477), compared to 2023 (23,198), which represents an 18% increase. The amount of feedback received from clients in turn increased by 15% in 2024 (6,653 responses received) compared to 2023 (5,823).

Backlog

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

APPENDIX B – GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	WSP is headquartered in Canada. More information: <u>About WSP</u>
	2-2 Entities included in the organization's sustainability reporting	<u>General Information</u>
	2-3 Reporting period, frequency and contact point	<u>General Information</u>; <u>Back Cover</u>
	2-4 Restatements of information	<u>General Information</u>; <u>Appendix A</u>
	2-5 External assurance	<u>General Information</u>
	2-6 Activities, value chain and other business relationships	<u>About WSP</u>; <u>Supply Chain</u>; <u>Workers in the Value Chain</u>
	2-7 Employees	<u>About WSP</u>; <u>Our Workforce</u>; <u>Appendix A</u>
	2-8 Workers who are not employees	<u>Our Workforce</u>; <u>Appendix A</u>
	2-9 Governance structure and composition	<u>General Information</u>; <u>2025 Management Information Circular</u>
	2-10 Nomination and selection of the highest governance body	<u>2025 Management Information Circular</u>
	2-11 Chair of the highest governance body	<u>2025 Management Information Circular</u>
	2-12 Role of the highest governance body in overseeing the management of impacts	<u>General Information</u>; <u>GECC Charter</u>
	2-13 Delegation of responsibility for managing impacts	<u>General Information</u>; <u>GECC Charter</u>
	2-14 Role of the highest governance body in sustainability reporting	<u>General Information</u>
	2-15 Conflicts of interest	<u>Corporate Governance Guidelines</u>; <u>2025 Management Information Circular</u>
	2-16 Communication of critical concerns	<u>Code of Conduct</u>; <u>Business Partner Code of Conduct</u>; <u>Business Conduct</u>

GRI STANDARD	DISCLOSURE	LOCATION
	2-17 Collective knowledge of the highest governance body	2025 Management Information Circular; General Information
	2-18 Evaluation of the performance of the highest governance body	2025 Management Information Circular
	2-19 Remuneration policies	2025 Management Information Circular
	2-20 Process to determine remuneration	2025 Management Information Circular
	2-21 Annual total compensation ratio	Not disclosed
	2-22 Statement on sustainable development strategy	Global ESG Statement; 2025-2027 Global Strategic Action Plan
	2-23 Policy commitments	Business Conduct; 2024 Modern Slavery Report
	2-24 Embedding policy commitments	Business Conduct; 2024 Modern Slavery Report
	2-25 Processes to remediate negative impacts	Reporting, Investigations, and Anti-Retaliation Policy; Business Conduct
	2-26 Mechanisms for seeking advice and raising concerns	Reporting, Investigations, and Anti-Retaliation Policy
	2-27 Compliance with laws and regulations	WSP recognizes that compliance with laws and regulations is a critical aspect of its business operations. WSP faces regular claims and disputes of varying significance alleging non-compliance, however no incidents of fines or non-monetary sanctions occurred in 2024 that were considered sufficiently material to require disclosure in its 2024 Annual Report. WSP takes each of these matters very seriously and addresses them promptly. WSP relies on a strong Risk Management team and is committed to continuously improving its practices to ensure that claims and disputes are addressed, resolved and/or avoided.
	2-28 Membership associations	Climate Change
	2-29 Approach to stakeholder engagement	General Information
	2-30 Collective bargaining agreements	Our Workforce
GRI 3: Material Topics 2021	3-1 Process to determine material topics	General Information
	3-2 List of material topics	General Information
	3-3 Management of material topics	General Information

GRI STANDARD	DISCLOSURE	LOCATION
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate Change; TCFD Report
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business Conduct; Ethics, Integrity & Human Rights
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Climate Change
	302-3 Energy intensity	Climate Change
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Management
	303-2 Management of water discharge-related impacts	Environmental Management
	303-3 Water withdrawal	Environmental Management
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity and Ecosystems
GRI 305: Emissions 2016	305-1 Direct (scope 1) GHG emissions	Climate Change
	305-2 Energy indirect (scope 2) GHG emissions	Climate Change
	305-3 Other indirect (scope 3) GHG emissions	Climate Change
	305-4 GHG emissions intensity	Climate Change
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Our Workforce
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Workforce
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Our Workforce
	403-2 Hazard identification, risk assessment, and incident investigation	Our Workforce
	403-3 Occupational health services	Our Workforce
	403-4 Worker participation, consultation, and communication on occupational health and safety	Our Workforce

