Purposeful Impact

2022 GLOBAL ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

Highlights
Introduction from our CEO

As the world prepares for the low-carbon transition, we remain focused on leading by example. Continuing to reduce our own carbon impact is vital. We are also committed to being the partner of choice for clients seeking climate resilience and sustainability solutions. An important part of our approach lies in our flagship Future Ready® program, through which we support clients by providing advice and designs that keep the future in mind.

Considering the increasing frequency of extreme weather events and the urgent need to tackle climate change, we have endeavoured to further reinforce our Earth & Environment (E&E) business to enable us to assist clients seeking to mitigate the impacts of climate change and build more resilient infrastructures. Our business acquisition strategy has supported this objective, including the recently completed acquisitions of Wood’s Environment & Infrastructure business; Climate Finance Advisors; Greencap Holdings; and BG Consulting Engineers. In addition to ramping up our environmental capacity, these transactions expanded our renewable energy and water business, as well as our ESG-related services offering.

Through our efforts, we have created one of the most diversified platforms in our industry, with Transportation & Infrastructure in the lead, followed by our steadily growing E&E sector and our renowned Property & Buildings service offering. Backed by our team of 23,000 environmental professionals, our capabilities in this sector are global in their scale and unparalleled in their depth. We deliver a broad array of projects, often complex, but achievable thanks to the collective capabilities of our talent, allowing us to support our clients in the transition to a cleaner, low-carbon, bio-diverse world.

Our ESG efforts were recognized repeatedly in the last 12 months. WSP was one of four firms out of fifty to receive the maximum, five-star rating from Environment Analyst for climate and ESG impact leadership. We also earned a top decile score in S&P’s Corporate Sustainability Assessment for our industry; we made the “A list” in the CDP Climate Change Questionnaire for the very first time; and we were ranked among Corporate Knight’s 50 Best Corporate Citizens in Canada, for the second consecutive year, among other accolades.

I am thrilled to highlight these accomplishments; while our achievements are extensive, we still have work to do. In 2023, we will seek to improve our performance in key areas.
Environmental leadership

Through focus and discipline, we made progress in meeting our environmental objectives in 2022, including our short- and long-term climate goals. We reinforced our commitments with the approval of our net zero GHG emissions reduction target by the Science Based Targets initiative (SBTi). We also launched our Biodiversity Statement, enabling us to engage with our clients to protect, restore and enhance ecosystems.

In 2022, and in accordance with TCFD, we published our first TCFD report informing investors about our climate risks, as well as our considerable opportunities to support the low-carbon transition. We are issuing an updated TCFD report alongside this Report.

At WSP, we believe that real change comes from being a trusted partner and collaborating with like-minded clients who share our goal of building a more equitable and inclusive net-zero world. Accordingly, we pursue projects that reflect our core beliefs and principles.

I am pleased to report that approximately 59.3% of our 2022 annualized revenues were derived from services aligned with the United Nations Sustainable Development Goals (SDGs), which is ahead of our 2024 strategic plan objective. To align with evolving industry practice, we have renamed our “Clean Revenues” metric “SDG-Linked Revenues” and enhanced our methodology to include services from revenues that contribute to any of the SDGs.

Social impacts

The social impacts of our ESG commitments involve our people, stakeholders, and communities. We have pledged to provide inspiring leadership, embrace inclusion and diversity, and maintain a healthy corporate culture. Whenever we interact with our communities, through projects or other initiatives, we strive to leave a lasting positive legacy. Since our people thrive on opportunity and purpose, delivering on these pledges catalyzes powerful outcomes.

Listening to our people is key. In 2022, we received valuable feedback from our global employee survey, which boasted a high participation rate. The results indicate that employee engagement is trending positively. Drawing on this feedback, we aim to continuously improve our employees’ journey and to create an optimal workplace.

In the wake of the pandemic, our industry is mirroring many others with higher employee turnover. Our people are our greatest asset, so efforts to attract and retain talented and diverse professionals require an effective strategy. We committed to a 1% year-over-year increase in retention during this strategic cycle; this target was achieved in 2022. We were also pleased we achieved our diversity target, which consists of a 5% year-over-year increase in the representation of women and Under-Represented Groups.

We will continue to focus on employee retention in all regions while reinforcing non-negotiable programs such as health and safety, ethics and compliance, and inclusion and diversity.

As a global company, we strive to make a positive difference worldwide. Guided by the passion of our people, we engaged in various community activities, including charitable donations, in-kind donations, partnerships, volunteering, and pro-bono expertise. Among our global donations in 2022, estimated at $39 million, is the donation of $700,000 we made to Nature Conservancy of Canada (NCC) to protect biodiversity, a natural extension of our commitment to mitigate climate change.

Backed by our team of 23,000 environmental professionals, our capabilities in this sector are global in their scale and unparalleled in their depth.
Good governance

Good governance is crucial to supporting WSP’s long-term viability as we promote a culture of trust, accountability and effective risk management. In 2022, we demonstrated the increasing strength of our ESG governance by updating our Board and committee charters to include expanding ESG oversight. We are also pleased that, for the first time, a portion of our global and regional leaders’ variable compensation was linked to ESG factors such as SDG-Linked Revenues, employee engagement, inclusion and diversity, health and safety, and ethics and compliance.

Another important milestone was reached in Egypt, where WSP signed the COP27 Action Declaration on Climate Policy Engagement, an initiative of Corporate Knights and the Global 100 Council. As part of this commitment, we pledged to work with major industry and trade associations to ensure greater compliance with the Paris Agreement. We are in the process of implementing the due diligence required to make further progress in this regard.

Since we cannot achieve our GHG targets without the backing of our partners and suppliers, we developed a Low-Carbon Supplier Engagement Plan aimed at obtaining scope 1, 2 and 3 emissions data for select suppliers via the CDP Climate Change Questionnaire.

Our suppliers are also encouraged to commit to an ambitious level of climate action aligned with our own. In parallel, we are seeking to increase the number of suppliers agreeing to commit to our Business Partner Code of Conduct.

To ensure that we remain a partner of choice for our clients, we set a satisfaction target in our 2022-2024 Global Strategic Action Plan. Last year, we grew our key accounts and boosted satisfaction by delivering solutions and focusing on long-term resilience and adaptability. With some 150,000 active projects spanning the globe, our ability to contribute to a low-carbon world is substantial.

I am delighted by the Purposeful Impact we made in 2022. You are invited to learn more about our initiatives, projects and legacy in this Report. As we continue our ESG journey, we expect that WSP’s contributions to the green transition will grow steadily over time. We are committed to achieving our ambitious targets and to reporting on our actions and performance with rigour and transparency.

