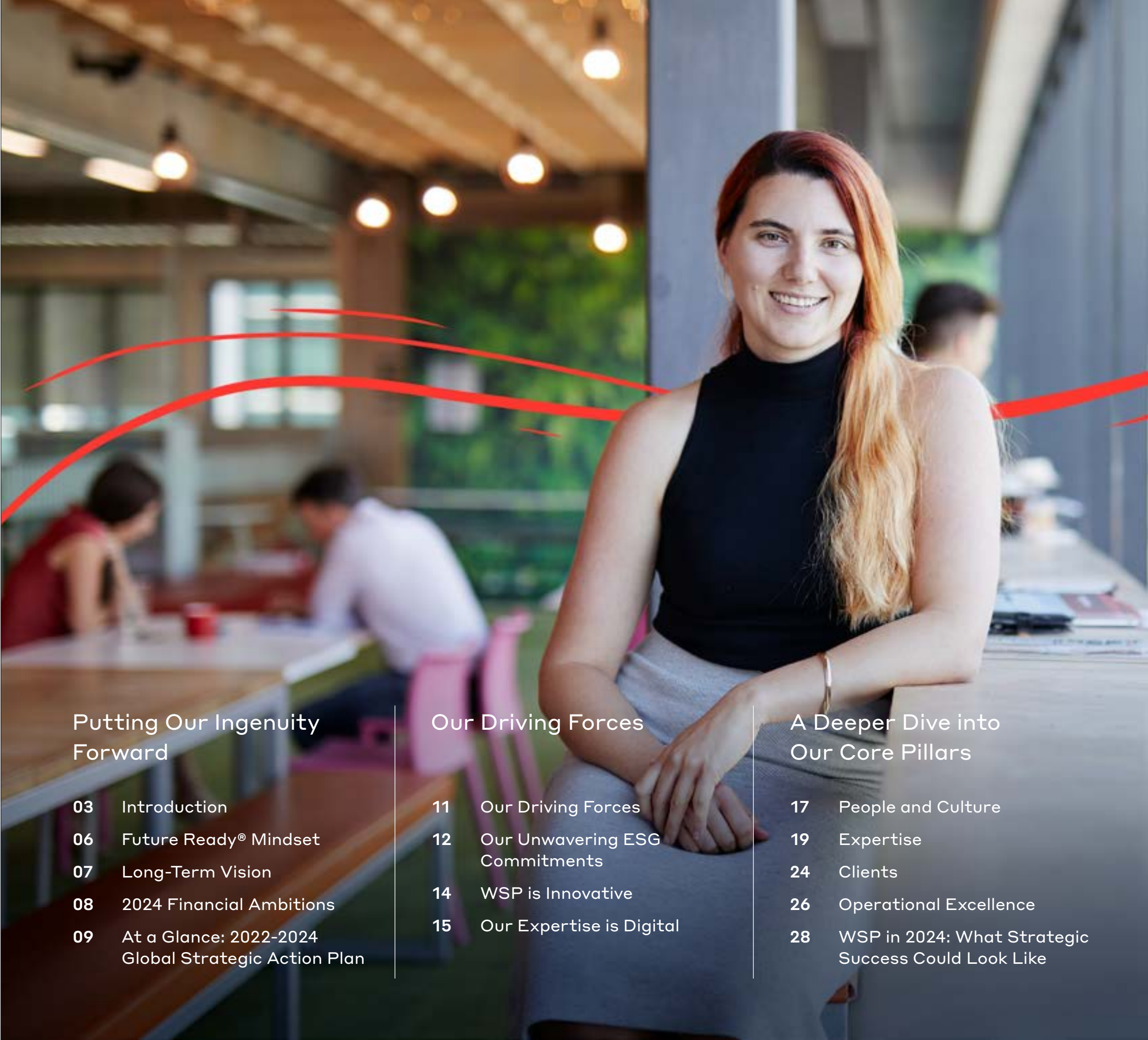




Future Ready

Putting our ingenuity forward



Putting Our Ingenuity Forward

- 03 Introduction
- 06 Future Ready® Mindset
- 07 Long-Term Vision
- 08 2024 Financial Ambitions
- 09 At a Glance: 2022-2024 Global Strategic Action Plan

Our Driving Forces

- 11 Our Driving Forces
- 12 Our Unwavering ESG Commitments
- 14 WSP is Innovative
- 15 Our Expertise is Digital

A Deeper Dive into Our Core Pillars

- 17 People and Culture
- 19 Expertise
- 24 Clients
- 26 Operational Excellence
- 28 WSP in 2024: What Strategic Success Could Look Like

What We Stand For

Our Purpose

We exist to future-proof our cities and environments.

Our Belief

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

Our Guiding Principles

We value our people and our reputation.

We are locally dedicated with international scale.

We are future-focused and challenge the status quo.

We foster collaboration in everything we do.

We have an empowering culture and hold ourselves accountable.

Future Ready®

Putting our Ingenuity Forward

As we face a collective turning point in our climate, resources and communities, a brighter future is ours to create together. We exist to future-proof our cities and environments. Despite an ever-changing landscape, our commitment to our purpose remains resolute. It courses through every facet of our organization, anchored in our beliefs and Guiding Principles - and it is this purpose that will continue to propel us into the future.



How Far Can We See?

In 2019, we challenged ourselves to expand our horizons, setting ambitious goals to push ourselves even further as an organization. Since then, we have lived through a period of extraordinary changes, yet we continued to deliver on our aspirations. Through the deliberate evolution of our core pillars — People and Culture, Clients, Expertise, Operational Excellence — as well as our foundational strength and the dedication and resilience of our people, we are extremely proud to have realized our 2019-2021 strategic ambitions.

Today, we are boldly redefining the role of a professional consulting firm. We are applying our state-of-the-art expertise and the collective ingenuity of our people in order to imagine and create Future Ready® places for clients and communities, locally and across the globe. Our work is of strategic importance in preparing for the future; and we are at the heart of climate change consciousness.

Building on this momentum, I am pleased to present our 2022-2024 Global Strategic Action Plan, which directs the next phase of our journey. This plan is the result of extensive consultations with our key stakeholders - our people, clients and shareholders. Looking through the lens of our stakeholders and the transformational market trends we collectively face, the long-term vision for our company became strikingly clear. We understand what is needed, and we believe WSP is uniquely positioned to create an enduring legacy of greater impact.

Our Long-Term Vision Sets Our Destination

Built upon our solid foundation, our long-term vision sets an ambitious destination for WSP to become the undisputed leader in our industry. Acting as an agent of change, we will be the trusted organization our professionals, clients, suppliers and shareholders want to be associated

“Our long-term vision sets an ambitious destination for WSP to become the undisputed leader in our industry.”

* Future Ready® is registered in Canada, United States and New Zealand. WSP Future Ready (Logo)® is registered in Europe, Australia and in the United Kingdom

“Drawing on the wisdom of our experts, real change comes from assisting clients who share our goal of moving swiftly towards an equitable, inclusive, and net zero world. Therefore, it is our aim to focus on projects that are consistent with that journey, or more fundamentally, with what we stand for.”

with. We will empower the diversity of our communities and attract the brightest minds to solve the most complex challenges through our exceptional services, all while investing in our experts, technology and platform, so our people can effectively focus on their passion and purpose as they continue to change the world.