GRI STANDARD	DISCLOSURE	LOCATION
	403-5 Worker training on occupational health and safety	Our Workforce
	403-6 Promotion of worker health	Our Workforce
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our Workforce
	403-8 Workers covered by an occupational health and safety management system	Our Workforce
	403-9 Work-related injuries	Our Workforce
GRI 405: Equal Opportunity 2016	405-1 Governance bodies and employees	Our Workforce; Appendix C
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Business Conduct
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of Indigenous Peoples	Affected Communities
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Engagement; Affected Communities
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Appendix C

APPENDIX C – SASB INDEX

Table C-1: Engineering & Construction Services

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Environmental Impacts of Project Development	Number of incidents of non-compliance with environmental permits, standards, and regulations	IF-EN-160a.1	In 2024, there were no significant environmental incidents reported. An environmental incident is defined by WSP as any unforeseen event that resulted in environmental damage and/or harm. WSP defines a significant environmental incident as an incident that resulted in a fine of USD10,000 or greater, or a severity rating of high or critical. A high rating is defined as an environmental incident resulting in immediate and significant impact. A critical rating is defined as a catastrophic environmental incident/pollution incident resulting in irreversible, persistent, or long term/widespread harm. In 2024, WSP launched its Global HSEQ Management System Manual, which includes sections on environmental management. The manual includes guidance on environmental incident classification, reporting and management. The Corporation's focus is to improve the consistency and clarity in reporting of environmental events (incidents, near misses, positive and negative observations) across WSP globally. This will enable the dissemination of lessons learned and best practices to drive continual improvement.
	Discussion of processes to assess and manage environmental risks associated with project design, siting, and construction	IF-EN-160a.2	See the "Environmental Management" section in the Disclosures of this Report.
Structural Integrity & Safety	Amount of defect- and safety-related rework costs	IF-EN-250a.1	In the ordinary course of conducting its business, the Corporation is, from time to time, threatened with, or becomes subject to, various legal proceedings. Such proceedings (which may include civil suits, demands for arbitration or class actions) often allege professional errors and omissions or other incidents that may occur during the Corporation's performance of its services or the delivery of projects, or commercial or regulatory disputes involving clients, service providers, partners, project owners, contractors, or the Corporation's employees. While properly defending such proceedings, the Corporation also adopts appropriate mitigation measures to proactively resolve and prevent such disputes. Furthermore, the Corporation secures a comprehensive insurance program (which includes general and professional liability insurance) in order to manage the risks related to such proceedings. Management uses judgment to assess the potential outcome of these proceedings and estimates the provisions, based on advice and information provided by its legal advisors and on its own experience in the resolution of similar proceedings. Note that provisions include defence and litigation costs, as well as an indemnity for potential exposure. Such legal proceedings, and their outcome, may have a material effect on the Corporation's financial condition or results of operations.
	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	(1) In 2024, our global TRIR was 0.24 per 200,000 hours worked. (2) In 2024, one employee was fatally injured during a road traffic accident while travelling to a client meeting.
Life Cycle Impacts of Buildings & Infrastructure	Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification	IF-EN-410a.1	WSP has expertise in various sustainability rating and certification systems that help improve and recognize project sustainability performance. We do not have consistent systems in place globally to track project sustainability certifications. Therefore, the following data is approximate and may under-represent the number of projects we support that have achieved or will pursue a sustainability certification.