We are committed to achieving our ambitious targets and to reporting on our actions and performance with rigour and transparency.
Highlights & ESG Ratings

Environmental
— Reported SDG-Linked Revenues of approximately 59.3% of total annualized gross revenues in 2022
— Reduced total scope 1, scope 2 (market-based) and scope 3 GHG emissions by 26% in 2022, compared to our 2018 base year
— Received SBTi approval for our net zero GHG emissions reduction target

Social
— Marked an improvement in employee engagement, according to our 2022 global employee survey
— Donated approximately $3.9 M to charitable causes globally in 2022
— Met our target of a 5% increase in employees who are women/in Under-Represented Groups in 2022

Governance
— Signed Corporate Knights’ COP27 Action Declaration on Climate Policy Engagement
— Unveiled new guiding principles for nature enhancement through our Biodiversity Statement
— Enhanced the ESG governance aspects of our Board, GECC and Audit committee charters
ESG Accolades

Named one of Corporate Knights’ 2022 Best 50 Corporate Citizens in Canada

Winner of the Best Environmental, Social and Governance (ESG) Report category in the CR Reporting Awards’22

Joined the “A List” for the 2022 CDP Climate Change Questionnaire

ESG Ratings

MSCI ESG RATINGS ASSESSMENT

Platinum

ECOVADIS SUSTAINABILITY RATING

Prime

SUSTAINALYTICS ESG RISK RATING

Certification Compliance Leader

ETHSISHERE INDEPENDENT INTEGRITY PROGRAM ASSESSMENT

As at April 28, 2023, unless indicated otherwise.

In 2022, WSP received a rating of A (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.

Latest annual update: December 2022.
## Performance Scorecard

<table>
<thead>
<tr>
<th>Objective</th>
<th>Status</th>
<th>Progress &amp; 2022 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>By 2024, earn over 50% of total annualized gross revenues from SDG-Linked Revenues, defined as revenues earned from services that support the UN SDGs⁸</td>
<td>ACHIEVED FOR 2022</td>
<td>In 2022, SDG-Linked Revenues represented approximately 59.3% of WSP’s total gross revenues, including annualized acquisition revenues from that year.</td>
</tr>
<tr>
<td>Reduce absolute scope 1 and 2 market-based GHG emissions 40% by 2024 from a 2018 base year (60% by 2030)</td>
<td>ON TRACK</td>
<td>Although we saw a slight increase between 2021 and 2022, scope 1 and 2 market-based emissions decreased by 33% between 2018 and 2022. Scope 3 emissions decreased by 24% between 2018 and 2022.</td>
</tr>
<tr>
<td>Reduce absolute scope 3 GHG emissions 15% over the same timeframe (30% by 2030)</td>
<td>ON TRACK</td>
<td>In 2022, WSP’s offices purchased approximately 32,270 megawatt hours (MWh) of renewable electricity, representing approximately 34% of total electricity consumption.</td>
</tr>
<tr>
<td>Source 50% renewable electricity by 2024 (100% by 2030)</td>
<td>ON TRACK</td>
<td>In 2022, we reduced our total rentable square footage that was due for renewal by 42%, as well as the cost of real estate due for renewal by 14%, compared to 2021.</td>
</tr>
</tbody>
</table>

⁸ This target has been revised since the publication of our 2022-2024 Global Strategic Action Plan. See the section “SDG-Linked Revenues” for more information.
<table>
<thead>
<tr>
<th>Objective</th>
<th>Status</th>
<th>Progress &amp; 2022 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annually, fill at least 75% of global leadership positions (and those of their direct reports) by internal candidates</td>
<td>NOT ACHIEVED FOR 2022</td>
<td>In 2022, we filled 64% of global leadership positions (and those of their direct reports) by internal candidates.</td>
</tr>
<tr>
<td>&gt;1% year-over-year increase in retention</td>
<td>ACHIEVED FOR 2022</td>
<td>In 2022, our retention rate increased from 2021 by 1.1%.</td>
</tr>
<tr>
<td>5% year-over-year increase in number of promotions</td>
<td>ACHIEVED FOR 2022</td>
<td>In 2022, we exceeded the annual target of a 5% increase.</td>
</tr>
<tr>
<td>Achieve an upper quartile employee sense of trust and belonging at work by 2024</td>
<td>ESTABLISHED METHODOLOGY</td>
<td>Confirmed the way forward to fully measure across the global business in 2023 through introduction of tailored questions in our employee survey.</td>
</tr>
<tr>
<td>5% year-over-year increase in women and Under-Represented Groups (includes middle management/business leaders)</td>
<td>ACHIEVED FOR 2022</td>
<td>In 2022, we exceeded the annual target of a 5% increase.</td>
</tr>
<tr>
<td>10% decrease in the total recordable incident rate (TRIR) per year</td>
<td>NOT ACHIEVED FOR 2022</td>
<td>In 2022, the global TRIR has increased from 0.30 to 0.32. Four regions/subregions did not meet their annual TRIR target and action plans were developed to address specific improvement areas. We also improved how we report and categorize injuries to ensure our operations follow clear and consistent guidance.</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
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</tr>
<tr>
<td>By 2024, achieve 100% integration of ESG criteria as part of global leader compensation</td>
<td>ACHIEVED FOR 2022</td>
<td>Specific ESG criteria have been included in the determination of the variable compensation for leaders worldwide since 2022.</td>
</tr>
<tr>
<td>Annually, achieve 100% completion rate of the Code of Conduct onboarding training</td>
<td>SLIGHTLY BELOW TARGET FOR 2022</td>
<td>Achieved completion rate for Code of Conduct training of 99% for onboarding training.</td>
</tr>
<tr>
<td>&gt;90% of our business partners will sign on to our Business Partner Code of Conduct (“Business Partner Code”) by 2024</td>
<td>PROGRESS REQUIRED</td>
<td>We are currently in the process of developing a methodology to report on this target across the organization.</td>
</tr>
</tbody>
</table>

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

10. This metric covers all employee categories and includes all permanent employees except Louis Berger International (LBI), a WSP Company, India and 2022 acquisitions.

11. This metric includes all permanent employees except LBI, India and 2022 acquisitions.

12. For more information on the variable compensation for WSP’s Named Executive Officers, please see the 2023 Management Information Circular, pages 62 through 64.

13. Code of Conduct onboarding completion rate is based on number of employees assigned training, subject to certain exclusions and limitations. 2022 statistics are subject to a margin of error estimated at 3%. Training metrics continue to be enhanced as WSP moves to a comprehensive and worldwide ERP.
SDG-Linked Revenues

Companies have an important role to play in contributing to achieving the United Nations Sustainable Development Goals (SDGs). We have identified ten SDGs to which WSP makes the greatest contributions through our client work and in our own operations. Throughout this Report, we highlight examples of projects and programs that illustrate our contributions. We contribute to the objectives of SDGs 5 and 8 primarily through our people initiatives (see the section “Social Impact”).
One method we use to measure our impact from client projects is to estimate our percentage of SDG-Linked Revenues, defined as revenues earned from services that support the SDGs.

