



Standing *for Society*

2018 — Global Sustainability Report

This year's report theme, Standing for Society, highlights our commitment to future-proofing our cities and environment. Our agile nature and international scale grant us the ability to embrace challenges and take on projects that will endure as the world evolves. WSP is proud to stand alongside our employees, clients and communities in order to help nurture a more sustainable society.



Featured on the cover

Trimsaran and Parc y Tywyn, primary schools in Carmarthenshire, Wales, United Kingdom

Designed by WSP in accordance with Passivhaus, the world's most rigorous energy and comfort standard.

Image courtesy of Phil Boorman Photography

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How to use this report

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A photograph of a modern building's interior courtyard. The scene is dominated by a large, white, curved architectural element that frames the view. In the background, a balcony with a white railing is visible, where two men in dark clothing are standing and talking. To the left, a balcony with green plants and red flowers is visible. The overall atmosphere is bright and modern.

Overview

About this Report


This report covers WSP's activities from January 1, 2018 to December 31, 2018, unless otherwise indicated herein. This report was prepared in accordance with the "GRI Standards: Core Option".

Our intended audience for this report includes our employees, clients and investors.

Unless otherwise specified, the information in this report covers all of WSP's operating companies across the world, including those acquired before January 1, 2019. A list of these acquisitions can be found on page 9 of our [Annual Information Form for the year ended December 31, 2018](#). 

As a corporation, we intend to continue to report annually on our global sustainability activities. To develop this report, WSP consulted with a broad range

of internal and external stakeholders on regional and global levels, including Facilities Management, Human Resources, Legal, Investor Relations and Communications, Clients and Investors. The report is published with the overall approval of WSP's Senior Vice President, Investor Relations and Communications (our Global Sustainability Sponsor).

As a result of data coverage and quality improvements, a small number of past performance figures published in our 2017 report have been restated, and these are clarified in our footnotes. WSP received limited verification of the GHG emissions performance disclosed in this report. Verification was performed by an independent third party, Lloyd's Register Quality Assurance Limited. A copy of the Assurance Statement is available [here](#). 

What We Stand For

Our Belief

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

Our Purpose

We exist to future-proof our cities and environments.

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.

Introduction from our CEO

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

Alexandre L'Heureux
President and
Chief Executive
Officer



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

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

Highlights of our Strategic Pillars

Clients

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

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

People & Culture

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

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

Operational Excellence

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

Expertise

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

Read more on our Pillars in this report: [Clients and Expertise](#); [🌀 Operational Excellence](#); [🌀](#) and [People and Culture](#). [🌀](#)

¹ As measured through the “Net Promoter Score Survey”.

² Includes business leaders and middle management.

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

The Kontigo team strengthens our advisory services offering as part of our 2019-2021 global strategy, and expands our social sustainability practice in Sweden. This supports a rounded approach and is an example of our desire to contribute to sustainable projects in our communities.

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

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

Looking forward, we must continue to progress while prioritizing high standards of business practices in ethics and health and safety, as well as reducing our environmental impact. We acknowledge that reducing our footprint may be a challenge as our company increases in size. We can always strive to do more to

ensure that WSP’s growth is in harmony with sustainability principles, as is reflected by the non-financial objectives in our 2019-2021 Global Strategic Plan.

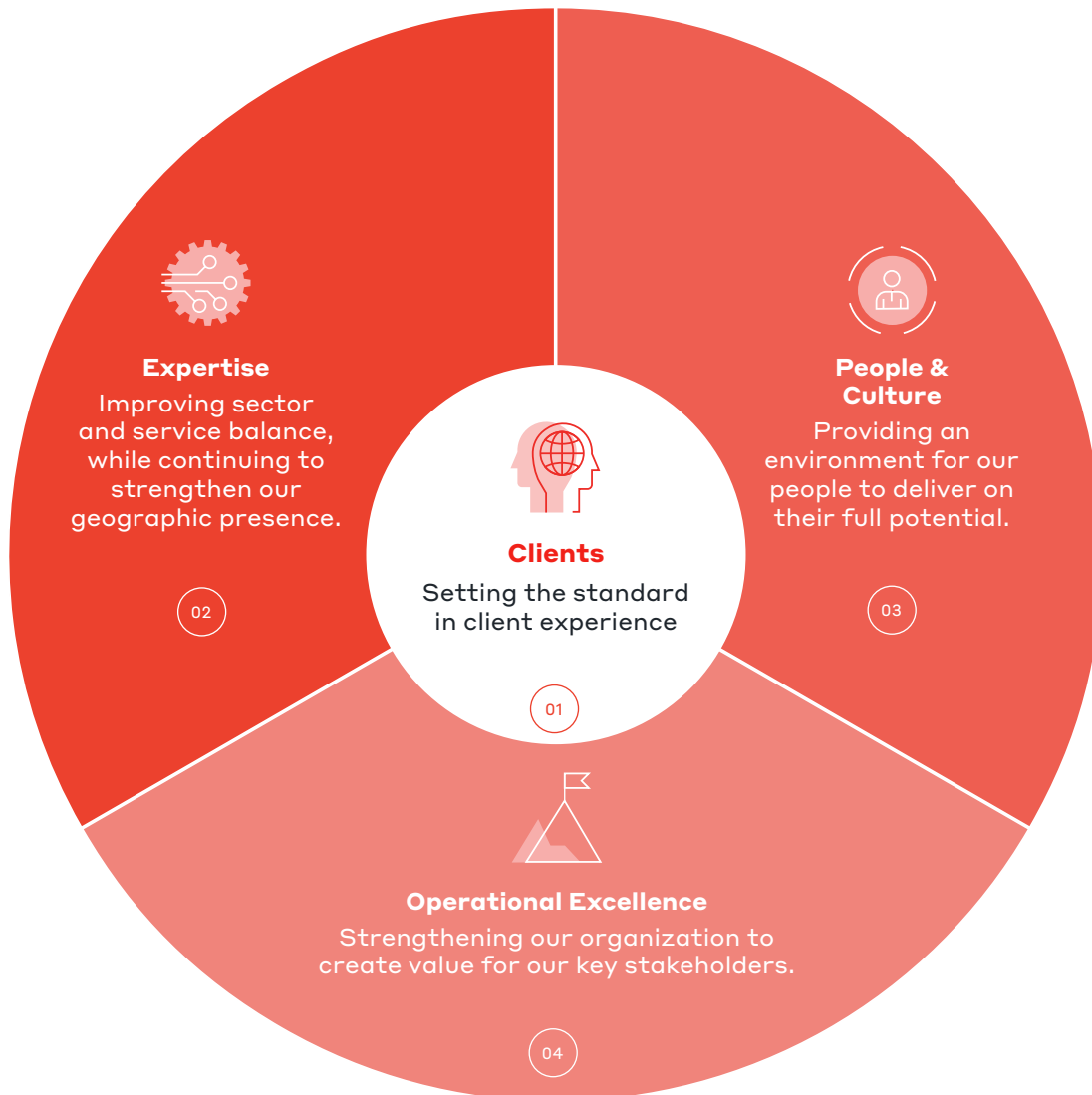
We will likewise continue to work towards a balanced workforce, which we believe represents a greater mix of skills and more inclusive workplace culture. In addition, the agile working environment we are creating globally supports personal vitality and work-life balance, enables gender balance and supports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