(1) The number of projects completed in 2024 that achieved or are expected to achieve a sustainability certification include:	(2) The number of projects that were still active at the end of 2024 and seeking a sustainability certification include:
85 BREEAM	493 LEED
45 LEED	221 BREEAM
19 Green Star	124 BEAM Plus
18 BEAM Plus	105 WELL
16 WELL	83 Green Star
12 Miljöbyggnad	80 Miljöbyggnad
5 Fitwel	60 CGBL
21 Projects achieved/seeking other sustainability certifications	40 BOMA
	37 TGS
	27 Fitwel
	22 ISC
	16 Envision
	13 EEWH
	13 Green Mark
	12 DGNB
	73 Projects using other sustainability certifications

	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	WSP offers mechanical, electrical and plumbing engineering for all types of buildings, transportation facilities and industry projects according to our clients' specific requirements. We work in close collaboration with the entire project team, ensuring optimal integration of all systems. Our experts prioritize resource-efficient technologies to minimize energy and water consumption such as renewable energy, passive cooling, grey water recycling, combined heat and power solutions and intelligent control systems. Our designs regularly exceed the requirements of local building standards. Our sustainable building specialists focus on designing high performance, energy- and resource-efficient buildings. Our teams are involved in both new buildings and the renovation of existing buildings. For new buildings, they hold design charrettes, create energy models, guide energy efficiency decisions and manage green building certifications. For existing buildings, energy audits and retro-commissioning are carried out in order to recommend improvements and show cost benefits, so business owners can make the right decisions. Our holistic approach to green building design takes into account the whole lifecycle of the building, from the earliest stages of design through construction and operation to demolition. In addition, we support clients worldwide in achieving the highest levels of green buildings ratings such as LEED in the US and Canada, BREEAM in the UK, and Green Star in Africa, Australia and New Zealand.

TOPIC	ACCOUNTING METRIC	CODE	RESPONSE
Climate Impacts of Business Mix	Amount of backlog for (1) hydrocarbon-related projects and (2) renewable energy projects	IF-EN-410b.1 IF-EN-410b.2	The majority of WSP's work in the oil and gas sector is to provide environmental services. We also provide services related to the development of subsurface energy storage facilities and related infrastructure. A small fraction of our backlog relates to hydrocarbon power generation and delivery, for projects of POWER Engineers. As at December 31, 2024, hydrocarbon-related underground storage, power generation and delivery backlog for WSP accounted for about 1% of total backlog. Most of the power generation backlog is associated with simple and combined cycle gas turbine projects for major utilities and independent power producers. Our scope includes both detailed engineering design and owner's engineering. A significant portion of our current and projected power generation backlog incorporates the most advanced gas turbine technology available, much of which is hydrogen capable and includes provision for carbon capture. For power delivery, hydrocarbon-related backlog is attributed to utility clients with a higher fossil fuel content in their power mix and/or transmission and substation projects directly connected to a hydrocarbon generation source. As at December 31, 2024, the renewable energy project-related backlog was $819.6M. This value includes all renewable power (wind, solar, geothermal, hydro and biomass) engineering and studies, environmental permitting and transmission lines, and sub-station work associated with renewable electricity. Note: The backlog numbers provided are unaudited. We track backlog through our financial systems, but not all project details are fully integrated at a global level.
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3	The backlog for non-energy projects associated with climate change mitigation was estimated to be approximately 19% of our total backlog as at December 31, 2024, or $3,011.0M. In order to estimate this figure, for each market sector, we calculated the percentage of 2024 revenues from non-energy climate change mitigation services and applied this percentage to the total backlog of the respective market sector. The estimate captures the following services: low-carbon infrastructure, public transit, sustainable infrastructure certifications, building retrofit and rehabilitation, sustainable building design services and certifications, sustainable industrial projects, decarbonization planning, carbon capture and storage, coal mine closure, climate change mitigation, energy efficiency, ecology and biodiversity and sustainability and ESG strategy. This estimate excludes services associated with climate change adaptation and resilience. Note: The percentage of revenues from non-energy climate change mitigation services is unaudited and based on a subset of the SDG-Linked Revenues we report. The estimation uses the assumption that the project mix in backlog is similar to the revenue mix.
Business Ethics	(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	IF-EN-510a.1	WSP had negligible presence in and revenue/backlog from countries listed in the 20 lowest rankings in Transparency International's Corruption Perception Index at December 31, 2024.
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption practices, and (2) anticompetitive practices	IF-EN-510a.2	(1) $0 (2) $0 Monetary losses disclosed relate to monetary losses resulting from fines, penalties and/or damages required to be paid because of formal legal proceeding instituted before a court or administrative body against WSP in relation to allegations of corruption, bribery and anti-competitive conduct.
	Description of policies and practices for prevention of bribery and corruption	IF-EN-510a.3	See the "Business Conduct" section in the Disclosures in this Report.
	Description of policies and practices for prevention of anti-competitive behaviour in the project bidding processes	IF-EN-510a.3	See the "Business Conduct" section in the Disclosures in this Report.