We previously reported Clean Revenues, defined as projects that have an environmental benefit and contribute to the SDGs. In 2021, our Clean Revenues were approximately 51.4% of our total annualized gross revenues.

In line with industry practice, we have broadened our definition and enhanced our methodology to include projects that contribute to any of the SDGs and renamed this metric “SDG-Linked Revenues”. This includes projects that support social outcomes such as healthcare or education-related buildings. Our methodology enhancements also capture additional services that support the low-carbon transition such as active transportation, hydrogen production, storage and distribution and services supporting the extraction of minerals critical to clean energy. We are also including annualized revenues (12 months of revenues from businesses acquired during the year) to reflect the pro forma impact of our acquisitions.

In 2022, approximately 59.3% of total annualized gross revenues was earned from these services in WSP’s global operations. We estimate that the definition and methodology enhancements we made for 2022 represent approximately 5.9 percentage points of the total 7.9 percentage point increase we noted between 2021 and 2022.

We have further categorized our 2022 SDG-Linked Revenues to match specific SDGs. While our projects may support multiple SDGs, for this exercise we mapped each of the subcategories identified above by market sector to one principal SDG that most closely aligned with the service provided. Over 50% of our SDG-Linked Revenues support SDGs 9 or 11, in relation to sustainable and resilient infrastructure and communities. As our Earth & Environment market has grown, we are also reporting a considerable percentage of work supporting SDGs 6, 13 and 15.

**Percentage of 2022 Annualized Gross Revenues by SDG**

<table>
<thead>
<tr>
<th>TOTAL ANNUALIZED GROSS REVENUES</th>
<th>59.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Cities and Communities</td>
<td>21.4%</td>
</tr>
<tr>
<td>Industry, Innovation and Infrastructure</td>
<td>10.9%</td>
</tr>
<tr>
<td>Life on Land</td>
<td>8.5%</td>
</tr>
<tr>
<td>Clean Water and Sanitation</td>
<td>5.9%</td>
</tr>
<tr>
<td>Climate Action</td>
<td>3.8%</td>
</tr>
<tr>
<td>Responsible Consumption and Production</td>
<td>3.0%</td>
</tr>
<tr>
<td>Affordable and Clean Energy</td>
<td>2.0%</td>
</tr>
<tr>
<td>Good Health and Well-Being</td>
<td>2.0%</td>
</tr>
<tr>
<td>Quality Education</td>
<td>0.9%</td>
</tr>
<tr>
<td>Life Below Water</td>
<td>0.9%</td>
</tr>
</tbody>
</table>

14 We have restated our 2021 Clean Revenues to reflect annualized gross revenues, but also to reflect a decrease in estimated Earth & Environment market Clean Revenues. This restatement does not reflect the changes we have made to enhance our definition and methodology.

15 Our SDG-Linked Revenues are unaudited and are based on mapping WSP’s project taxonomy to services that align with the UN SDGs. As there is not a common project taxonomy across all of our subregions, the process varies across subregions. As we transition to a global ERP tool, we expect to enhance our ability to report revenues that align with the SDGs.
Examples of WSP Services Included in SDG-Linked Revenues

<table>
<thead>
<tr>
<th>Transportation &amp; Infrastructure</th>
<th>Earth &amp; Environment</th>
<th>Property &amp; Buildings</th>
<th>Power &amp; Energy, Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>All water, stormwater and wastewater services</td>
<td>100% of our Earth &amp; Environment services (excluding certain types of conventional resource extraction projects). These include water services, air quality, contaminated land and soil remediation, biodiversity &amp; natural capital, natural resources management, ESG and climate advisory, waste management, site assessment &amp; remediation. As detailed in the International Energy Agency’s (IEA’s) World Energy Outlook Special Report: The Role of Critical Minerals in Clean Energy Transitions (May 2021), minerals are critical to clean energy and demand for these minerals will accelerate in line with clean energy deployment. According to the IEA, while recycling is essential, it is only estimated to reduce supply requirements by about 10% by 2040, and therefore, would not eliminate the need for the extraction of new minerals. The ESG services we provide to mining companies are essential to supporting the responsible mining of these critical minerals. For this reason, our definition includes projects helping secure critical metals and minerals that are essential to a low-carbon world.</td>
<td>Mechanical, electrical and plumbing services supporting energy conservation, decarbonization and sustainable design</td>
<td>All renewable power services, including construction of powerlines in support of green hydrogen production as well as reinforcement of the grid to transmit renewable energy</td>
</tr>
<tr>
<td>Waste and hazardous waste services supporting the responsible disposal, management, reduction and remediation of waste and hazardous waste</td>
<td>Specialist engineering services related to sustainability and façade design</td>
<td>Industry services supporting air pollution reduction, waste management, renewable energy, energy efficiency and various other clean technology</td>
<td></td>
</tr>
<tr>
<td>Most transit and rail services</td>
<td>Transportation buildings that support public transit</td>
<td>Carbon capture and storage services</td>
<td></td>
</tr>
<tr>
<td>Green/public space</td>
<td>Building retrofit and rehabilitation services</td>
<td>Hydrogen production, storage and distribution services</td>
<td></td>
</tr>
<tr>
<td>Infrastructure development in developing countries</td>
<td>Master planning and urban development services</td>
<td>Decarbonization planning services</td>
<td></td>
</tr>
<tr>
<td>Urban or regional development plans</td>
<td>Education-related buildings and facilities</td>
<td>Hydroelectric dams (excluding new large-scale dam construction)</td>
<td></td>
</tr>
<tr>
<td>Disaster recovery, emergency response efforts, and avoidance and risk reduction efforts related to natural disasters (e.g., wildfire response, flooding, hurricanes)</td>
<td>Healthcare facilities</td>
<td>Geothermal energy</td>
<td></td>
</tr>
<tr>
<td>Low-carbon infrastructure</td>
<td>Natural or cultural heritage preservation</td>
<td>Sustainability Award</td>
<td></td>
</tr>
<tr>
<td>Resilient infrastructure</td>
<td></td>
<td>Singapore</td>
<td></td>
</tr>
<tr>
<td>Sustainable infrastructure certification services</td>
<td></td>
<td>Our team in Singapore was awarded the SGBC-BCA Business Leadership in Sustainability Award 2022 for its green transition towards a net-zero future. Co-organized by the Singapore Green Building Council (SGBC) and the Building and Construction Authority (BCA), the award recognizes organizations that have meaningfully embraced sustainability into business operations, products, services and solutions, while demonstrating impact, innovation, or transformation within the built environment sector. The award is recognition for numerous award-winning projects conducted by WSP in Singapore.</td>
<td></td>
</tr>
<tr>
<td>Active transportation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural or cultural heritage preservation</td>
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</table>
Future Ready®

Our world is evolving faster than ever before. How do we prepare clients for these changes now and into the future? What will our future infrastructure and society look like? Future Ready® is WSP’s approach to these challenges.