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



Alexandre L'Heureux
President and Chief Executive Officer

2019-2021 Sustainable Strategic Outlook¹



- 01 Clients**

Execute Future Ready **globally** **>75%**

top-quartile satisfaction rating (Net Promoter Score Survey)
- 02 Expertise**

Increase proportion of **Environment, Water, Power & Energy, Resources and Industry** sector services Increase proportion of our services in **Strategic Advisory**
- 03 People & Culture**

>30% of management positions held by women **<12%** annual voluntary turnover
- 04 Operational Excellence**

<0.1 lost time injury rate (LTIR) in all regions² **25%** reduction of absolute greenhouse gas emissions by 2030

100% of workforce completes annual ethics training

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

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

Sustainability Summary

2018 Highlights

Global Recognition

- Achieved a “B” for response to CDP Climate Change questionnaire
- Named a finalist for the CR Reporting Awards in the “Creativity in Communications” category (2017 Sustainability Report)
- Shortlisted for the North American Excellence Awards 2018: Campaign of the Year - small budget (2017 Sustainability Report)

Commitments

- Made plans to join the United Nations Global Compact (UNGC), which were realized in early 2019
- Expressed support for the Task Force on Climate-Related Financial Disclosures (TCFD)
- Aligned our market activities with two additional UN Sustainable Development Goals, based on stakeholder feedback

Environment

- Collected a fourth consecutive year of performance data for our global company
- Developed a GHG emissions reduction target for 2030 for our global operations
- Completed verification of our GHG emissions by an independent third party

Social

- Increased the number of participants in our internal Leadership Forum, organizing three global webcasts presented by our CEO
- Involved 100 leaders in our Senior Leadership Academy, a six-month program to increase strategic leadership skills
- Added Indigenous Relations as a material topic for certain regions

Governance

- Completed a materiality assessment, engaging stakeholders to validate and refresh the sustainability topics we manage and report on
- Enhanced our presentation of sustainability risks in this report, under our Enterprise Risk Management (ERM)
- Reviewed Board-level responsibility for sustainability, assigning this to Linda Galipeau in Q1 2019; named Isabelle Adjahi as Global Sustainability Sponsor

Our Value Chain

Global Operations



±48,000
Employees¹

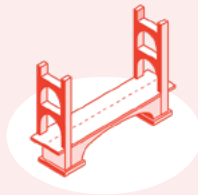


+100,000
Active projects worldwide



6.0B
2018 net revenues (CAD)²

Transformative Projects in our Sectors



Transportation & Infrastructure



Property & Buildings



Industry & Energy³



Environment

2018 Value Distributed

Employees

4.6B
in personnel costs (CAD)

Subconsultants

1.9B
including direct costs (CAD)⁴

Shareholders

78.1M
in cash dividends (CAD)

Taxes

73.9M
in income taxes paid (CAD)