ACTIVITY METRIC	CODE	RESPONSE
Number of Active Projects	IF-EN-000.A	We had approximately 200,000 active projects as at December 31, 2024.
Number of Commissioned Projects	IF-EN-000.B	WSP is a professional services firm, offering planning, design, engineering, advisory and project management services to public and private clients across various 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 $15.6B as at December 31, 2024.

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 "Information Security and Privacy" section in the Disclosures in this Report.
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	
	(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	SV-PS-230a.3	In 2024, we had 1 data breach that required a notification to a regulator. This involved employee personal information within our Swedish business being accidentally made available to six WSP employees in managerial positions. While these employees were authorized to see certain personal information for salary review purposes, the records inadvertently included trade union membership information, which is considered to be sensitive information under the GDPR. One employee immediately notified our Privacy Office and access was revoked within 24 hours. It was reported to the Swedish Authority for Privacy Protection, which subsequently closed the notification without any penalties or enforcement actions required. No incidents or breaches were recorded relating to customers' confidential business information.
Workforce & Engagement	Percentage of male and female (a) in executive management, (b) in non-executive management, and (c) for all other employees	SV-PS-330a.1	See the "Own Workforce" section in the Disclosures for a breakdown per region and employee business category as at December 31, 2024.
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	(1) Our global voluntary turnover rate for 2024 was 13%. (2) Our total global turnover rate (voluntary and involuntary) for 2024 was 17%.
	Employee engagement as a percentage	SV-PS-330a.3	In 2024, approximately 94% of employees were invited to participate in an engagement survey, and in this group the overall participation rate was 77%. The result was a score of 7.8/10 on our global engagement index.
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	See the "Business Conduct" section in the Disclosures in this Report.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	$0 Monetary losses disclosed relate to monetary losses resulting from fines, penalties and/or damages required to be paid because of formal legal proceeding instituted before a court or administrative body against WSP in relation to allegations of corruption, bribery and anti-competitive conduct.

ACTIVITY METRIC	CODE	RESPONSE
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	See the section "Own Workforce" in the Disclosures in this Report.
Employee hours worked; percentage billable	SV-PS-000.B	In 2024, our billable employees worked a total of 123,681,695 hours. 2024 acquisitions are included. This figure excludes corporate and support staff.

FORWARD-LOOKING STATEMENTS

In addition to disclosure of historical information, the Corporation may make or provide statements or information in this Report that are not based on historical or current facts and which are considered to be forward-looking information or forward-looking statements (collectively, "forward-looking statements") under Canadian securities laws.

These forward-looking statements relate to future events or future performance and may include, but are not limited to, estimates, plans, expectations, opinions, forecasts, projections, guidance or other statements that are not statements of fact, and reflect the expectations of management of the Corporation regarding, without limitation, its long-term sustainability ambitions and targets, which include, without limitation, its objectives concerning measuring and disclosing its sustainability performance (including with respect to the objectives and targets described in its 2025-2027 Global Strategic Action Plan and its Biodiversity Statement); earning 67% of total annualized revenues from SDG-Linked Revenues; reducing its energy consumption and GHG emissions in accordance with established scope 1, 2 and 3 reduction targets; sourcing 100% renewable electricity; decreasing by 150 bps voluntary turnover by 2027; filling 75% of leadership positions by internal candidates by 2027; having more than 30,000 employee shareholders by 2027; implementing a global framework for our philanthropic activities; enhancing maturity of regional HSEQ management systems under its Global HSEQ Excellence Program; having over 95% of its IT operations achieve ISO 27001 for Information Security Management; maintaining compliance Leader Certification from independent third-party assessment; achieving over 98% completion rate of the Code of Conduct