Infrastructure is designed to last for decades, but current codes and conventional design standards do not always fully account for future trends. Through our Future Ready® program, our experts evaluate emerging trends related to climate, society, technology and resources. We drive innovation and plan for the future by integrating these future trends into our designs and advice.

CLIMATE

Our climate is changing and having visible effects on the world, which increases the risks of heatwaves, floods, droughts and fires impacting our built and natural environment, our resources and society. Nearly every major economy has committed to be net zero by 2050 or 2060 – well within the design life of most of our schemes and the advice we provide.

SOCIETY

Society demographics are different across the globe, but all are in flux. In many developed countries, populations are getting older, and there is a greater focus on healthy living. In addition, we are researching the growth in awareness and understanding of neurodiversity. We consider the impacts of changing demographics and society as a whole in our projects and advice to clients.

TECHNOLOGIES

Technology is changing rapidly, with “smart” technology increasing data collection and sharing. Digital technology is facilitating new ways to deliver products and services. Innovation in new materials changes design options and efficiencies. Against that backdrop, we need to be alert to new cyber challenges in the systems we design.

RESOURCES

Natural resources are being consumed at an unsustainable rate. This impacts the natural environment and biodiversity, and increases costs. Considering a modular, flexible and resource efficient way of working, and enhancing biodiversity, are key to a sustainable future.
See the Future More Clearly

From advancements in digital delivery and strengthening climate resilience to integrating environmental justice into renewable energy procurement, WSP is applying Future Ready® to more closely understand where our world is headed.

WATER IN A CHANGING CLIMATE

In the US, WSP partnered with the Alliance for Global Water Adaptation to examine how the combination of two water industry frameworks can help organizations enhance their climate and water resilience. The approach allows organizations to facilitate critical discussions on climate change and walk away with a strategy to respond to future climate risks.

ENVIRONMENTAL JUSTICE IN PROCUREMENT

To support Microsoft’s commitments to environmental sustainability, diversity and inclusion, and racial equity, WSP supported the creation of a framework for incorporating environmental justice in renewable energy procurement. Upon creation of the framework, the power purchase agreement (PPA) language was made public in efforts to support model adoption across the renewable energy procurement industry.

SAFER CITIES BY DESIGN

WSP in New Zealand partnered with the Helen Clark Foundation to consider future social trends and how these will impact how safe we feel. Recommendations were then given on how we can make our streets and public spaces safer, more accessible and more appealing to all.

DIGITAL TWIN GUIDE

WSP in Australia has crafted a guide for utilizing "digital twins" — a digital representation of the built and natural environment — where project case studies can be explored by size, asset life cycle and data maturity. The guide demonstrates the vast applications of digital twins, and how they can vary depending on individual needs. It aims to assist users in determining how digital twin solutions could be best applied within their organization.
Global Climate Action Network

In 2022, we launched a Global Climate Action Network to focus on delivering net-zero action and climate resilience services in our designs and advice.

Key activities include:

EVALUATING THE CARBON FOOTPRINT OF OUR ADVICE
Developing a framework for measuring the carbon associated with our designs and advice.

SPRINTING TOWARDS PROGRESS
We launched a series of 50-day sprints to achieve faster progress across all markets in key focus areas, such as net zero, case studies, training and updating trends.

GLOBAL ROLES
We established two new global Future Ready® roles—a Program Manager and Business Analyst—to support program implementation.

FUTURE READY® TRAINING
Approximately 480 employees had completed our 6-hour Future Ready® project manager course and approximately 59% of employees globally had completed our Future Ready® e-Learning course by December 31, 2022.

FUTURE READY® WEBINARS AND INNOVATION LABS
Around 8,500 colleagues joined a Future Ready® webinar or innovation lab during the year. These internal educational sessions provide insight on Future Ready® topics from experts across our global business.
Our Global ESG Sponsor: An Interview

How is WSP evolving in the current context of rapidly changing ESG regulations?

ESG considerations feature strongly in WSP’s corporate strategy. We are committed to safeguarding and enhancing built and natural environments, and the communities that live within them, through two distinct but complementary lenses: first, our work for our clients, and second, our own corporate ESG footprint and aspirations. Supported by the expertise within its own ranks, WSP has constructed and invested in a robust ESG program that steers the entire organization, with strong governance.

Countries around the world have started to introduce mandatory ESG disclosure requirements. For example, since 2022 large companies in the UK have been required to report climate-related risk in line with the TCFD framework; other countries are expected to follow. WSP has invested in aligning with the recommendations of the TCFD, and in March 2022 we released our first standalone TCFD Report.

Indeed, our expertise is being sought to help shape emerging ESG-related standards. We have contributed to the Taskforce on Nature-related Financial Disclosures (TNFD) forum, which will provide a framework for organizations to report and act on evolving nature-related risks. Other examples include advising the Government of Canada on a Greenhouse Gas Offset Credit System, and input to the Guidebook for Just Financing, which was released during COP27 and focuses on climate investments for developing countries.

WSP is well positioned to adapt rapidly to the changing regulatory environment. We are committed to taking a leadership role and acting as a change agent in our own operations, as well as on behalf of our clients.

Why did WSP develop a Biodiversity Statement?

The world is at a decisive point in the journey to securing a more sustainable future; it is widely understood that tackling the climate crisis and halting and reversing the decades-long degradation of the earth’s ecological systems go hand in hand. Without ecosystem protection and restoration, global society will not achieve its climate commitments.

WSP has been highlighting the essential role that biodiversity plays in a sustainable future, and driving initiatives to promote it, for many years. In late 2022, the UN’s biodiversity conference (COP15) was an opportunity to formalize and publicly reiterate our commitment to biodiversity protection.
focus by adopting a Biodiversity Statement. The statement represents a set of guiding principles aimed at enabling WSP to engage further with our clients to protect, restore and enhance ecosystems.

Having established WSP as the leading environmental consulting firm with an unrivalled contingent of ecosystem and biodiversity experts, we believe it is our responsibility to ensure that wider discussions are grounded in a robust understanding of the science.

**Q** How has the acquisition of Wood E&I strengthened WSP’s ability to support the green transition?

Transitioning modern society to a cleaner future, with systemic changes in how energy is generated, transmitted and used, is an enormous challenge. Combined with ecosystem restoration and protection, water-related challenges, and climate change, society will most likely be significantly transformed in the coming decades.

The acquisition of the Environment and Infrastructure business from Wood brought an exceptional team of 6,000 environmental consultants to WSP. E&I enhances and consolidates WSP’s existing service offering with world-class expertise in water, environmental restoration, climate change advisory, and more. Given the importance of water-related renewables in the future energy mix, including hydropower, offshore wind and tidal power, these skillsets will be instrumental in accelerating the green transition.