¹ As at March 31, 2019

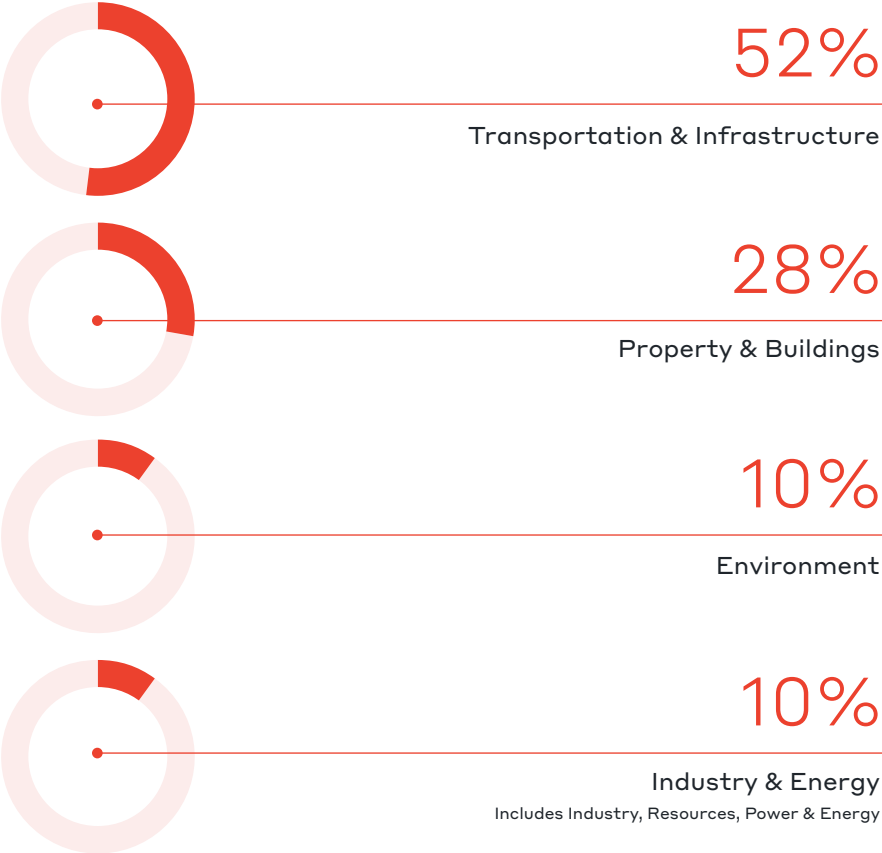
² Non-IFRS measure. Net revenues are defined as revenues less direct costs for subconsultants and other direct expenses that are recoverable directly from clients.

³ Includes Industry, Resources, Power & Energy.

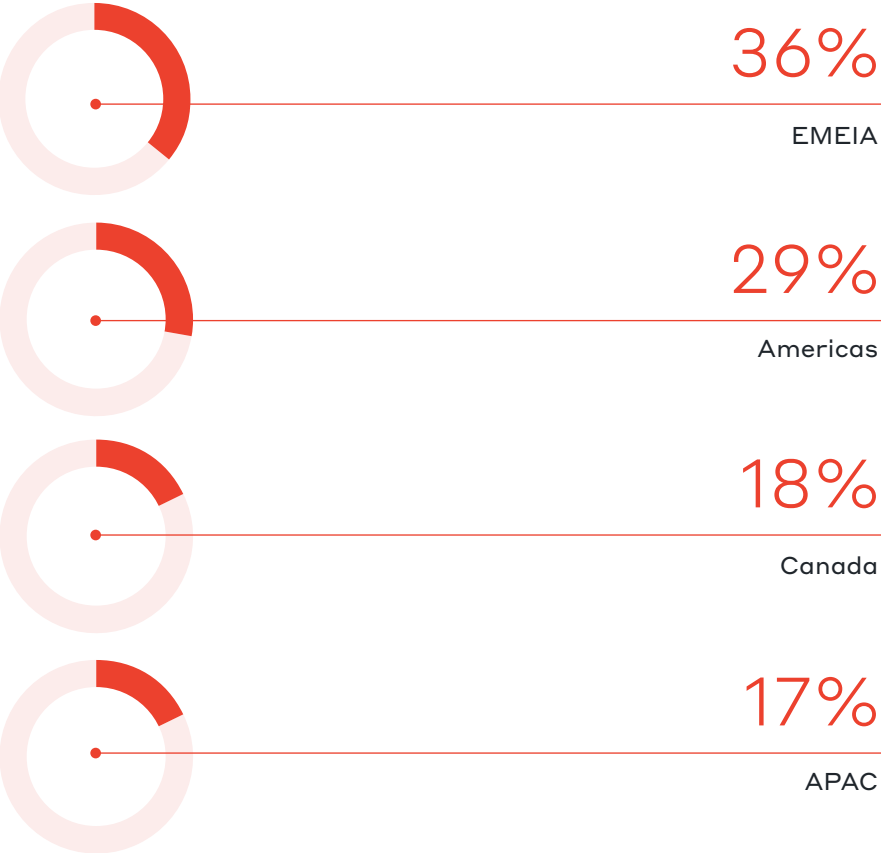
⁴ Direct costs are defined as costs incurred to deliver consulting services and that are recoverable directly from clients.