training (onboarding or refresher)/year; implementing and continuously evolving its artificial intelligence governance framework; reaching $200M investments in research and development, innovation and digital by 2027; aiming to grow key markets and services and help clients achieve their sustainability ambitions; enhancing its resilience to climate-related risks and maintaining its position as a leading professional services firm for the world's energy transition; evaluating and managing nature-related risks and opportunities; empowering its people for limitless opportunities and growth through its culture of continuous learning; elevating HSEQ standards and drive proactive cultural transformation; delivering positive impacts for people and local communities; maintaining ethics at the centre of how it operates; continuing to enhance the security of its systems and the information in its care; enabling responsible artificial intelligence innovation that aims to achieve positive outcomes for people and the planet; increasing its revenues across the full water lifecycle; making a positive impact on the natural world through its operations and its client work; maintaining the highest ethical standards in its business practices; increasing retention; providing equal opportunities in employment; driving innovation and helping its clients plan for the future; striving to better understand its climate-related physical and transition risks and opportunities; continuing to build a sense of trust and belonging at work; continuing to comply with local and international tax legislation and tax governance standards, and maintaining its relationships with the tax authorities; enhancing its ability to report SDG-Linked Revenues; its potential sustainability benefits arising from its project work for clients; its capacity to adapt to changing regulatory environments; creating sustainable value for its people, its clients and its shareholders; embedding sustainability matters in its services and advice to clients, in its operations and in its communities; continuing to implement its Low-Carbon Supplier Engagement Plan; embedding integrity, transparency, and a speak-up culture; fostering a stimulating and safe work environment; enhance its human rights due diligence and commitments; maintaining a high level of awareness of the Business Conduct Hotline; committing to equal remuneration; striving to maintain a high degree of information security and privacy; delivering high-quality services for its clients, employees, and business partners; obtaining GHG emissions data from its suppliers; engaging suppliers to align with its sustainability objectives; developing a culture focused on empowerment and adaptability; ensuring employees receive competitive benefits; promoting career development and internal mobility; well-being objectives, initiatives, processes and outcomes; prioritizing an agile working environment; engaging with Indigenous communities in a respectful and mutually beneficial manner; enhancing its

capacity to recruit, retain and advance Indigenous employees; maintaining a high degree of health, safety and compliance; achieving net zero across in its value chain by 2040; reducing the carbon footprint in certain projects; collecting environmental performance data and establishing targets; embedding and applying the mitigation hierarchy in its advice and designs; improving the completeness of its purchased goods & services and capital goods data; using a hybrid method of estimating supply chain emissions; implementing its Climate Transition Plan; expanding its digital services for clients; its intention to strategically expand its presence in select high-growth markets and to capitalize on emerging opportunities and drive sustainable growth; embedding sustainability across its operations; promoting an empowered workplace culture where respect and belonging are both expected and valued; promoting a positive health and safety culture; enhance the leadership development and succession planning process; further embedding its Employee Value Proposition; and ensuring its stability and growth, including attracting talent.

Forward-looking statements can typically be identified by terminology such as "may", "will", "should", "expect", "plan", "anticipate", "believe", "estimate", "predict", "forecast", "project", "intend", "target", "potential", "continue" or the negative of these terms or terminology of a similar nature.

Forward-looking statements, by their very nature, are subject to inherent risks and uncertainties and are based on several assumptions, both general and specific, which give rise to the possibility that actual results or events could differ materially from our expectations expressed in, or implied by, such forward-looking statements and that our business outlook, objectives, plans and strategic priorities may not be achieved. These statements are not guarantees of future performance or events, and we caution you against relying on any of these forward-looking statements.