Our vision also puts us on a trajectory with aspirations to double in size, achieve sustainable industry-leading organic growth, and realize adjusted EBITDA margin¹ above 20 percent. Our growth, while ambitious, has always been disciplined, strategic to our purpose, and in the best interests of our stakeholders.

Our path is clear. We are determined to transform this bold vision into reality.

Our 2022-2024 Global Strategic Action Plan Charts Our Course

While our long-term vision sets an aspirational destination, it is our 2022-2024 Global Strategic Action Plan that will help us chart our course and make considerable progress over the next three years on our journey to becoming the undisputed leader in our industry.

Through the forces that drive us, namely ESG, Innovation and Technology, we will further evolve our organization, reflecting the needs of both our professionals and our clients, and creating a platform where our insightful advice, cutting edge expertise, and smart designs provide the highest standard of services to clients.

With our Future Ready® mindset, we are more committed than ever before to leading the world’s green transition through proven scientific approaches, innovation, and smart engineering to

create impactful solutions for a future where societies can thrive. To achieve this, we must first lead by example.

Over the next three years, we intend to make significant progress towards achieving our previously announced 2030 science-based GHG emissions reduction targets, while increasing our clean revenues to more than half of our business. This will contribute to our commitment to achieve net zero emissions across our value chain by 2040.

Against this backdrop, we have given careful thought to who we are and the role we play in creating tomorrow’s future. Exiting from certain sectors or industries might seem like the right thing to do, however as our professionals, clients and investors understand, abandoning the field altogether would mean leaving some stakeholders behind, and would not serve the greater goal of transitioning

to a cleaner world. Drawing on the wisdom of our experts, real change comes from assisting clients who share our goal of moving swiftly towards an equitable, inclusive, and net zero world. Therefore, it is our aim to focus on projects that are consistent with that journey, or more fundamentally, with what we stand for.

Over the next three years, we will continue to create value for our stakeholders by advancing our foundational pillars to foster our people’s ingenuity, lead through technical excellence and innovation, and elevate the standard in client experience. In parallel, we will continue to embed and grow our digital expertise and solutions to augment the value of our clients’ assets. To further leverage the scale of our organization, we will drive leading performance and efficiency through transformation, underpinned by key investments in

¹ See page 29

“By the end of 2024, our industry-leading platform will be even more balanced and resilient as we further increase diversification through scaling our capabilities in our core sectors and geographies, and developing other sectors and services with significant growth opportunities.”

our business practices, technology, and workplace, further increasing our agility and capacity to capture market opportunities.

By the end of 2024, our industry-leading platform will be even more balanced and resilient as we further increase diversification through scaling our capabilities in our core sectors and geographies, and developing other sectors and services with significant growth opportunities.

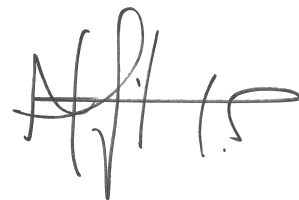
Our organization will promote the seamless collaboration and innovation of our people in a digitally-enabled environment designed for everyone to reach their full potential. Empowered and agile, our people will continue to provide long-lasting and impactful solutions to meet our clients’ needs through our full suite of value generating capabilities.

We will strive to achieve the goals of our 2022-2024 Global Strategic Action

Plan with the ambition of delivering industry leading financial performance through accelerated organic growth and our proven disciplined approach to acquisitions.

Our purpose is clear. Our long-term vision is ambitious and bold, just like our company. We now have a three-year strategic action plan that will put the ingenuity of our 55,000 people forward to shape the world of tomorrow.

We are WSP.
We are Future Ready®.



Alexandre L'Heureux
President and Chief Executive Officer
WSP Global Inc.

WSP Today

When we embarked on our 2019-2021 strategic cycle, we could not have foretold the disruption ahead. Nevertheless, WSP became an even stronger organization, which delivered on its 2019-2021 promises. Today, WSP has a platform primed for growth and capable of capitalizing on transformational markets trends.

Most diversified platform with industry-leading positions in our core markets

Leading franchise in Transportation and Infrastructure, ready to put increased infrastructure spending into action

Earth and Environment team dedicated to accelerating the world’s green transition

Diversified Property and Buildings business with increased capacity in high growth areas

Recognized leadership in ESG

Strong brand with a reputation for excellence

Robust balance sheet to support growth

Future Ready[®] Mindset

WSP's Future Ready[®] mindset uniquely positions us to be the advisor of choice for our clients as they navigate transformational market trends.

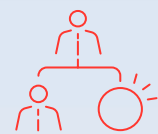
Every day, WSP's exceptional talent works in collaboration with our clients, partners and suppliers to foster sustainable, prosperous, resilient communities.

We challenge our experts to think beyond the conventional, to purposefully design for the future as well as today, taking a generational view that envisions what society will need decades from now.

We become prognosticators – considering all of the drivers, disruptors and developments that are actively influencing the world around us.

In this way, we empower our people to plan, design and engineer a future where communities thrive.