At a Glance

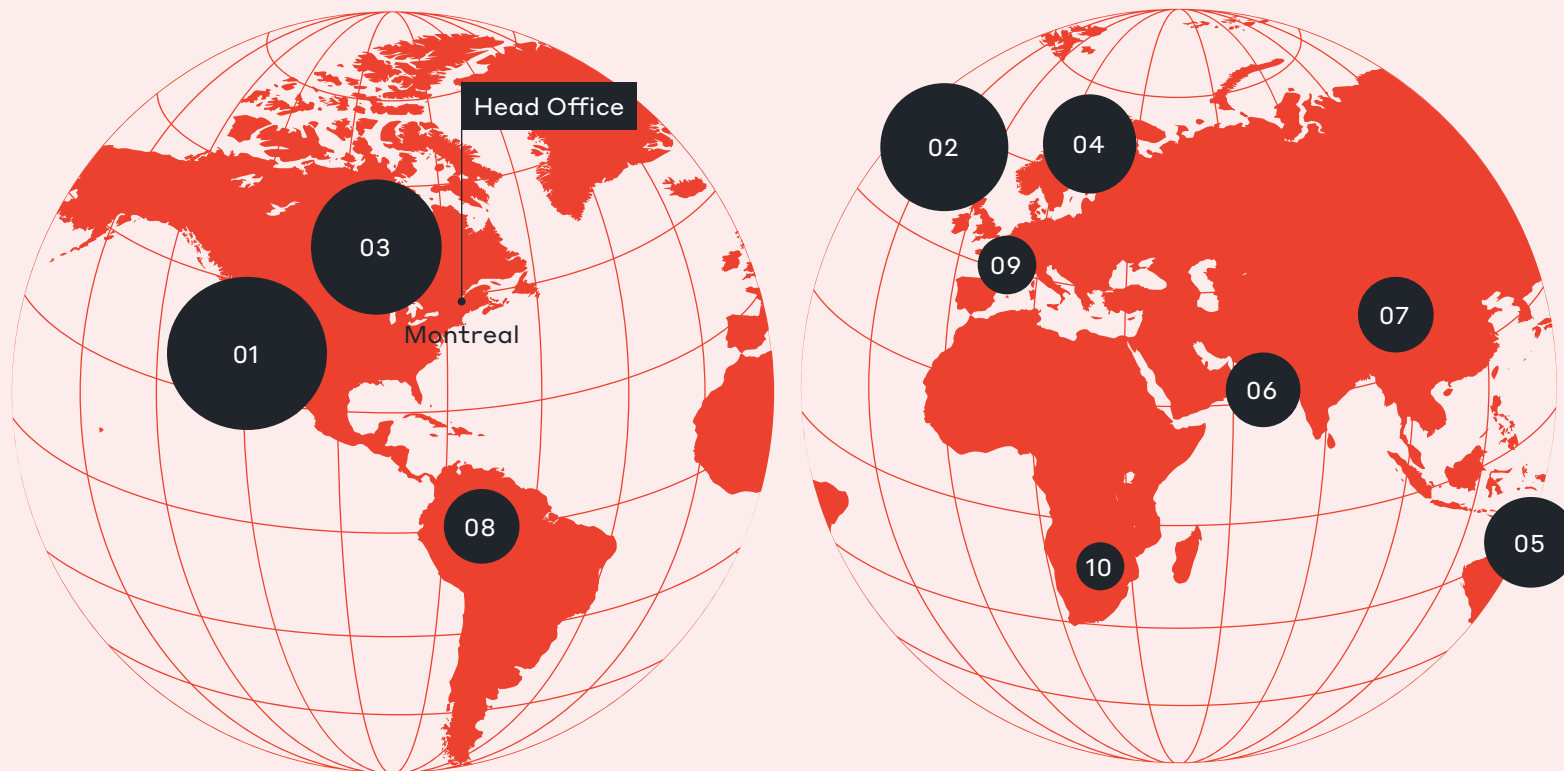
2018 Net Revenues* by Market Sector



2018 Net Revenues by Reportable Segment



*Non-IFRS measure. Net revenues are defined as revenues less direct costs for subconsultants and other direct expenses that are recoverable directly from clients.



Our Presence

Approximately
48,000 employees

As at March 31, 2019

01	United States	9,460	06	Middle East and India	3,480
02	United Kingdom and Ireland	8,160	07	Asia	3,180
03	Canada	8,000	08	Latin America	3,140
04	Nordics	5,600	09	Europe	930
05	Australia and New Zealand	5,320	10	Africa	500

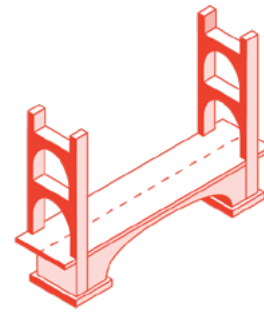
Our Business

As one of the world's leading professional services firms, WSP provides engineering and design services to clients in the Transportation & Infrastructure, Property & Buildings, Environment, Power & Energy, Resources and Industry sectors, as well as offering strategic advisory services. Our experts include engineers, advisors, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. With approximately 48,000 talented people globally, we are uniquely positioned to deliver successful and sustainable projects, wherever our clients need us.

WSP Global Inc. is a corporation formed under the Canada Business Corporations Act. We are publicly listed on the Toronto Stock Exchange under the ticker symbol "WSP".

WSP's Market Segments¹

WSP operates in the following market sectors:



Transportation and Infrastructure

WSP's experts advise, plan, design and manage projects for rail transit, aviation, highway, bridges, tunnels, water, maritime and urban infrastructure. Public and private sector clients, construction contractors and other partners seek our expertise around the world to create mid and long-term transport and infrastructure strategies, and to provide guidance and support throughout the life-cycle of a wide range of projects. As we offer comprehensive, innovative and value-oriented solutions to assist our clients in achieving their desired outcomes, we take great pride in solving our clients' toughest problems. We offer a full range of services locally with extensive global experience to successfully deliver projects, helping clients overcome challenges and respond to emerging areas in new mobility, resiliency and funding the infrastructure gap.



Property and Buildings

WSP is a world-leading provider of technical and management consultancy services with a track record in delivering buildings of the highest quality. We are involved in every stage of a project's life-cycle, from the earliest planning stages through design and construction, to asset management and refurbishment. Our technical experts offer truly multidisciplinary services including structural and mechanical, electrical, and plumbing (MEP) engineering, supplemented by a wide range of specialist services such as fire engineering, lighting design, vertical transportation, acoustics, smart buildings, audiovisual systems, information technology, facade engineering, security consulting and green building design.

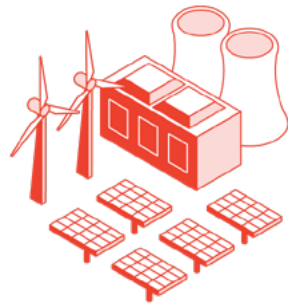


¹ WSP does not provide any products or services that are banned in any markets.



Environment

WSP has specialists working with and advising businesses and governments in all key areas of environmental consultancy. These experts deliver a broad range of services covering air, land, water and health. They work with and advise clients on a range of environmental matters ranging from due diligence, permitting authorizations and regulatory compliance to handling and disposal of hazardous materials, land remediation, environmental and social impact assessments, and employee health and safety. Our reputation has been built on helping clients worldwide mitigate risk, manage and reduce impacts, and maximize opportunities related to sustainability, climate change, energy use and the environment.