Our combined expertise means we can advise clients on every aspect of their operations, realigning them towards a low-carbon reality with ambitious near- and long-term strategies.

**Q** WSP’s net zero GHG emissions reduction target was approved by SBTI. How is WSP progressing on its net-zero journey?

In 2021, WSP committed to net-zero greenhouse gas emissions across our value chain by 2040, from a 2018 base year, supported with GHG emissions reduction targets approved by the SBTI. WSP’s 2022 Climate Transition Plan provides a roadmap, detailing the actions we will take over the next two decades to reach those targets.

We are already making significant progress against our SBTI-approved Near-Term Target, namely a 60% reduction in absolute scope 1 and 2 (market-based) GHG emissions and 30% reduction in scope 3 emissions by 2030.

By 2024 we have an objective to reduce scope 1 and 2 emissions by 40%, and scope 3 emissions by 15%. In view of the urgency, we have intentionally frontloaded our efforts in the early years and we expect to see the greatest acceleration over the coming decade.

Although we have had a slight rebound in scope 1 and 2 emissions since 2021, we remain confident in our ability to reach our targets through the initiatives detailed in this report and our Climate Transition Plan. For example, we are looking at how to source 100% of our office electricity from renewable energy, and electrification of our vehicle fleet, which collectively represent the majority of our scope 1 and 2 emissions. To address scope 3 emissions, we are starting to incentivize lower-carbon business travel and have implemented an engagement process with our business partners.

**Q** What social areas is WSP focused on?

For a professional services firm like WSP, it is perhaps clichéd but nonetheless true to say that our people are our greatest asset. The health and safety of our people is our top priority, whether in the office, on site, in the field or working remotely. This includes their physical health and safety and also their mental well-being. Building interconnected global teams based on mutual respect is central to our ability to innovate and develop pioneering solutions for our clients.

By driving a culture that fosters their emotional, psychological and social well-being, we create an environment where people feel empowered to express themselves, test ideas and push the boundaries. These principles are well established within WSP, but it is an ongoing journey; we are continually striving to be the best employer possible when it comes to holistically supporting our people. Furthermore, intentionally driving diversity, equity and inclusion within our ranks, and the projects we deliver for clients, is also integral to our corporate strategy.

Finally, our responsibilities are not limited to internal activities, or those of our clients, but extend beyond our organization. In 2022, WSP supported numerous initiatives in the wider community, including Nature Conservancy of Canada, Bridges to Prosperity and Water for People.

WSP is committed to prioritizing the well-being of our people, our stakeholders, the wider community and the health of the planet for the enjoyment of all.

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16 Business partners means all persons engaged to act on behalf of WSP, including representatives or sponsors, joint venture, consortium, or equity partners; and service providers such as suppliers, vendors, consultants, subcontractors, contractors and subconsultants, and their employees or persons acting on their behalf.
Climate Risks & Opportunities

WSP recognizes that aligning our business strategy with a low-carbon transition is imperative. We assess, manage and disclose our climate-related risks and opportunities in alignment with the Task Force on Climate-related Financial Disclosures (TCFD). Our 2022 TCFD Report highlights our progress in understanding and managing our climate-related risks and opportunities.

2022 Highlights

**QUANTITATIVE SCENARIO ANALYSIS**
In early 2022, we conducted quantitative physical and transition climate scenario analyses. The physical scenario analysis was disclosed in our 2021 Global ESG Report, and evaluated the impact of acute and chronic climate risks on our offices and the regions where we operate. The analysis found that WSP had limited overall physical risk from climate change, due to our limited physical footprint globally and flexible working environment.

The transition scenario analysis focused on the impacts of a low-carbon transition on demand for WSP’s services. The analysis approached impacts from a market-sector level, and found that WSP has considerable opportunity to support clients with the transition to a low-carbon economy under both high and low-carbon scenarios. More information is provided in our 2022 TCFD Report.

**ERM INTEGRATION AND EDUCATION**
We have taken steps to begin integrating climate change risk awareness across the organization and provide education to our leadership and employees.

In 2022, we carried out the first full evaluation of two climate-related risks in our ERM program:

- **GHG Emissions**: failure to meet publicly disclosed GHG emissions targets, leading to reputational damage and increased operating costs.

- **Resilience and Transition to Low-Carbon**: failure to comply with our Global ESG Statement by not preparing our clients for climate change and the low-carbon transition, or not providing expert consulting services on climate change, leading to loss of revenue/market share and reputational damage.

Inclusion of these risks now mandates that subregional risk representatives attest to the adequacy of risk management activities to help mitigate the risks on a regular basis.

We also held Board and executive TCFD training sessions to provide information on WSP’s climate-related risks and opportunities.
Offshore Wind Award
United States

Our USA team received the 2022 Ventus Award in the Advancement in Project Siting and Development category for its Offshore Wind Cable Corridor Constraints Assessment, conducted in collaboration with VHB on behalf of the New York State Energy Research and Development Authority. Presented by the Business Network for Offshore Wind, the award recognizes trailblazers who advance offshore wind and spearhead innovation. WSP's work helps provide regulatory guidance for siting, installation and operation of undersea and overland cable corridors in New York and beyond.

BUSINESS STRATEGY

Aligning with a low-carbon and resilient world is a clear opportunity for WSP, an organizational imperative, and a key part of WSP's strategic growth. The recent acquisitions of Golder, Climate Finance Advisors, Wood E&I and BG Consulting Engineers highlight how we are making it a priority to grow our capabilities. Our 2022 strategy highlights include:

— Publishing our Climate Transition Plan, detailing how we intend to reduce GHG emissions and achieve net zero by 2040.

— Making our voice heard for strong climate regulation: WSP in Canada responded to the comment period for the Canadian Securities Administrators’ (CSA) draft proposal NI 51-107 on climate-related disclosures, and WSP in the USA responded to the US Securities and Exchange Commission’s (SEC) proposed rules: The Enhancement and Standardization of Climate-related Disclosures for Investors. In both responses, WSP advocated for robust, detailed and regular climate disclosures for the purposes of investor transparency on climate related risks.

— Signing Corporate Knights’ COP27 Action Declaration on Climate Policy Engagement, committing to support climate action aligned with the Paris Agreement and work with our major industry/trade associations to advance alignment.
Greenhouse Gas Emissions

2022 PERFORMANCE
WSP generates direct and indirect (scope 1 and 2) GHG emissions from our office energy consumption and refrigerant emissions and owned/leased vehicle fuel use. We also generate indirect (scope 3) emissions from our supply chain, which includes business travel, employee commuting and work-from-home emissions, purchased goods and services (including upstream transportation and distribution), capital goods, fuel-and energy-related activities (transmission and distribution losses) and waste generated in operations.