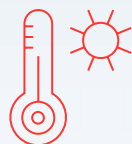
Trends Transforming Our World



Shifting work environment and talent expectations



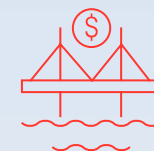
Decarbonization of the global economy



Climate resiliency and sustainability



Evolving geopolitical reality



Increasing infrastructure spending

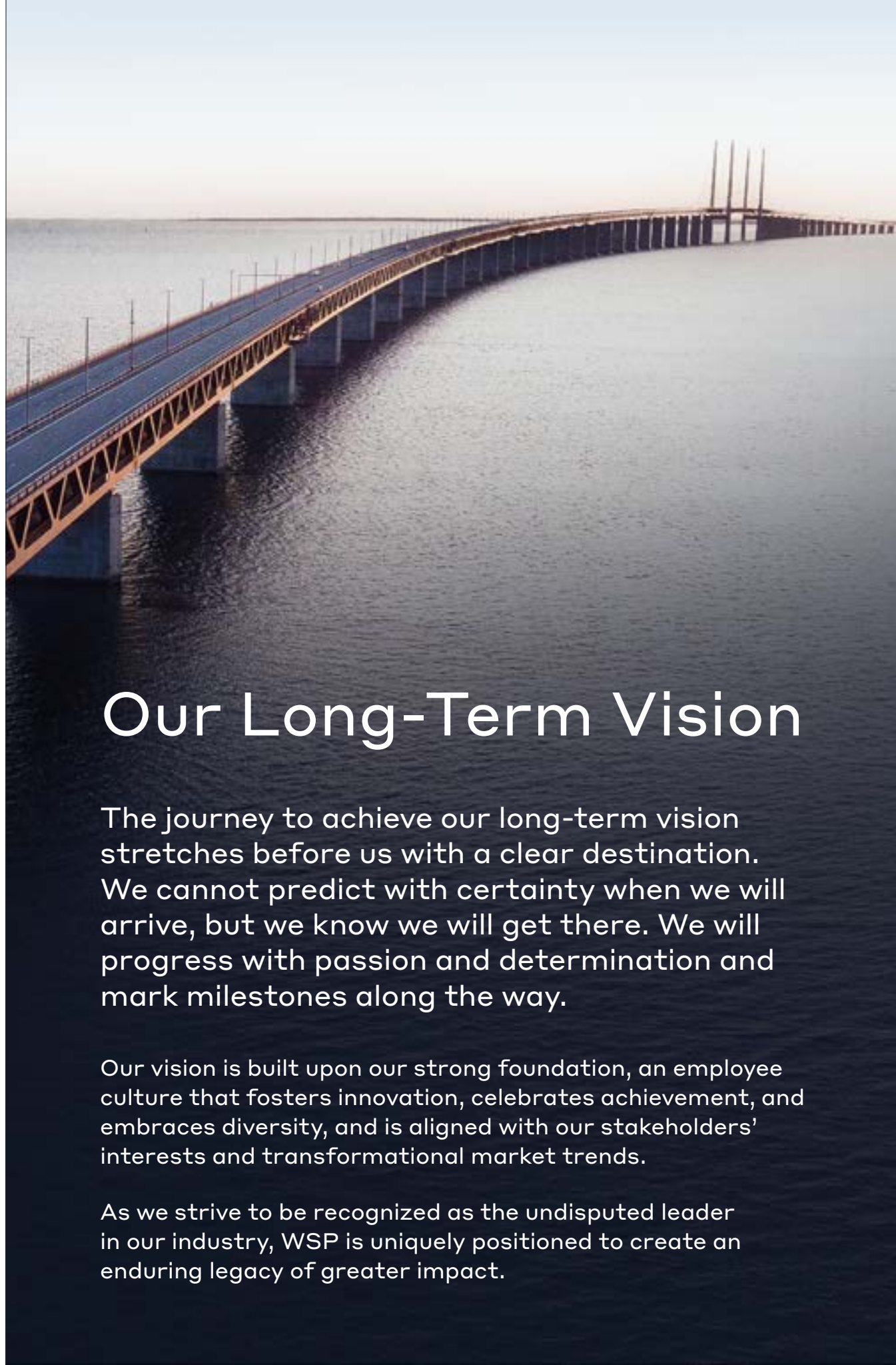


Technology and digitalization



Equity and community outcomes





Our Long-Term Vision

The journey to achieve our long-term vision stretches before us with a clear destination. We cannot predict with certainty when we will arrive, but we know we will get there. We will progress with passion and determination and mark milestones along the way.

Our vision is built upon our strong foundation, an employee culture that fosters innovation, celebrates achievement, and embraces diversity, and is aligned with our stakeholders' interests and transformational market trends.

As we strive to be recognized as the undisputed leader in our industry, WSP is uniquely positioned to create an enduring legacy of greater impact.

To serve our clients, we aspire to double in size, sustain mid-to-high single digit organic growth and achieve a >20% adjusted EBITDA margin.

Change Agent

WSP is a positive and bold agent of change in our communities.

Trusted Partner

Our professionals, clients, suppliers and shareholders seek us out.

Employer of Choice

We attract the brightest minds to solve our clients' most complex challenges.

Diversity Advocate

We raise up and empower the diversity of our communities.

The Undisputed Leader in Our Industry

2024 Financial Ambitions

Over the next three years, we intend to grow significantly through robust organic growth and a disciplined acquisition strategy, while delivering an improved margin profile.

We will drive leading performance and efficiency by further investing in our people, technology and platform and by transforming the organization through a simplification mindset, promotion of commonality, and increased agility and innovation.

Our 2024 financial ambitions will bring WSP one step closer to our long-term vision.



By 2024, we intend to grow net revenues in excess of 30%, adjusted EBITDA¹ by 40% and adjusted net earnings per share² by 50%.

>\$10B	Net revenues (CAD)
>5%	Annual organic net revenue growth

17.5-18.5%	Adjusted EBITDA margin ¹
\$150-200M	Investment in digital tools and systems (CAD)

1x-2x	Net debt to adjusted EBITDA ratio ³
>100%	Free cash flow ² to net earnings attributable to shareholders

1,2 See page 29
3 Ratio could fall outside of target range to capture growth opportunities while maintaining investment grade profile.

At a Glance: 2022-2024 Global Strategic Action Plan

Fostering our people’s ingenuity

Leading through technical excellence and innovation

Elevating the standard in client experience

Driving leading performance and efficiency through transformation

- ✓ Create a fulfilling and inclusive environment for our people
- ✓ Invest in career and professional development
- ✓ Leverage our collective talent to debate ideas and mobilize delivery to clients

75% of leadership roles filled internally

5% increase in number of promotions per year

>1% increase in retention per year

- ✓ Advance our core sectors, and expand into growth areas
- ✓ Accelerate digital expertise and solutions
- ✓ Continue disciplined focus on acquisition strategy

Capitalize on our leading position in our top 3 sectors

Grow in areas such as power and renewable energy, water, consulting and digital advisory services, ESG and related services, PMCM¹, government and federal services

Drive higher than WSP average organic expansion in growth areas

- ✓ Mature our enterprise-wide client program to bring the full capabilities of WSP
- ✓ Achieve industry-leading client engagement and experience
- ✓ Align our platform and processes to deliver on our clients’ ambitions

5% increase in client satisfaction ratings per year

>10% increase in net revenue from global client portfolio annually

>5% annual organic net revenue growth

- ✓ Simplify our way of working
- ✓ Enhance project delivery
- ✓ Boost our digital platform and evolve our workplace

1M hours saved globally through improvements and simplification

30-50 bps² increase in adjusted EBITDA margin annually³

20% decrease in real estate cost and footprint⁴

1 Project Management and Construction Management

2 Basis points
3 Excluding future acquisitions
4 Based on leases expiring during 2022-2024

Our Driving Forces

Abstract white lines of varying thicknesses and curves sweep across the lower right portion of the red background, creating a sense of motion and energy.



Our Driving Forces

Through the forces that drive us, namely ESG, Innovation and Technology, we will further evolve our organization, reflecting the needs of both our professionals and our clients, and creating a platform where our insightful advice, cutting edge expertise, and smart designs provide the highest standard of services to clients.

ESG

The commitments we have made to ESG are fundamental and non-negotiable and are driven by our dedication to leading with integrity, empowering our diverse community, and leveraging our expertise for the benefit of all our stakeholders.

Innovation

Innovation is a concept that's intertwined with creativity – using ingenuity and expertise to create something new. Put simply, we innovate because the world doesn't stand still. There has never been a greater opportunity or imperative to enable resilience.

Technology

We bring a digital mindset to every project, with the objective of leveraging creative digital solutions to create efficiencies in our business and augment the value of our clients' assets.

Our Unwavering ESG Commitments

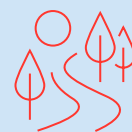
As a leading advisor in the world's green transition, we will set the example in how we operate our business and in the services we provide to our clients.

The commitments we have made to ESG are fundamental and non-negotiable and are driven by our dedication to leading with integrity, empowering our diverse community, and leveraging our expertise for the benefit of all our stakeholders.

As we advance toward a more sustainable world, we recognize that exiting certain sectors or industries might seem like the right thing to do. However, leaving the field altogether will not help us transition to a better future.