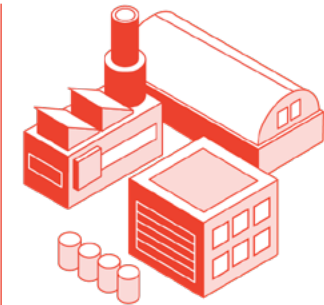
Power and Energy

WSP offers its Power and Energy sector clients complete solutions for all aspects of their projects, whether they are large-scale power plants, smaller on-site facilities or retrofitting and efficiency programs, with an aim to reduce energy demand and deliver schemes to create a sustainable future. Our experts can advise and collaborate on every stage of a project, from prefeasibility to design, operation, maintenance and decommissioning. They offer long-term operational management support services from the first feasibility studies, providing advice on aspects ranging from technical, financial and environmental issues to engineering design and energy simulations during the construction phase.



Resources

WSP has the scale and expertise to support all our worldwide resource clients. In mining, our experts work with clients throughout the project life-cycle - from conceptual and feasibility studies to addressing social acceptance issues, and from detailed engineering and complete engineering, procurement, and construction management ("EPCM") to site closure and rehabilitation. Our expertise includes resource and reserve modeling, metallurgical testing, geotechnical and mine design and detailed engineering for mining infrastructure. In oil and gas, we help clients with some of their most demanding technical and logistical challenges. Our experts advise on how to plan, design and support the development of pipelines and gas networks, as well as how to ensure the integrity of critical assets and obtain permits and consent.



Industry

WSP works in almost every industrial sector including food and beverages, pharmaceutical and biotechnology, automotive and chemicals. Our experts offer a variety of skills with a deep understanding of industrial and energy processes, and the engineering expertise required to plan, design, build and operate a new plant, or to automate equipment in an existing industrial facility. A full range of consulting and engineering services is offered within multiple disciplines that span all stages of a project - from strategic studies, concept design and productivity analysis to serving as an owner's engineer at each stage of an EPCM contract.

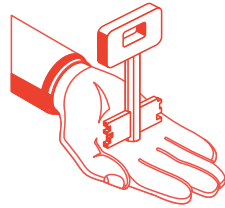


In addition to these sectors, the Corporation offers the following highly specialized strategic advisory services.



Planning and Advisory Services

WSP helps clients make informed decisions during various stages of the project life-cycle, taking into consideration changing economic, environmental and social factors, evolving government priorities and emerging technologies. To stay competitive and effectively manage and develop their infrastructure and property assets, public and private sector organizations are looking to gain access to more refined data and “lessons learned” from experts who help drive client success around the globe. The Corporation not only provides local expertise, but also offers international benchmarks and best practice solutions based on our extensive experience. Our team blends the technical skills of our global network with results-oriented business acumen to provide effective and sustainable strategies that also contribute to the advancement of the communities where we are present.



Management Services

WSP’s professionals help clients assess and define their goals, as well as the technical, environmental and commercial realities and challenges they face. Coupled with the Corporation’s integrated service offerings, this helps us to build strategic relationships with our clients. We support them throughout the planning, implementation and commissioning stages of their projects, including during times of emergency. With a focus on cost, schedule, quality and safety, and using best-in-class management processes and techniques, we can mobilize the right team from anywhere in the organization across the world to execute projects of varying sizes and complexity.



Technology and Sustainability Services

The Corporation’s professionals work throughout the lifecycle of a project to offer innovative solutions with a strong focus on change management and executive engagement. As significant technological advancement offers the opportunity to improve the way we live, commute, and travel, it also sheds a new light on how property and infrastructure owners need to adapt and embrace the changes. Our Technology Services experts integrate the use of digital solutions and software to enhance engineering, infrastructure, buildings and environmental projects.



In addition, as we face significant challenges related to population growth, resource demands and constraints, and extreme weather events that impact the resiliency and sustainability of our communities, the Corporation remains committed to integrating the principles of sustainability into our work in planning, designing and managing both property and infrastructure.

Financial Data

For full disclosure of the Corporation's economic position, including our revenues, operating costs, employee compensation and other metrics of economic value generated and distributed, please refer to our Results of Operations table on page 82 of our [Annual Report](#) (Management's Discussion and Analysis) for the year ended December 31, 2018. A list of our principal operating subsidiaries can be found on page 6 of the Corporation's [Annual Information Form](#) for the year ended December 31, 2018. All subsidiaries are covered by the descriptions in this sustainability report, unless otherwise noted. For more information on our Named Executive Officer compensation, please refer to our [2019 Management Information Circular](#), beginning at page 45.

Supply Chain

As an organization offering professional services principally in the field of engineering, we focus our purchasing on office supplies and IT equipment. We do not carry out construction activities and do not procure primary materials such as concrete, steel and wood.

WSP has relationships with a global network of suppliers who support our teams and constitute a significant portion of our supply chain. We did not undergo any significant changes to our supply chain in 2018. WSP expects all suppliers to conduct their business lawfully and in accordance with the principles set out in our [Code of Conduct](#). For more information on how WSP interacts with its suppliers, please refer to the [Ethical Business Practices](#) section of this report.

In 2018, we spent approximately CAD 796 million in occupancy costs (rental and other related costs for the Corporation's office space occupied worldwide) and other operational costs (including, but not limited to, technology costs).

Some of our largest suppliers are Microsoft, Bentley and Autodesk; combined, they represent a significant percentage of our global yearly software spend.