In 2022, WSP’s operations emitted a total of approximately 386,452 metric tonnes of carbon dioxide equivalent (tCO₂e) GHG emissions, across scope 1, 2 (market-based) and all relevant scope 3 emissions sources. In 2022, scope 3 emissions represented approximately 87% of our total GHG emissions, with approximately 67% of scope 3 emissions resulting from purchased goods and services. The figure below shows the breakdown of GHG emissions by activity type in 2022.

### 2022 GHG Emissions by Activity Type

- **58%** Purchased Goods & Services
- **11%** Employee Commuting (incl. working from home)
- **7%** Capital Goods
- **7%** Business Travel
- **6%** Fleet
- **4%** Electricity (market-based)
- **3%** Fuel-and-Energy-Related Activities
- **3%** Stationary Combustion
- **1%** Building Refrigerants

Under 1% — Heating and Cooling, and Waste Generated activity types are not illustrated in the graph.

PROGRESS TOWARDS OUR GHG EMISSIONS REDUCTION TARGETS
The figures below show progress towards our 2030 targets.

### Scope 1 and Scope 2 (market-based) Emissions Reduction Progress

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (tCO₂e)</th>
<th>Reduction %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>76,501</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>62,662</td>
<td>-18%</td>
</tr>
<tr>
<td>2020</td>
<td>54,673</td>
<td>-29%</td>
</tr>
<tr>
<td>2021</td>
<td>50,730</td>
<td>-34%</td>
</tr>
<tr>
<td>2022</td>
<td>51,534</td>
<td>-33%</td>
</tr>
</tbody>
</table>

### Scope 3 Emissions Reduction Progress

<table>
<thead>
<tr>
<th>Year</th>
<th>Emissions (tCO₂e)</th>
<th>Reduction %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>443,138</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>459,017</td>
<td>4%</td>
</tr>
<tr>
<td>2020</td>
<td>349,881</td>
<td>-21%</td>
</tr>
<tr>
<td>2021</td>
<td>333,937</td>
<td>-25%</td>
</tr>
<tr>
<td>2022</td>
<td>334,918</td>
<td>-24%</td>
</tr>
</tbody>
</table>
We expect more variability in our scope 3 emissions over the next few years as we integrate data from corporate acquisitions, improve data quality, and begin incorporating actual GHG emissions data from our suppliers. We have been improving the completeness and breakdown of the internal data we can collect for purchased goods and services and capital goods to better estimate emissions using a spend-based method. In line with the GHG Protocol and best practice, we will begin transitioning to a hybrid method using a mix of spend-based data and supplier-provided emissions as we start receiving data through our CDP Supply Chain partnership. We will strive to increase the proportion of data provided by suppliers over time.

Between 2018 and 2022, we observed:

— 33% reduction in scope 1 and 2 market-based emissions, driven by renewable energy procurement, continued improvements in building consolidation and energy efficiency.

— 24% reduction in scope 3 emissions. This was driven by a significant decrease in emissions from purchased goods and services, business travel and employee commuting.

— 39% reduction in global average GHG intensity per full-time equivalent (FTE).

Apex Companies, LLC completed an independent limited verification of WSP’s 2022 scope 1, scope 2 and scope 3 quantified GHG emissions as well as our 2022 renewable energy and carbon offset purchases. Apex also verified our re-calculated 2018 GHG emissions, to ensure that we appropriately track progress against our targets. The GHG emissions information reported for 2022 is verified relative to recognized protocols and standards including the GHG Protocol and ISO 14064-3. A copy of the Assurance Statement is available here.

Bringing Solar Expertise to a Good Cause

HAITI

Our USA business partnered with power systems innovator WestGen Power Solutions to provide a reliable and renewable energy supply to the Meds & Food for Kids (MFK) factory in Cap Haitien. A non-profit organization in Haiti, MFK aims to produce and deliver therapeutic treatment to malnourished and anemic children, and pregnant and nursing women.

As MFK’s food production facility lacked grid access, electricity was produced using diesel generators, but supply shortages caused frequent power interruptions, and the resulting production shutdowns impacted approximately 49,000 children who were not treated for over 18 months.

When MFK decided to switch 70% of its power needs to solar, they turned to WSP and WestGen to design a hybrid solar/storage microgrid system. The microgrid significantly reduced emissions and fuel consumption, offering much higher energy efficiency with no wasted power. The new system not only eliminates downtime, but also lowers production costs, with the savings being better used to enhance the health and well-being of Haiti’s people in need.

The collaborative effort was an outgrowth of WestGen’s participation in WSP’s Emerge program, a strategic innovation partnership program for emerging and growth-stage technology companies.
Climate Transition Plan Progress

Our Climate Transition Plan, which was published in June 2022, provides an overview of our GHG emissions reduction targets, our net zero commitment and key strategies we will implement to achieve these targets as we collectively transition to a low-carbon future. This graphic provides key highlights of progress since the plan was launched.

1. OFFICE ENERGY
   - Continued office consolidations
   - Expanded green tariff/REC purchasing in Canada and Norway

2. FLEET
   - Expanded the number of electric vehicles (EVs) used in our fleet in Netherlands. EVs are also used in our fleet operations in Norway, Sweden and Switzerland
   - Planned to start developing an EV strategy in the US in 2023

3. BUSINESS TRAVEL
   - Expanded the existing UK business travel carbon levy program to apply to all ground transportation
   - Developed a business travel budget and dashboard in Australia

4. PROCUREMENT
   - Developed our Low-Carbon Supplier Engagement Plan and became a CDP Supply Chain partner
   - Finalized a new global business travel platform contract, which will provide information on GHG emissions associated with air and rail travel

5. EMPLOYEE COMMUTING
   - Issued first global employee commuting survey
   - Established hybrid work guidelines in a number of subregions
WSP enthusiastically supports an inclusive workplace culture and drives towards a more diverse and balanced workforce. By creating an agile working environment globally, we support personal vitality, work-life balance and diversity by making WSP more accommodating for different people. Furthermore, we are committed to promoting an empowering culture through a work environment where I&D are both expected and valued. This is evidenced through our 2022-2024 Global I&D Strategy, as well as our Global I&D Policy.

2022 Performance

In 2021, WSP amended its Corporate Governance Guidelines to set a formal target of 30% women on its Board. This target has been surpassed as 37.5% of WSP’s current Board members are women and following the May 11, 2023 Annual and Special Meeting of Shareholders, assuming all Nominee Directors are elected, 33.3% of Board members will be women.

WSP has set a target in its 2022-2024 Global Strategic Action Plan of a 5% year-over-year increase in the representation of women, Indigenous Peoples, persons with disabilities, ethnic minorities, LGBTQIA2S+, and veterans (collectively the “Under-Represented Groups”) globally in middle management and business leaders. It is applied in each region, allowing for local diversity laws, data protection and cultural sensitivities. In 2022, WSP achieved its 5% target increase in women and Under-Represented Groups globally in middle management and business leaders.