Forward-looking statements made by the Corporation are based on a number of operational and other assumptions believed by the Corporation to be reasonable as at the date such statements were made, including assumptions set out through this Report. Forward-looking statements contained in this Report for periods beyond 2025 involve longer-term assumptions and estimates than forward-looking statements for 2025 and are consequently subject to greater uncertainty. In particular, the sustainability objectives are based on a number of assumptions including, without limitation, the following principal assumptions:

FORWARD-LOOKING STATEMENTS	KEY ASSUMPTIONS
Measurement and Disclosure of Sustainability Performance	— Sufficiency of internal and external resources — Our ability to implement and maintain effective sustainability management systems and processes — The continuation of supportive stakeholder engagement and collaboration
Environmental Management and Performance including Climate Resilience, GHG Targets and Biodiversity	— Our ability to continue effective management of environmental risk — Our ability to collect data on spills that occur at project sites — Our ability to develop and implement various corporate and business initiatives, including new procedures, policies and targets to decarbonize our operations and supply chain, reduce our energy consumption and foster a new culture of low carbon behavioural change and choices — Our ability to reduce business travel — Our ability to purchase sufficient credible carbon credits and renewable energy certificates to offset or further reduce our GHG emissions, if and when required — Sufficient supplier and business partner engagement and collaboration in setting their own SBTs and reducing their own GHG emissions — Our ability to replace our vehicle fleet with low/zero emission vehicles — Our ability to access and implement all technology necessary to achieve our science-based GHG emissions reduction targets (SBTs), as well as the development and performance of such technology — No new business acquisitions or technologies, investments or joint ventures that would materially increase our anticipated levels of GHG emissions — No negative impact on the calculation of our GHG emissions from refinements in or modifications to international standards — No required changes to our SBTs pursuant to the Science Based Targets initiative (SBTi) methodology that would make the achievement of our updated SBTs more onerous — Our ability to evaluate our biodiversity impacts and set targets — Our ability to deploy nature-based solutions into our project work — Our ability to effectively increase our revenues across the full water lifecycle
Talent Management and Culture Objectives	— Our ability to attract and retain skilled people — Our ability to identify qualified talent in our industry with the requisite skill set or expertise for vacant positions, including for leadership positions and our Board — Our ability to successfully expand our ESPP across WSP — Our ability to maintain momentum with initiatives that proactively engage and retain employees — Our ability to measure employees' sense of belonging and trust — Our ability to effectively provide equal opportunities in employment — The effectiveness of our policies, procedures and initiatives in positively impacting employees' sense of belonging and trust
Health & Safety Objectives	— Our ability to effectively implement innovative ideas and practices to minimize the risks associated with our activities — No significant shift in our health & safety profile — Our ability to effectively standardizing our approach to HSEQ management
Ethics & Integrity and Information Security and Privacy Objectives	— Our ability to continue effective management of ethics & integrity — Our ability to continue effective management of information security and privacy — Our ability to expand our ISO 27001 certification — The sufficiency of our information security measures

FORWARD-LOOKING STATEMENTS	KEY ASSUMPTIONS
Community Engagement and Indigenous Relations Objectives	— Our ability to effectively engage with Indigenous communities — Our ability to support the communities where we live and work
ESG Governance and Compliance with Laws, including Auditing	— Our ability to effectively and timely implement new ESG regulatory requirements in the markets in which we operate — Our materiality assessment will successfully support and enhance our ESG program and be integrated into our ERM — Legal and regulatory requirements will not substantially and rapidly change such that our processes to respond to them and adapt are no longer effective
Business Development and Growth, including SDG-Linked Revenues	— Our belief that we are positioned to capture significant opportunities to support the low-carbon transition — Our belief that our commitment to sustainability will drive long-term value for stakeholders — Our belief that we can reasonably estimate SDG-Linked Revenues — Our ability to expand our digital services for clients — Our ability to collect feedback from clients on WSP's performance and satisfaction with WSP as a supplier — Achieving our acquisition strategy in sectors or geographies with higher SDG-Linked Revenues share — No negative impact on the calculation of our SDG-Linked Revenues from refinements in or modifications to international standards — Our ability to map projects to our SDG-Linked Revenues taxonomy — Our ability to implement our global enterprise resource planning (ERP) system that can track SDG-Linked Revenues — Our belief that we can provide certain sustainability benefits to our clients in our project work
Supply Chain Risk Management	— Suppliers' compliance with our requirements including the Business Partner Code of Conduct — Our ability to effectively enhance our human rights due diligence — Our ability to effectively maintain a high level of awareness of our Business Conduct Hotline