Organizational Changes

WSP's highlights relating to the development of the Corporation's business over the past three years are summarized in the Corporation's [Annual Information Form](#) for the year ending December 31, 2018, on page 7. During the year ended December 31, 2018, WSP completed four acquisitions. Details of these acquisitions may be found in the Table of Acquisitions on page 9 of the Annual Information Form.

As a result of acquisitions, some facilities have been acquired, vacated or consolidated relative to 2017.

Case Study

Risk Classification Process for our Suppliers in Sweden

In our Swedish business, suppliers are registered using basic data, which is then made available on a supplier dashboard. Potential suppliers sign our Code of Conduct for Suppliers, and are assessed according to their compliance with this Code via an in-depth Risk Classification Survey. The supplier is then given a colour-coded risk level, allowing WSP to easily discern the level of risk, thus leading to more sustainable procurement overall.



Interview with our Global Sustainability Sponsor

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

Isabelle Adjahi
Senior Vice President,
Investor Relations
and Communications




How does the Global Sustainability Sponsor role complement your current position at WSP?

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

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

What are the priorities for the new task force?

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

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

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

“One of our absolute strengths is the expertise of our regional businesses and their empowerment to make a difference.”

How do you keep your reporting relevant?

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

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

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

How does WSP intend to respond to TCFD?

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

What does 2019 hold for WSP's sustainability governance?

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



Strategy, Stakeholders and Governance

Global Sustainability Policy

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

Sustainability is a lens through which we see the future more clearly, guiding our advice to clients and communities. Our approach aims to capture opportunities and mitigate risks arising from changes in climate, demography, resources, technology and social values. Our sustainability ambitions inspired the development of WSP's 2019–2021 Global Strategic Plan, ensuring these values are embedded at the core of our business strategy over this period.

Our Objectives

Clients & Expertise

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

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



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

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

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

Operational Excellence

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

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

¹ Building Research Establishment Environmental Assessment Method



People & Culture

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

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

Our Approach

As leaders in sustainability consulting, we will:

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

Through our project delivery, we will:

- Actively seek out the most transformative, innovative projects to pioneer a more sustainable future.
- Provide forward thinking advice and unparalleled expertise to help our clients thrive in a changing world.

In our operations, we will:

- Measure and manage our own environmental, social and governance practices and improve them over time.
- Share our progress with stakeholders by disclosing our sustainability performance annually.
- Foster healthy, safe and sustainable workplaces that support continuous learning and great careers.
- Act as positive members of the communities in which we work.

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

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

Case Study



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

Vantaa, Finland

Before a high-quality bike network could be developed in the city of Vantaa, WSP was asked to check the feasibility of the project and ensure it could be implemented. Over 50 km of cycle path will be constructed to bring residents around the city or to Helsinki, where a similar network is under construction. These kinds of initiatives not only reduce the environmental impact of other forms of transport, but promote an active lifestyle, leading to a sustainable society for future generations to enjoy.



UN Sustainable Development Goals

The United Nations adopted its set of 17 Sustainable Development Goals (SDGs) in 2015 as part of a new sustainable development agenda. Companies have an important role to play in contributing to achieving these goals.

In 2016, WSP started evaluating how we can contribute to positive impacts across these goals, through an initial review which highlighted that WSP has most influence over seven of the SDGs. In 2017, we aligned the SDGs with our market segments in order to focus and prioritize our efforts to advance the goals. In 2018, we carried out a refreshed materiality assessment and at the same time consulted our employees on which goals we contribute to most through our client work and WSP's own operations. The result of this consultation was the addition of two SDGs, Goals 5 and 6, to the original list shown opposite. The full list of SDGs is available [here](#).



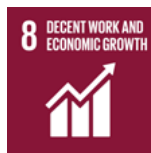
Goal 5: Gender Equality
Achieve gender equality and empower all women and girls



Goal 6: Clean Water and Sanitation
Ensure availability and sustainable management of water and sanitation for all



Goal 7: Affordable and Clean Energy
Ensure access to affordable, reliable, sustainable and modern energy for all



Goal 8: Decent Work and Economic Growth
Promote inclusive and sustainable economic growth, employment and decent work for all



Goal 9: Industry, Innovation and Infrastructure
Build resilient infrastructure, promote sustainable industrialization and foster innovation



Goal 11: Sustainable Cities and Communities
Make cities inclusive, safe, resilient and sustainable



Goal 12: Responsible Consumption and Production
Ensure sustainable consumption and production patterns



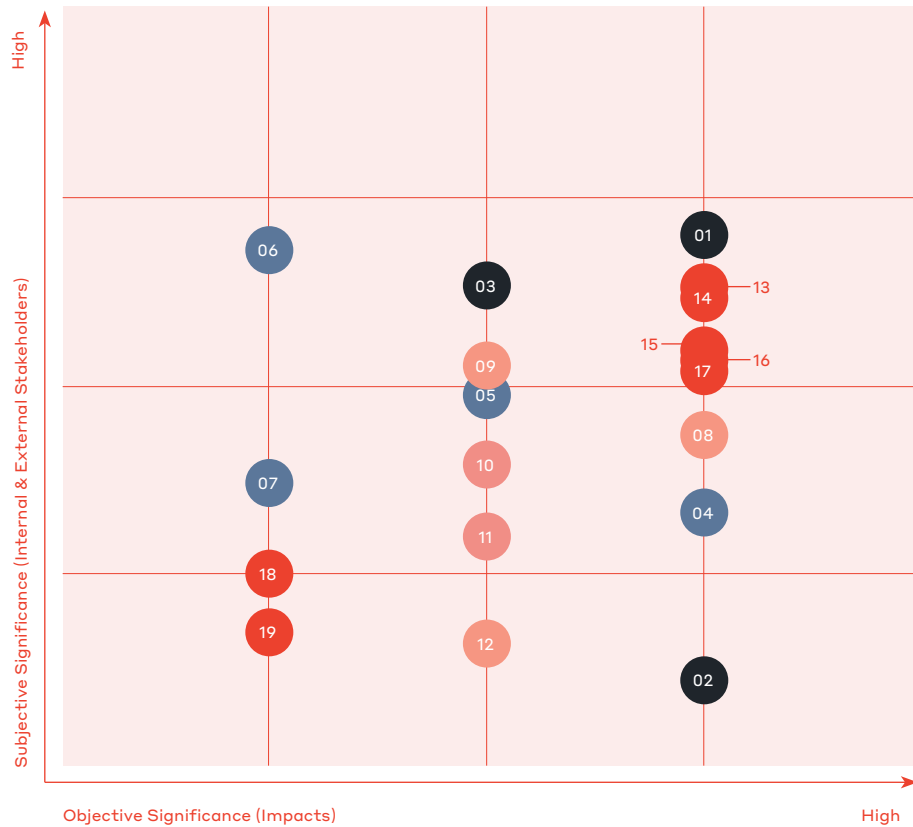
Goal 13: Climate Action
Take urgent action to combat climate change and its impacts