WSP was added to Fast Company’s 2022 Brands that Matter list, an annual honour bestowed on companies and nonprofits for their cultural impact, social engagement, and authentic messaging. Recognized as a Community-Minded Business, WSP was lauded for growing its business with a focus on both communities and the environment, noting that in 2022 the company derived more than 50% of its revenues from services and projects that have positive environmental impacts and support the UN Sustainable Development Goals.

Inclusion & Diversity

WSP enthusiastically supports an inclusive workplace culture and drives towards a more diverse and balanced workforce. By creating an agile working environment globally, we support personal vitality, work-life balance and diversity by making WSP more accommodating for different people. Furthermore, we are committed to promoting an empowering culture through a work environment where I&D are both expected and valued. This is evidenced through our 2022-2024 Global I&D Strategy, as well as our Global I&D Policy.

Learn more about how we manage I&D in our Managing our ESG Impacts document and in our 2023 Management Information Circular.

17 Diversity data in this document rely on voluntary self-identification by our employees and therefore only represent the information of individuals who have chosen to self-identify. WSP has not made any determination on behalf of its employees.
Further details are provided in the table below:

<table>
<thead>
<tr>
<th></th>
<th>As of March 30, 2023</th>
<th>Current Directors</th>
<th>Nominee Directors</th>
<th>Members of Senior Management Executive Officers</th>
<th>Global Leadership Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>8</td>
<td>9</td>
<td>11</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>3 (37.5%)</td>
<td>3 (33.3%)</td>
<td>4 (36.4%)</td>
<td>6 (27%)</td>
<td></td>
</tr>
<tr>
<td>Indigenous peoples</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>Members of ethnic minorities</td>
<td>—</td>
<td>1 (11%)</td>
<td>1 (9%)</td>
<td>2 (9%)</td>
<td></td>
</tr>
<tr>
<td>Persons with disabilities</td>
<td>—</td>
<td>—</td>
<td>1 (9%)</td>
<td>1 (5%)</td>
<td></td>
</tr>
<tr>
<td>Number of individuals who are members of more than one Designated Group</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>1 (9%)</td>
<td>2 (9%)</td>
</tr>
</tbody>
</table>

DIVERSITY BY EMPLOYMENT CATEGORY AS AT DECEMBER 31\(^\text{18,19}\)

<table>
<thead>
<tr>
<th></th>
<th>Business Leaders</th>
<th>Middle Management</th>
<th>Engineers &amp; Consultants</th>
<th>Business Support</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>83%</td>
<td>81%</td>
<td>80%</td>
<td>78%</td>
<td>76%</td>
</tr>
<tr>
<td>Female</td>
<td>17%</td>
<td>19%</td>
<td>20%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>30 and Under</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>&lt;1%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 – 50</td>
<td>45%</td>
<td>43%</td>
<td>43%</td>
<td>62%</td>
<td>62%</td>
</tr>
<tr>
<td>51 and Over</td>
<td>55%</td>
<td>57%</td>
<td>56%</td>
<td>36%</td>
<td>37%</td>
</tr>
</tbody>
</table>

18 Business Leaders are defined as top level managers, or members of the regional leadership team, minimally at director level, but principally at vice-president level. Leaders in a Business Support role are included.

19 Middle Management employees report to a business leader or to a director. Middle Management employees include all managers, senior project managers, and senior professionals/experts. It also includes Middle Managers in a Business Support role.

Engineers/Consultants are all other professionals who do not fall into the other three categories.

Business Support employees provide support services to the business. They include employees from the support functions, as well as from operations, such as administrative assistants.

19 Gender breakdown data represent 99% of total employees excluding acquisitions.
2022 Highlights

I&D TRAINING
I&D Training is now accessible in the majority of subregions, with the goal to build a baseline of I&D awareness across WSP. Employees are also encouraged to take the training during their onboarding.

GLOBAL I&D COMMUNITY PRACTICE
Governance was strengthened through the creation of our Global I&D Community Practice, comprised of HR professionals and senior-level representatives, who meet every six weeks to share knowledge and provide training on I&D topics.

THE I&D GLOBAL NETWORK
The I&D Global Network continued in 2022, consisting of an expanded group of approximately 245 members, who are actively engaged in I&D across WSP, including those in ERGs. In 2022, quarterly I&D spotlights were held by India, Canada, the Middle East and LAC.

GLOBAL WSP PRIDE CAMPAIGN
The global WSP Pride Campaign was held in June, led by the WSP Visibility in the Built Environment Network (VIBE).

Our global approach was strongly supported by our regional businesses and their local strengths:

I&D SURVEYS IN LATIN AMERICA
I&D surveys were conducted in Latin America to learn about employee attitudes, perceptions and beliefs in Chile, Colombia, Panama, Peru, Mexico and Brazil. As a result, a partnership was initiated that helped the hire of our first employee with Down’s syndrome.

I&D COMMITTEE
An I&D Committee was formed in Asia, with local initiatives for each country where we have a presence.

NEURODIVERSITY FOCUS
— Discussion held in New Zealand with the group DivergenThinking, with the goal of having greater consideration of neurodiversity in all aspects of our work.
— Sessions and townhalls held in the UK recognizing neurodiverse talent.

INCLUSIVE & DIVERSITY IMPACT REPORT
Inclusive & Diversity Impact report published in Canada - our 2nd annual transparency report to share progress and areas for improvement.

“RAINBOW TICK” ACCREDITATION STATUS
“Rainbow Tick” accreditation status renewed in New Zealand - with related activities including an I&D survey with rainbow community questions, an “Active Allyship” webinar and introduction of a Transitioning at Work Policy.
FORWARD-LOOKING STATEMENTS