Real change comes from assisting clients who share our goal of moving swiftly towards an equitable, inclusive and net zero world.

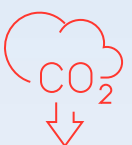
To that end, we will draw on the wisdom of our experts and focus on projects that are consistent with that journey, or more fundamentally, what we stand for.



Drawing on the wisdom of our experts, we aim to focus on projects consistent with what we stand for.



We will increase our revenues from clean activities.



We will frontload our efforts in GHG reduction for accelerated impact.



We aim to increase the presence of women and under-represented groups.



The safety of our people and the integrity of our firm and its business partners are, and will always remain, paramount.



Environmental



40%

decrease in absolute scope 1 and 2¹ market-based GHG emissions (60% by 2030)

15%

decrease in absolute scope 3² emissions (30% by 2030)

>50%

Clean revenues, defined as having a positive impact on the environment and supporting the UN SDGs

Social



5%

year-over-year increase in the representation of women and under-represented groups³

10%

decrease in the total recordable incident rate per year

Upper Quartile

employee sense of trust and belonging at work

Governance



100%

completion rate of the Code of Conduct onboarding training

>90%

of our business partners and suppliers will sign on to our business partner Code of Conduct by 2024

100%

Integration of ESG criteria as part of global leader compensation

¹ Scope 1: Direct emissions including onsite fuel consumption such as natural gas for heating or fuel consumption in owned and leased vehicles, as well as emissions from refrigeration equipment
² Scope 2: Indirect emissions associated with energy generated by others and purchased for use by offices such as grid electricity, district steam for heating, and chilled water for cooling.
³ Scope 3: Other indirect emissions including purchased goods and services, business travel, employee commuting, and other relevant emissions categories.
³ This includes middle management and senior leaders.

WSP is Innovative

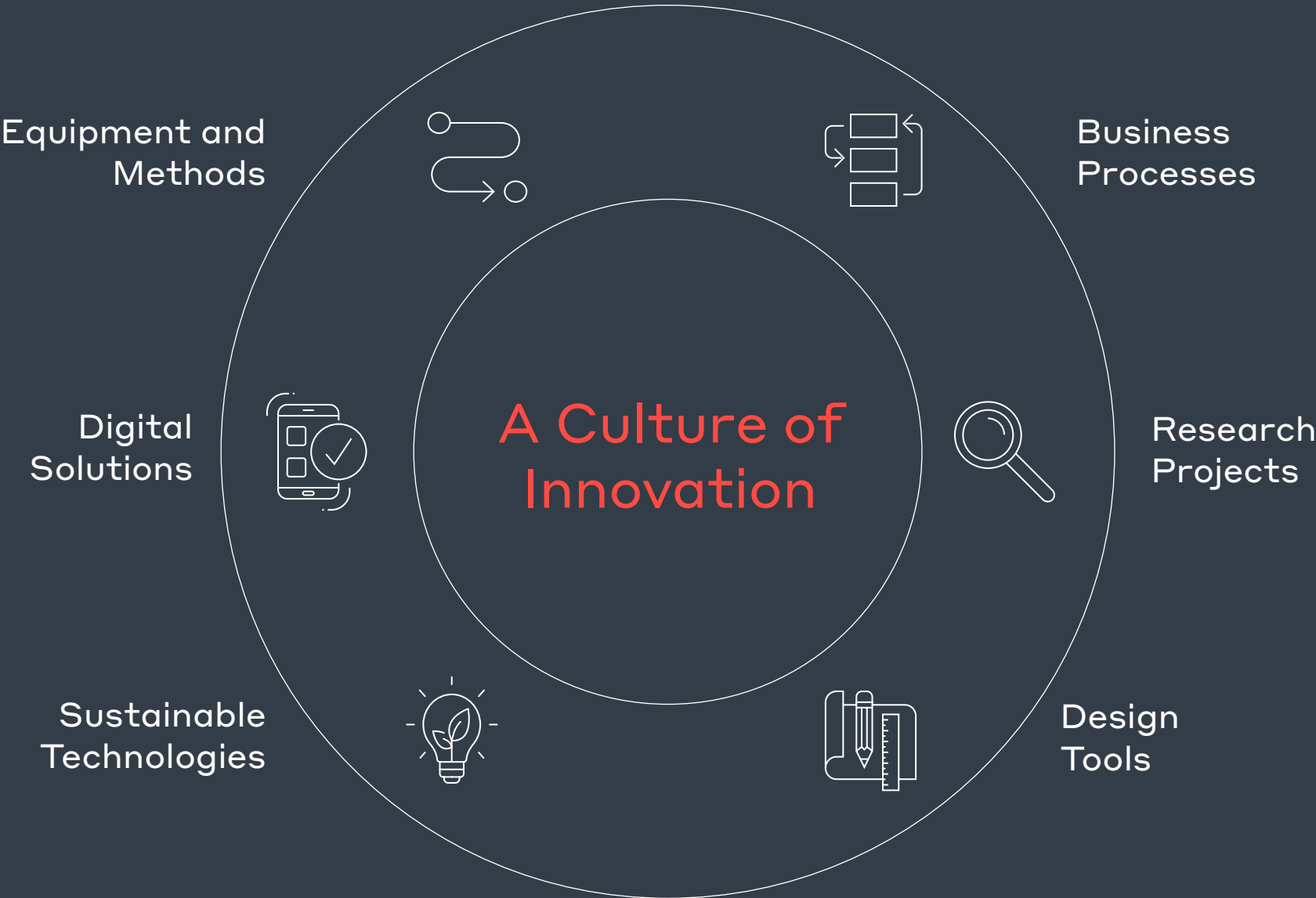
We are an innovative organization, driven by a culture of ingenuity, learning and excellence. At WSP, we know innovation touches everything we do – from our daily project work to distinctive operating practices, from managerial methods to business strategies. At its heart, innovation is a concept that’s intertwined with creativity – using ingenuity and expertise to create something new.

Put simply, we innovate because the world doesn’t stand still. There has never been a greater opportunity or imperative to enable resilience.

We will continue to build on this foundation and over the next three years we will:

- ✓ Invest in our Practice Area Networks and Centres of Excellence to enhance our ability to efficiently share technical expertise globally
- ✓ Uplift professionals’ skills to sharpen expertise in multi-disciplinary solutions
- ✓ Expand our Innovation Hub to celebrate our people’s ingenuity and leverage successful solutions to offer to clients

Our technology-enabled Practice Area Networks create a strong platform for sharing knowledge, incubating new ideas, enhancing career development, and building a collective wisdom.



Our Expertise is Digital

The advancement of technology is revolutionizing our industry and we are ready. We bring a digital mindset to every project, with the objective of leveraging creative digital solutions to create efficiencies in our business and augment the value of our clients' assets.

With digital solution experts across our organization, and a deep expertise in the built and natural environment, we are in a unique position to integrate physical and natural assets with digital.

As part of our 2022-2024 Global Strategic Action Plan, we will drive significant growth in our digital advisory services by:

- ✓ Investing in Digital Centres of Excellence to share technical expertise globally
- ✓ Expanding our skillset and expertise in digital and data analytics
- ✓ Scaling through key hires and niche acquisitions to expand our range of capabilities
- ✓ Assembling delivery platforms that allow better sharing of tools and practices

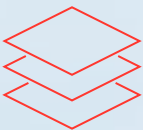
How We Think About Digital

To leverage creative digital solutions to generate efficiencies in our business and augment the value of our clients' assets.