Goal 15: Life on Land
Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss

What Matters Most

Material Topics



Governance

- 01 Ethical Business Practices
- 02 Supply Chain
- 03 Climate Change Resilience

Clients

- 04 Green Revenue
- 05 Innovation
- 06 WSP's Financial Performance
- 07 Project Impacts

Operational Excellence

- 08 Environmental Compliance
- 09 GHG Emissions
- 10 Energy
- 11 Water
- 12 Effluents and Waste

People and Culture

- 13 Occupational Health and Safety
- 14 Diversity and Equal Opportunity
- 15 Employee Training and Education
- 16 Non-Discrimination
- 17 Employment Practices
- 18 Indigenous Relations
- 19 Local Community Impacts

Materiality Assessment





In 2018, to refresh and validate the topics in our sustainability report and ensure we continue to report on what matters most to our stakeholders, we completed a materiality assessment. The previous materiality assessment was completed in advance of our sustainability report published in 2015. The 2018 materiality assessment process is aligned with the most recent guidance in the GRI Standards, and will ensure our reporting practices continue to reflect global best practice.

To complete the 2018 materiality assessment, we:

- Benchmarked the topics disclosed by our peers and sustainability leaders in other industries; reviewed feedback on WSP's past reports including key ESG raters' assessments of our disclosure; and validated our initial list of possible topics with company leadership and those involved with our reporting process to identify topics to review with stakeholders;
- Reviewed these topics with external and internal stakeholders via questionnaires and individual conversations to validate our internal perspectives. External stakeholders were comprised of investors and clients; internal stakeholders included our employees, regional sustainability leaders and corporate function leads overseeing areas related to our environmental, social and governance impacts;

- Analyzed all stakeholder feedback to determine which topics should be reported;
- Organized the content of this report accordingly in alignment with the GRI Standards; and
- Validated the report content to ensure that it included the outcomes of stakeholder engagement processes and covered significant organizational impacts in a balanced and transparent manner.

Our material topics, including information on management and performance, are covered in the following sections of this report:

- [Governance](#) 
- [Clients and Expertise](#) 
- [Operational Excellence](#) 
- [People and Culture](#) 

Case Study

Sustainability Scanning Tool

Sweden

As consultants, we have the opportunity to contribute to sustainable development and the UN's Sustainable Development Goals (SDGs) through the work we do. In order to identify these positive impacts, WSP has developed software in the form of a Sustainability Scanning Tool. It is designed to be used by employees to reflect on and illustrate how sustainability is integrated into our projects, while taking into account clients' requirements, expectations and the contribution to the SDGs. The results are also a basis for identifying priority areas for improvement in discussion with clients, increasing the sustainability performance of the project. Once a project has been completed, scanning can be used to follow up on the results and show how our advice and solutions have contributed to sustainable development and the SDGs.



2018 Materiality Assessment Highlights

In the second half of 2018, we repeated the materiality assessment process that was last completed in advance of our sustainability report published in 2015.

We solicited input and feedback via questionnaires and individual conversations, receiving valuable insight from:

6

of our most significant investors

11

diverse clients representing all main sectors and regions served by WSP

12

sustainability leaders from across WSP

10

WSP corporate leads responsible for key areas of relevance to our sustainability impacts, including Compliance and Ethics, Human Resources and Workplace Strategy

>5,400

employees worldwide

The results of this assessment indicate emerging expectations. We heard from investors, employees and clients alike that there is interest in reporting that goes beyond our own operational impacts, to discuss how WSP helps our clients to manage their own impacts and benefits in relation to the following topics:

- Innovation
- Project Impacts
- Green Revenue
- Climate Change Resilience

These topics can also be used to communicate WSP's competitive differentiation, leadership, and opportunities to demonstrate value generated from our services and designs that contribute to a low-carbon, sustainable future.

An added topic, Indigenous Relations, is critical in key regions such as Canada, Australia and New Zealand and highlights our leading practices and policies in these areas.

The results of the 2018 materiality assessment have been used to define the topics and content included throughout this report.