In addition to disclosure of historical information, WSP may make or provide statements or information on this basis which are not based on historical facts and which are considered to be forward-looking information or forward-looking statements as defined by applicable securities legislation of the provinces of British Columbia, Alberta, and Ontario. Such information or forward-looking statements may include, without limitation, our objectives concerning measuring and disclosing our ESG performance (including with respect to the objectives and targets described in our 2022-2024 Global Strategic Action Plan and our Biodiversity Strategy), increasing external auditing of ESG metrics for future global ESG reports, in line with regulatory requirements and stakeholder expectations, earning over 50% of total annual gross revenues from SDG-Linked Revenues, reducing our greenhouse gas (GHG) emissions in accordance with established scopes 1, 2 and 3 reduction targets, sourcing 100% renewable electricity, decreasing our real estate footprint and cost, filling at least 75% of global leadership positions (and those of their direct reports) by internal candidates, increasing our methodology for estimating an upper quartile employee sense of trust and belonging at work, measuring employee sense of trust and belonging at work in 2023, increasing the percentage of women and underrepresented groups, decreasing our total recordable incident rate (TRIR), achieving 100% completion rate of the Code of Conduct e-training, over 90% of our business partners and suppliers signing our Business Partner Code, increasing client satisfaction ratings, updating our materiality assessment, complying with local and international tax legislation, maintaining open and constructive relationships with the tax authorities, adhering to high standards of tax governance, further enhancing our SDG-Linked Revenues reporting as we transition to a global ERP, planning to launch the Climate Solutions Accelerator Course in most countries in 2023, potential sustainability benefits arising from WSP’s project work for clients, WSP’s capacity to adapt rapidly to the changing regulatory environment, driving a culture that fosters employees’ emotional, psychological, social and cultural well-being, striving to be the best employer possible when it comes to holistically supporting our people, intentionally driving diversity, equity and inclusion within our ranks, and the projects we deliver for clients, prioritizing the well-being of our people, our stakeholders, the wider community and the environment, embedding ESG matters in our services and advice to clients, in our operations, and in our communities, assessing, managing and disclosing our climate-related risks and opportunities in alignment with the TCFD, aligning with a low carbon and resilient world, maintaining the highest ethical standards in our business practices, ensuring our public reporting and disclosures are rigorous, accurate and consistent, monitoring an increasing number of emerging risks and opportunities, including those related to climate change, cyber security, data privacy and ESG-related litigation, as well as any other emerging risks and opportunities, and improving our oversight of all aspects of our AIA. Forward-looking statements are presented in this report for the purpose of assisting readers in understanding, in particular, certain key elements of our ESG objectives, and in obtaining a better understanding of the factors and risks involved in achieving our objectives. Because forward-looking statements are influenced by many factors, any forward-looking statement should be read in conjunction with the cautionary statements set forth above. There can be no assurance that forward-looking statements will prove to be accurate, and actual results could differ materially from those anticipated in these forward-looking statements. The forward-looking 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

Measurement and Disclosure of ESG Performance

— Sufficiency of internal and external resources
— Our ability to implement and maintain effective ESG management systems and processes
— The continuation of supportive stakeholder engagement and collaboration

Environmental Management and Performance Including Climate Resilience, GHG Targets, Biodiversity and Real Estate

— Continued effective management of environmental risk
— Our ability to collect data on sites that occur on project sites
— Our ability to develop and implement various corporate and business initiatives, including new procedures, policies and targets to decarbonize our operations and improve our supply chain, reduce our energy usage, and foster a new culture of low carbon behavioural change and choices
— Our ability to reduce office space
— Our ability to reduce business travel

Inclusion and Diversity (I&D) Culture Objectives

— Our ability to attract and retain skilled people
— Our ability to identify qualified diverse talent for vacant positions, including the number of people interviewed, the number of people hired, and the diversity of our leadership positions and on our board of directors and with the requisite skill set or expertise
— Sufficient diverse labour market availability
— The implementation of corporate and business initiatives to increase awareness, understanding and acceptance of our I&D targets in support of our I&D culture objectives
— Our ability to measure employees’ sense of belonging and trust

FORWARD-LOOKING STATEMENTS

KEY ASSUMPTIONS

— 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 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 (SBT) methodology that would make the achievement of our updated SBTs more onerous
— Our ability to evaluate our biodiversity impacts and set targets

FORWARD-LOOKING STATEMENTS
**FORWARD-LOOKING STATEMENTS**

| Health & Safety Objectives | — Continued effective management of health & safety risk |
| — No significant shift in our health and safety profile |

| Ethics & Integrity and Information Security and Privacy Objectives | — Continued effective management of ethics & integrity |
| — Continued effective management of information security and privacy |

| 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 | — We will have sufficient time and resources to prepare for new ESG regulatory requirements in the markets in which we operate |
| — 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 ESG will drive long-term value for stakeholders |
| — Our belief that we can reasonably estimate SDG-Linked Revenues |

| Supply Chain Risk Management | — 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, such as Earth & Environment |
| — 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 |

These assumptions also include those described in the “Forward-Looking Statements” section of each of WSP’s 2022 Annual Management’s Discussion and Analysis (“MD&A”) dated March 8, 2023, and Managing our ESG Impacts report dated April 12, 2023, which sections are each incorporated by reference in this cautionary statement. The WSP 2022 Annual MD&A has been filed by WSP with the Canadian provincial securities regulatory authorities (available at Sedar.com). The Managing our ESG Impacts report is available on WSP’s website. Subject to various factors which are difficult to predict, we believe that our assumptions were reasonable at May 9, 2023. If our assumptions turn out to be inaccurate, actual results or events could be materially different from what we expect. Important risk factors that could cause actual results or events to differ materially from those expressed in, or implied by, the previously-mentioned forward-looking statements and other forward-looking statements contained in this report, include, but are not limited to factors such as: the failure to implement sufficient corporate and business initiatives; delay in implementation of our global ERP system; difficulty in accurately measuring, evaluating and disclosing the company’s ESG performance; our inability to collect ESG data from acquired companies, including for historical years; our inability to collect energy, water, waste and GHG emissions data from external data providers, including landlords, fleet managers and business travel vendors; our ability to estimate employee commuting and work-from-home emissions; the unwillingness of suppliers to disclose GHG emissions data and reduce emissions, including for historical years; unavailability of electric vehicles and/or failure to install electric vehicle chargers at leased office space; unavailability of energy efficient buildings; increases in real estate costs; acquisitions of companies with higher health and safety risk exposure compared to WSP; failure to collect feedback from our clients on our performance; failure to attract and retain qualified staff to support capturing opportunities associated with the low-carbon transition; failure to accurately estimate the sustainability benefits of our project work, negative stakeholder perception or reaction to our ESG performance or initiatives; failure to identify climate-related opportunities as well as assess and manage climate-related risks; changes made to regulations that may affect the Company’s business and the development of ESG requirement regulations; failure of our internal data systems to track disclosures required by new ESG regulations; failure to retain the services of a qualified external GHG emissions verifier; failure to audit suppliers as well as other risks detailed from time to time in reports filed by WSP with securities regulators or securities commissions or other documents that WSP makes public, which may cause events or results to differ materially from the results expressed or implied in any forward-looking statement. These and other risk factors that could cause actual results or events to differ materially from our expectations expressed in, or implied by, our forward-looking statements are discussed in this report as well as in section 20, Risk Factors of the WSP 2022 Annual MD&A, which section, and the other sections of the WSP 2022 Annual MD&A referred to therein, are incorporated by reference in this cautionary statement. WSP’s forward-looking statements are expressly qualified in their entirety by this cautionary statement. Unless otherwise indicated by us, the forward-looking statements contained in this report describe our expectations as of May 9, 2023, and are subject to change after such date. Except as may be required by applicable securities laws, we do not undertake any obligation to update or revise any forward-looking statements contained in this report, whether as a result of new information, future events or otherwise.