Internal

External

Digital Project Delivery



Foundational
To make WSP more efficient and effective



Digitally-Enabled Consulting
To improve our value proposition to clients

Digital Offerings



Digital Services to Clients
Digital solutions delivered to clients to increase their capabilities



Digital Solution Implementation
Digital solutions delivered to clients to streamline their operations



A Deeper Dive into Our Core Pillars

Abstract white curved lines on a red background, resembling stylized waves or a dynamic graphic element.

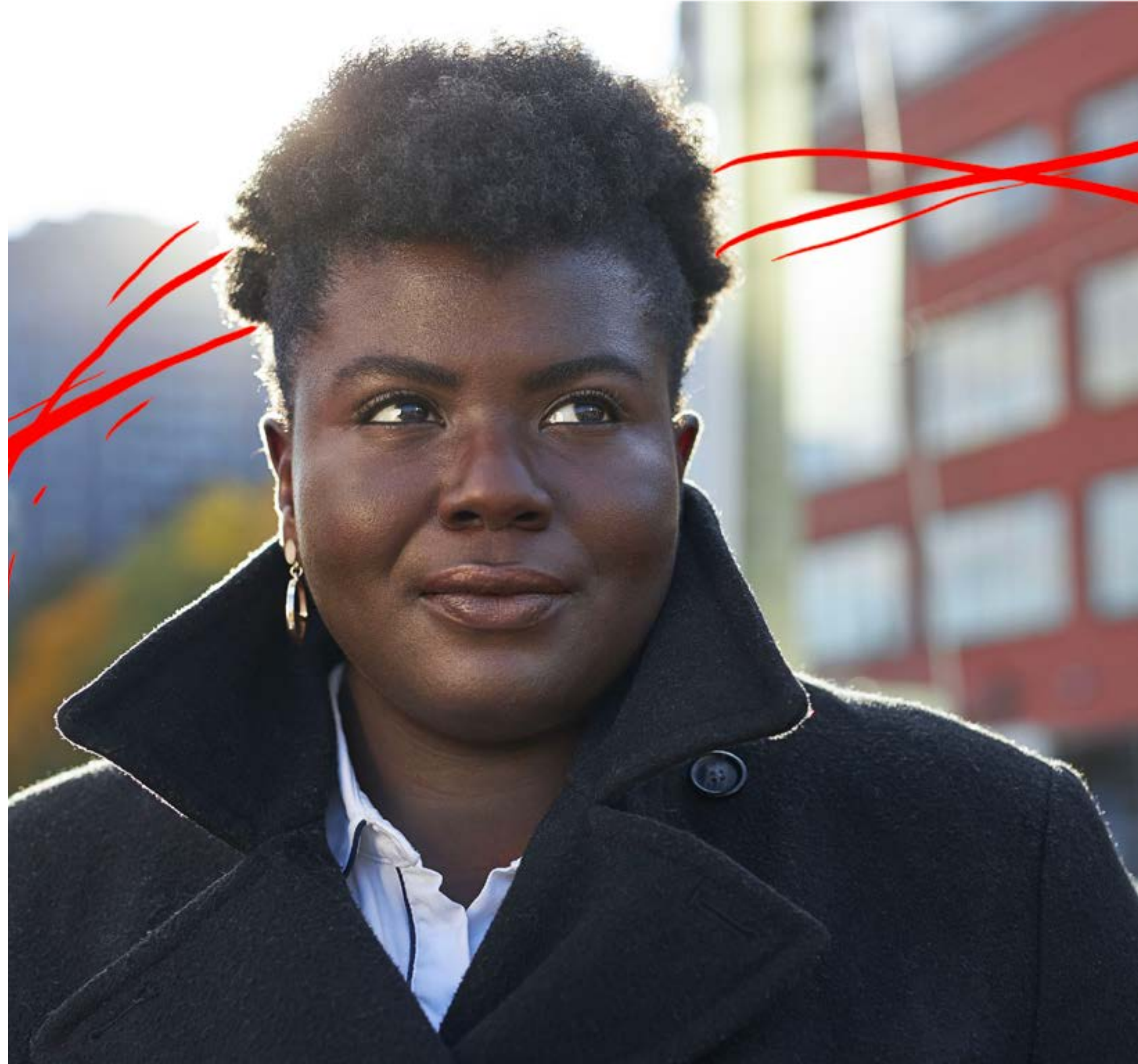
People and Culture

Fostering our people's ingenuity

At its core, WSP is a people business. Our successes rely on the ingenuity and expertise of employees who deliver Future Ready® solutions to our clients and communities.

We are committed to making significant efforts to provide our 55,000 people with a best-in-class, inclusive work environment to deliver on their full potential. We will explore new opportunities to redefine productivity by minimizing repetitive, non-value added activities; investing in professional development and technology; and fostering collaboration.

We will deliver an employee experience that attracts and retains the best professionals and builds pride in belonging to WSP. We will seek and promote talent through a commitment to broad recruitment and development programs addressing under-represented groups in the industry.



Key initiatives of our People and Culture strategy

Create a fulfilling and inclusive environment for our people

- ✓ Promote and provide holistic wellbeing to all employees
- ✓ Enable a hybrid model of working with technology tools that allows for a frictionless employee experience

Invest in career and professional development

- ✓ Prepare for new challenges and opportunities by providing training and digital upskilling for innovative client delivery
- ✓ Embed our culture and practices via a global curriculum to develop talent and leaders “The WSP Way”
- ✓ Help shape the future of WSP by outlining clear paths for career advancement

Leverage our collective talent to debate ideas and mobilize delivery to clients

- ✓ Accelerate our capacity to deliver expertise through our global mobility program
- ✓ Provide a meaningful employee experience via a collaborative and seamless connected work environment

We aim to reach the following targets by 2024:

75% of leadership roles filled internally

5% increase in number of promotions per year

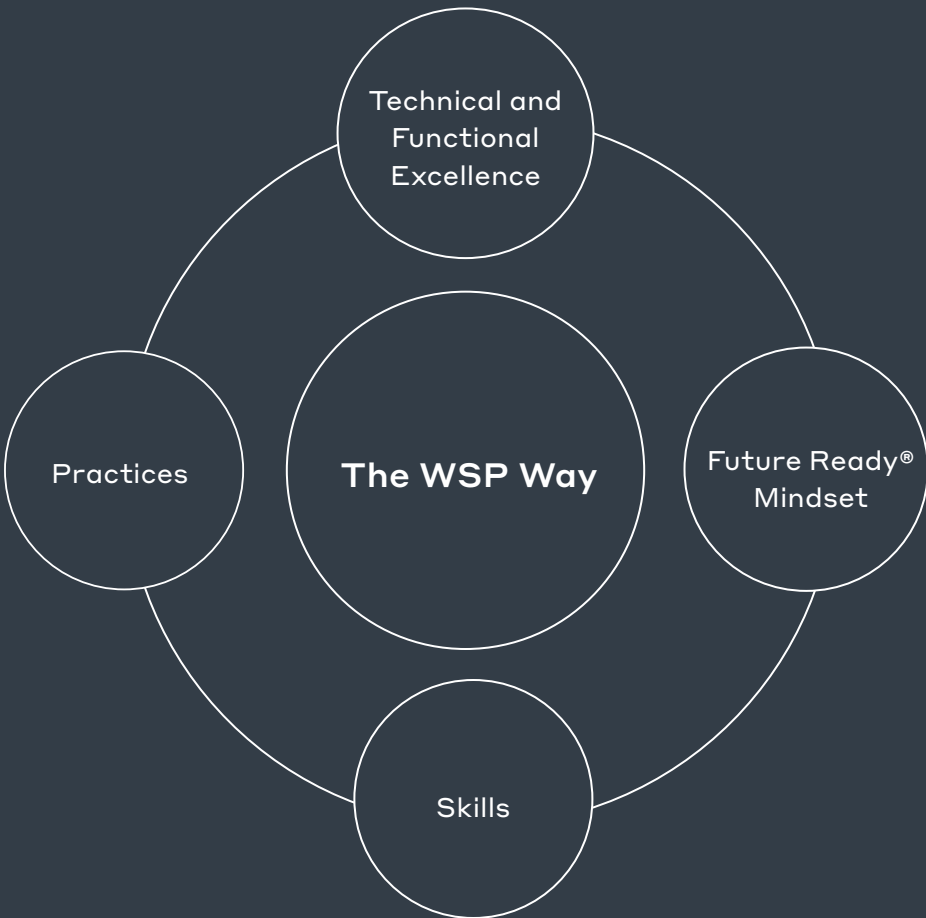
>1% increase in retention per year

The WSP Way

Harnessing the purpose, brand and culture of the organization, we will firmly establish “The WSP Way” over the next three years. Focused on supporting our people as they pursue technical and functional excellence, this program will refine and unify the practices, skills and mindset that are core to WSP and to all of our 55,000 professionals.

This includes bringing a Future Ready® approach to our work, delivering holistic solutions to client challenges by connecting diverse experts across WSP’s global network, leading inclusive teams, and providing best-in-class project delivery.

The WSP Way will become a magnet for talent and drive a rewarding employee experience.



Expertise

Leading through technical excellence and innovation

Our expertise is driven by our passion for solving client-related challenges through innovative engineering and advice. Characterized by deep local understanding seamlessly connected to our global network, our expertise is at the core of everything we do.

Through accelerated organic growth and our proven disciplined approach to acquisitions, we will continue to bring balanced diversification to our platform. Additionally, we will capitalize on our strengths and further scale our capabilities in our top three sectors as well as our solid presence in OECD countries. We will continue to expand into other key areas where significant opportunities for growth exist.

We will drive growth and expand into new areas by facilitating greater connections across borders, and harnessing the wide-ranging and diverse brainpower of our professionals, while continuing to drive technical excellence in every discipline through our Practice Area Networks.

To further our digital mindset strategy, we will increase our focus in both the provision of digital advisory services for our clients and cutting-edge tools for our people.



Key initiatives of our Expertise strategy

Advance our core sectors, and expand into growth areas

- ✓ Expand our global reach with a primary focus on developed and stable economies
- ✓ Scale capabilities in core sectors
- ✓ Increase focus on key growth sectors and services

Accelerate digital expertise and solutions

- ✓ Harness and disseminate our innovative practices through collaboration
- ✓ Drive our digital advisory services

Continue our disciplined focus on acquisition strategy

- ✓ Pursue targets that fit with our acquisition criteria:
 - Cultural fit
 - Strategic imperative
 - Value creation
 - Ability to integrate

We aim to reach the following targets by 2024:

Capitalize

Transportation & Infrastructure
Earth & Environment
Property & Buildings

Grow

In areas such as power and renewable energy, water, consulting and digital advisory services, ESG and related services, PMCM¹, government and federal services

Drive

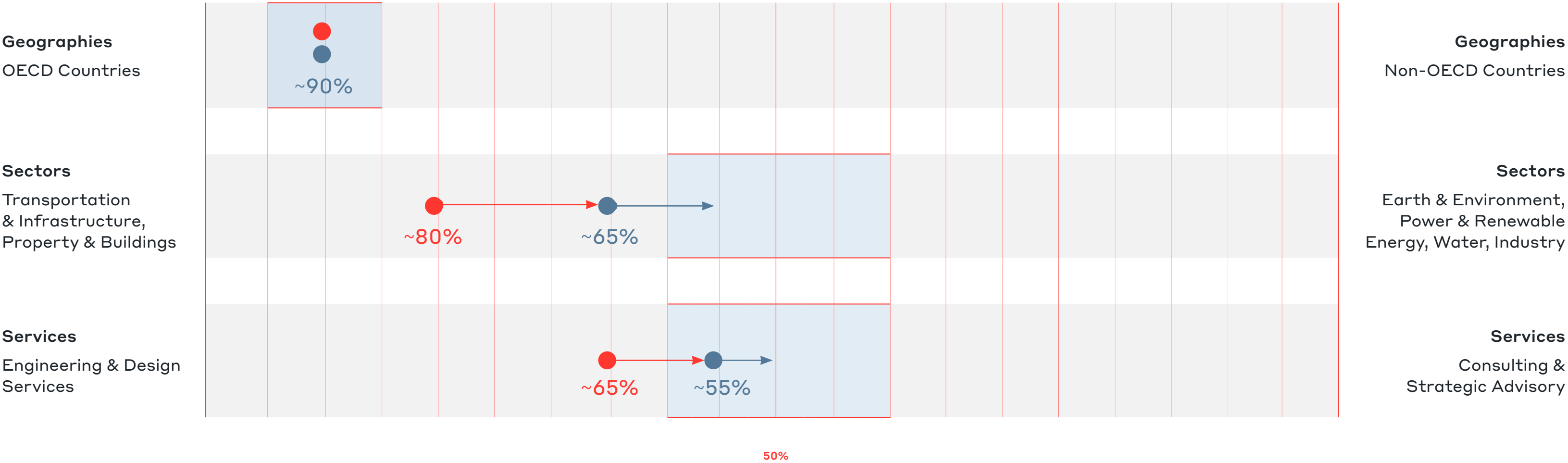
Higher than WSP average organic expansion in growth areas

¹ Project Management and Construction Management



WSP in 2024: A More Diversified Business

By the end of 2024, WSP’s industry-leading platform will be even more balanced and resilient through expanding in sectors, services and markets with significant growth potential. This will allow us to further our diversification and leverage our market leadership, strong brand, and the breadth of our expertise on our journey to becoming the undisputed leader in our industry.