These assumptions also include those described in the "Forward-Looking Statements" section of the Corporation's MD&A, which section is incorporated herein by reference into this cautionary statement. The documents incorporated by reference herein are available on WSP's website at www.wsp.com and on SEDAR+ at www.sedarplus.ca. If any of these assumptions prove to be inaccurate, the Corporation's actual results or events could differ materially from those expressed or implied in forward-looking statements.

In evaluating these forward-looking statements, investors should specifically consider various risk factors, which, if realized, could cause the Corporation's actual results or events to differ materially from those expressed or implied in forward-looking statements. Such risk factors include, but are not limited to, the rising complexity of the geopolitical landscape and macro-economic developments; the failure to maintain our competitive positioning in rapidly changing competitive market; the failure to effectively adopt, integrate, and leverage existing and emerging technologies in our operations; the failure to implement sufficient corporate and business initiatives; challenges associated with the continued implementation of our global ERP system; difficulty in accurately measuring, evaluating and disclosing our sustainability performance; our inability to collect ESG data from acquired companies, including for historical years; our inability to collect energy, water, waste and GHG emissions data

from external data providers, including landlords, fleet managers and business travel vendors; our ability to estimate employee commuting and work-from-home emissions; the unwillingness of suppliers to disclose GHG emissions data and reduce emissions, including for historical years; unavailability of electric vehicles and/or failure to install electric vehicle chargers at leased office space; unavailability of energy efficient buildings; increases in real estate costs; acquisitions of companies with higher health and safety risk exposure compared to WSP; failure to collect feedback from our clients on our performance; failure to attract and retain qualified staff to support capturing opportunities associated with the low-carbon transition; failure to accurately estimate the sustainability benefits of our project work; negative stakeholder perception or reaction to our sustainability performance or initiatives; failure to identify climate-related opportunities as well as assess and manage climate-related risks; changes made to regulations that may affect our business and the development of ESG requirement regulations; failure of our internal data systems to track disclosures required by new ESG regulations; failure to retain the services of a qualified external GHG emissions verifier; failure to audit suppliers, as well as other risks detailed from time to time in reports filed by the Corporation with securities regulators or securities commissions or other documents that the Corporation makes public, which may cause actual results or events to differ materially from the results expressed or implied in any forward-looking statement.

These and other risk factors that could cause actual results or events to differ materially from our expectations expressed in, or implied by, our forward-looking statements are discussed in greater detail in section 20, "Risk Factors" of the Corporation's MD&A, which section is incorporated herein by reference into this cautionary statement.

Actual results and events may be significantly different from what we currently expect because of the risks associated with our business, industry and global economy and of the assumptions made in relation to these risks. As such, there can be no assurance that actual results will be consistent with forward-looking statements. The forward-looking statements contained in this Report describe the Corporation's expectations as of the date of this Report and, accordingly, are subject to change after such date. Except as required under Canadian securities legislation, the Corporation does not assume any obligation to publicly update or to revise any forward-looking statements made in this Report or otherwise, whether as a result of new information, future events or otherwise. The forward-looking statements contained in this Report are expressly qualified in their entirety by this cautionary statement. Readers should not place undue reliance on forward-looking statements.

WSP is one of the world's leading professional services firms, uniting its engineering, advisory and science-based expertise to shape communities to advance humanity. From local beginnings to a globe-spanning presence today, WSP operates in over 50 countries and employs approximately 72,800 professionals, known as Visioneers.

Together they pioneer solutions and deliver innovative projects in the transportation, infrastructure, environment, building, energy, water, and mining and metals sectors. WSP is publicly listed on the Toronto Stock Exchange (TSX:WSP).

wsp.com/sustainability-report

We welcome and encourage your feedback on our 2024 Global Sustainability Report:

corporatecommunications@wsp.com

WSP's prior report (our 2023 Global ESG Report) was published in May 2024.