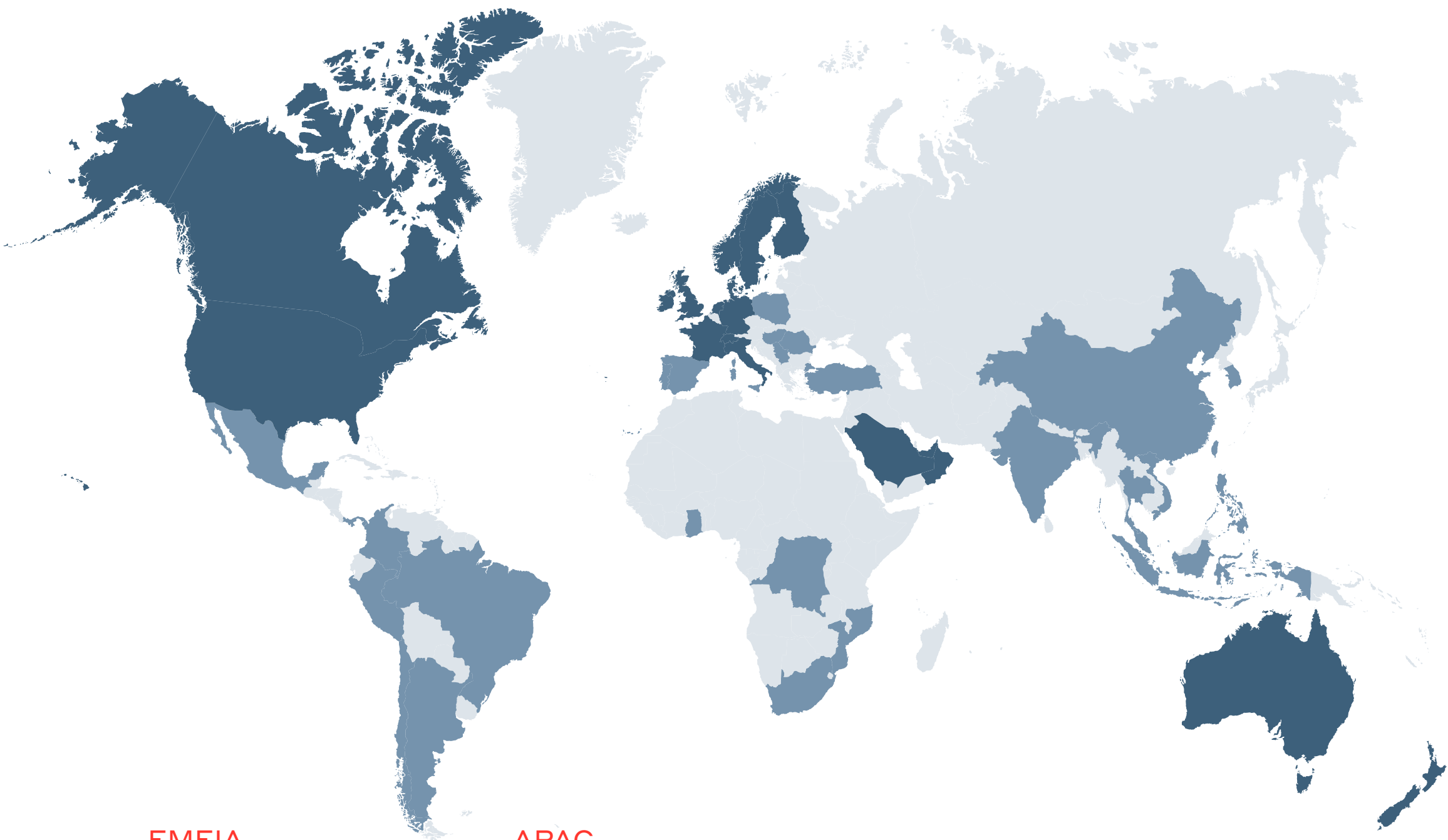


Expected 2024 target range 2019 2021

Percentages based on 2019 and 2021 net revenues

Geographical Focus and Collaboration

Diversified and resilient, we will continue to capitalize on regions where we have an existing leadership position, invest predominantly in OECD countries, expand in geographies where growth opportunities exist and focus on collaboration within and between countries and regions.



Canada

Capitalize: Ontario, Quebec

Drive growth: Western, Northern & Atlantic

Americas

Capitalize: Northeast, Mountain & Midwest USA

Drive growth: West Coast & Southern USA

EMEIA

Capitalize: United Kingdom, Sweden, Middle East

Drive growth: Italy, France, Netherlands, Germany, Switzerland, Norway, Denmark & Finland

APAC

Capitalize: Australia (New South Wales, Queensland & Victoria) & New Zealand

Drive growth: South, Western & Northern Australia

- Capitalize and drive growth
- Maintain competitive position

Sectors and Services Diversification

In 2019, our business was dominated by our two core sectors, Transportation & Infrastructure and Property & Buildings, and our engineering and design services. Through smart diversification, organic growth and acquisitive strategies, we built a more resilient platform and expanded our reach, offerings, and expertise to better serve our clients. Today, our business is more diversified than ever, with the addition of a leading franchise in Earth & Environment, and a better balance of services. As we look forward, we will continue this diversification strategy for growth, balance, and alignment with market and client needs.

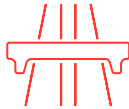
By 2024, WSP’s industry-leading platform will be stronger, more balanced and resilient, ready to help our clients succeed in a changing world.

2019-2021

Sectors

Our T&I and P&B sectors went from representing 80% of our net revenues in 2019 to 65% in 2021

Transportation & Infrastructure



Property & Buildings



Services

Our Engineering & Design services went from representing 65% of our net revenues in 2019 to 55% in 2021

2022-2024 Growth Strategy

Over the next three years, we will capitalize on our strengths and further scale our capabilities in our top three market sectors (T&I, P&B and E&E), in addition to expanding in key sectors with significant growth opportunities.

Earth & Environment



Power & Renewable Energy



Water



Industry



During this cycle, we will continue to build on the strength of our expertise in Design & Engineering, while further investing in key value creating services, such as:

ESG & Related Services

Community and Adaptation Resiliency
Sustainable Development
Due Diligence and Regulatory Compliance

Digital Advisory

Digital Design
Data Management and Modelling
Advanced Analytics
Internet of Things (IoT)

Planning & Advisory

Urban and Master Planning
Financial Impact and Funding Alternatives
Permitting and Impact Assessment

PMCM

Program Management
Project Management
Asset Management

High Margin Specialist Engineering Services

To enhance our multidisciplinary offer

Government and Federal Services

USA
Canada
United Kingdom
Australia

Clients

Elevating the standard in client experience

Over the next three years, we will elevate our partnership with our clients to a new level, fully crystallizing our role as a trusted partner.

As businesses and governments around the world develop new visions in the shift from an extractive to a regenerative economy, and financial institutions and stakeholders demand an evolved approach to business as usual, our experts will work hand-in-hand to plan and develop solutions to meet new expectations.

The diversified portfolio, geographic footprint, and Future Ready® approach WSP has honed over the past few years will continue to provide a collaborative and forward-thinking model for problem-solving for clients.

As market trends continue to shape the world of tomorrow, we will continue to expand our discipline to bring WSP's complete technical, advisory and digital capabilities to tackle our clients' needs.



Key initiatives of our Clients strategy

Mature our enterprise-wide client program to bring the full capabilities of WSP

- ✓ Execute the next phase of the global client program that is sector agnostic, encouraging a multi-disciplinary approach aligning with a regional framework
- ✓ Provide our people with training to embed our client approach company-wide as part of the WSP Way curriculum

Achieve industry-leading client engagement and experience

- ✓ Upscale our client experience feedback program globally
- ✓ Strengthen our business development function by identifying and supporting internal growth champions

Align our platform and processes to deliver on our clients' ambitions

- ✓ Develop and implement cross-collaboration platforms
- ✓ Optimize our processes to further support a client-centric approach

We aim to reach the following targets by 2024:

5% increase in client satisfaction ratings per year

>10% increase in net revenue from global client portfolio annually

>5% annual organic net revenue growth



Operational Excellence

Driving leading performance and efficiency through transformation

To provide an optimal environment for our people to thrive, we will continue to drive leading performance and efficiency by further leveraging the scale of the organization.

Over the next three years, we will simplify and streamline our way of working, apply best ideas and practices to project delivery, leverage digital technology, and increase commonality across the business. This efficiency will translate into a world-class employee experience.

Achieving our operational excellence strategy will enable increased investment in our strategic pillars, ultimately creating value for our stakeholders.



Key initiatives of our Operational Excellence strategy

Simplify our way of working

- ✓ Instill a simplification mindset to improve efficiency and overall employee experience
- ✓ Engage the organization to build more commonality, share best practices and increase collaboration to leverage the global scale – all of which supports the WSP Way

Enhance project delivery

- ✓ Elevate project delivery practices to improve productivity, business acumen and overall client experience
- ✓ Enable our people digitally, focusing on service delivery and client satisfaction

Boost our digital platform and evolve our workplace

- ✓ Increase business insights and efficiency through a global ERP and business analytics
- ✓ Expand specialized expertise in our complementary resource centres
- ✓ Redefine our workplace with a continued focus on agility, innovation and collaboration

We aim to reach the following targets by 2024:

1M

hours saved globally through improvements and simplification

30-50 bps

increase in adjusted EBITDA margin annually¹

20%

decrease in real estate cost and footprint²

¹ Excluding future acquisitions
² Based on leases expiring during 2022-2024.



WSP in 2024: What Strategic Success Could Look Like

We will make significant progress towards our long-term vision of becoming the undisputed leader in our industry.

People and Culture



Foster

A fulfilling and inclusive environment, centered on a well-established employee experience that attracts, develops and retains the best professionals, builds pride in belonging to WSP, and helps our people thrive.

Expertise



Lead

A balanced and resilient industry-leading platform, growing through alignment with markets and opportunities, built to help our clients succeed in a changing world.

Clients



Elevate

A new standard in client experience, focused on partnering to deliver innovative, technology-enabled, smart solutions with our Future Ready® mindset.

Operational Excellence



Transform

An organization that leverages its scale to drive leading performance and efficiency, which translates into a world-class work environment and enhanced client satisfaction.

Non-IFRS and Other Financial Measures and Forward-Looking Statements

NON-IFRS MEASURES

The Corporation reports its financial results in accordance with IFRS. WSP uses a number of financial measures when assessing its results and measuring overall performance. Some of these financial measures are not calculated in accordance with IFRS. Regulation 52-112 respecting Non-IFRS and Other Financial Measures Disclosure (“Regulation 52-112”) prescribes disclosure requirements that apply to the following types of measures used by the Corporation: (i) non-IFRS financial measures; (ii) non-IFRS ratios; (iii) total of segments measures; (iv) capital management measures; and (v) supplemental financial measures.

In this presentation, the following non-IFRS and other financial measures are used by the Corporation: net revenues; adjusted EBITDA; adjusted EBITDA margin; adjusted net earnings; adjusted net earnings per share; free cash flow; and net debt to adjusted EBITDA ratio. Additional details for these non-IFRS and additional financial measures can be found in section 22, “Glossary of segment reporting, non-IFRS and other financial measures” of WSP’s MD&A for the year ended December 31, 2021, which is posted on WSP’s website at www.wsp.com, and filed on SEDAR at www.sedar.com.

Management believes that these non-IFRS measures provide useful information to

investors regarding the Corporation’s financial condition and results of operations as they provide key metrics of its performance. These non-IFRS measures are not recognized under IFRS, do not have any standardized meanings prescribed under IFRS and may differ from similar computations as reported by other issuers, and accordingly may not be comparable. These measures should not be viewed as a substitute for the related financial information prepared in accordance with IFRS.

[p.04 – Note 1] Non-IFRS ratios that are forward-looking, without a standardized definition under IFRS, which may not be comparable to similar ratios used by other issuers. This presentation release incorporates by reference section 22, “Glossary of segment reporting, non-IFRS and other financial measures”, of WSP’s MD&A for the year ended December 31, 2021, which is filed on SEDAR at www.sedar.com, which includes explanations of the composition and usefulness of these non-IFRS ratios. Adjusted EBITDA margin is defined as adjusted EBITDA expressed as a percentage of net revenues.

[p.08 – Note 1] Non-IFRS financial measure without a standardized definition under IFRS, which may not be comparable to similar measures used by other issuers. This presentation incorporates by reference section 22, “Glossary of segment reporting, non-IFRS and other financial measures”, of

WSP’s Management’s Discussion and Analysis (“MD&A”) for the year ended December 31, 2021, which is filed on SEDAR at www.sedar.com, which includes explanations of the composition and usefulness of adjusted EBITDA and free cash flow, as well as section 8.3, “Adjusted EBITDA” and 9.1, “Operating activities and free cash flow” for quantitative reconciliation of these non-IFRS financial measures to the most directly comparable IFRS measures. (Adjusted EBITDA of \$1.3B in 2021 and \$1.1B in 2020; and earnings before net financing expense and income taxes of \$724.6M in 2021. Free cash flow of 646.1M in 2021 and 735.3M in 2020; and cash flow from operating activities of 1.1B in 2021.)

[p.08 – Note 2] Non-IFRS ratios that are forward-looking, without a standardized definition under IFRS, which may not be comparable to similar ratios used by other issuers. This presentation incorporates by reference section 22, “Glossary of segment reporting, non-IFRS and other financial measures”, of WSP’s MD&A for the year ended December 31, 2021, which is filed on SEDAR at www.sedar.com, which includes explanations of the composition and usefulness of these non-IFRS ratios. Adjusted EBITDA margin is defined as adjusted EBITDA expressed as a percentage of net revenues. Adjusted net earnings per share is the ratio of adjusted net earnings divided by the basic weighted average number of shares outstanding for the period.

FORWARD-LOOKING STATEMENTS

This 2022-2024 Global Strategic Action Plan contains “forward-looking” statements that reflect our expectations regarding our future growth, results of operations, performance, business prospects and opportunities. Forward-looking statements are subject to a number of risks and uncertainties. Actual results may differ materially from those anticipated in these forward-looking statements as a result of certain factors, including, but not limited to, those set forth elsewhere in this 2022-2024 Global Strategic Action Plan and listed under the heading “Risk Factors” in the Management’s Discussion and Analysis for the year ended December 31, 2021. The discussion of WSP’s financial position and results of operations contained in this 2022-2024 Global Strategic Action Plan should be read in conjunction with the financial statements for the year ended December 31, 2021.

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



WSP Global Inc.
1600 René-Lévesque Blvd. W.
11th Floor
Montreal, Quebec
H3H 1P9

wsp.com