Material topic boundaries

Material Topic	Description	Boundary
Governance		
01 Ethical Business Practices	Business practices that serve to avoid corruption, such as our Code of Conduct.	Our business practices impact the reputation of our firm in the business community.
02 Supply Chain	Monitoring for impacts and practices beyond our own operations, in our supply chain (e.g. office leasing, technology/software, etc.), by screening suppliers on environmental, social and/or governance criteria.	Our relationships with suppliers and the supply chain impact environmental, social and governance issues beyond our own direct operations.
03 Climate Change Resilience	Financial implications, risks and opportunities associated with climate change, as well as the readiness to respond to new markets in the transition to a low carbon economy.	Our approach to climate change resilience impacts the environment, our shareholders, clients, employees and partners.
Clients		
04 Green Revenue	Proportion of revenue derived from services that provide sustainability benefits.	Our approach to this topic impacts our shareholders, employees and partners.
05 Innovation	Advancing a culture of innovation, to deliver projects and services and develop new methods and solutions addressing client needs, including through WSP's <i>Future Ready</i> program.	Our innovative projects impact our clients, environments, communities, and the industries in which we work.
06 WSP's Financial Performance	Economic value generated and distributed through our business activities.	Our economic performance impacts our shareholders, employees and partners.
07 Project Impacts	Indirect economic, social and environmental impacts associated with projects delivered by WSP; for example, greater transit availability or enhanced water treatment.	Projects have the potential to broadly impact the environment as well as the communities in which projects are located.


Material Topic	Description	Boundary
Operational Excellence		
08 Environmental Compliance	Complying with environmental laws and regulations.	Our compliance with laws and regulations impacts the environment, as well as our business reputation. The efficiency with which we use resources in our operations impacts the environment.
09 GHG Emissions	Greenhouse gas emissions resulting from our operations.	
10 Energy	Energy used in our operations.	
11 Water	Water used in our operations.	
12 Effluents and Waste	Waste resulting from our operations.	

People and Culture

13 Occupational Health and Safety	Initiatives to measure, manage and reduce safety incidents, and protect employee health.	Our approach to these topics has a direct impact on the employees inside our organization.
14 Diversity and Equal Opportunity	Opportunities for employees of diverse backgrounds at all levels of our business, including women.	
15 Employee Training and Education	Investments in our employees' development.	
16 Non-Discrimination	Providing a workplace and organization free from discrimination.	
17 Employment Practices	Professional opportunities and employee benefits delivered by our firm.	
18 Indigenous Relations	Respecting the rights of Indigenous peoples, and supporting and strengthening the Indigenous communities with which we work and interact.	Through our business, we have the potential to directly and indirectly impact the communities in which we work.
19 Local Community Impacts	Benefits delivered to local communities.	


Engaging our Stakeholders

We take our responsibility to our stakeholders seriously. The table below summarizes the Corporation's general engagement with its key stakeholders, representing the main groups that are interested in, interact with and benefit from our business activities. Feedback received from these stakeholders informs our corporate initiatives.

In addition, a range of stakeholders were engaged as part of the 2018 materiality analysis, described in the [What Matters Most](#)  section of this report.

“WSP is a company that has grown rapidly and evolved in recent years. Engaging stakeholders through our recent materiality analysis has given us confidence we are reporting on what is really important to them.”


Isabelle Adjahi
Senior Vice President,
Investor Relations
and Communications


Stakeholder	Type of engagement	Frequency of engagement	Engaged as part of reporting process?	Examples of feedback
Employees	<p>Employee surveys</p> <p>Townhall meetings</p> <p>Information cascaded from leadership, via team meetings</p> <p>Leadership Forum activities/webcasts</p> <p>Global internal communications (intranet, emails) and local intranets</p> <p>Annual and Sustainability Reports</p> <p>Leadership interviews</p>	From daily to annually	Yes	<p>Employees generally believe WSP's Energy, Water, GHG Emissions, Supply Chain and Green Revenue to be important to manage, and that WSP should also implement the solutions we suggest to clients to help them reduce their impacts.</p> <p>To that end, we are continuing to coordinate on operational sustainability initiatives, such as the global GHG emissions reduction target.</p> <p>Employment, Diversity and Inclusion, Training, and Health and Safety topics are important to promote a rewarding, equitable and safe workplace experience.</p>
Investors and analysts	<p>Investor relations activities including: investor days, meetings, roadshows, conferences, discussion with senior executives and market sector experts, conference calls</p> <p>Website postings</p> <p>Financial reports</p> <p>Press releases and media relations</p> <p>Annual Information Form and Annual Report</p> <p>Annual Meeting of Shareholders</p> <p>Site visits to explain our project work</p>	Ongoing, quarterly to annually	Yes	<p>Investors are interested in how WSP helps clients advance sustainability.</p> <p>In 2018, investors asked how WSP manages its climate-related risks and opportunities via the Task Force on Climate-Related Financial Disclosures (TCFD).</p> <p>WSP intends to continue to report its climate-related risks and opportunities via its response to the <u>CDP climate change questionnaire</u>. </p>


Stakeholder	Type of engagement	Frequency of engagement	Engaged as part of reporting process?	Examples of feedback
Clients	<p>Project communications</p> <p>Project feedback received from clients</p> <p>Client interviews</p> <p>Thought leadership communications</p>	Ad hoc, annually and on an ongoing basis for client projects	Yes	<p>Our 2018 engagement confirmed that WSP's Project Impacts are highly significant to clients.</p> <p>Some clients are keen to collaborate with WSP to advance sustainability by increasingly considering social sustainability issues, alongside environmental issues, and are interested in how WSP's strategy supports the <u>UN Sustainable Development Goals</u>. </p>
Business partners, including subcontractors, joint venture and consortium partners	Project communications	Ad hoc	No	
Suppliers	Procurement	Ad hoc	No	
Governments, including regulatory authorities	Project work communications involving government agencies	Ad hoc	No	
Industry bodies	<p>Participation on key industry association committees</p> <p>Attendance at industry functions</p> <p>Sponsorship of industry events and research</p> <p>Trade show displays</p> <p>Thought leadership</p>	Ad hoc	No	
Local communities	<p>Consultation on behalf of clients within projects</p> <p>Local community involvement/charity work</p> <p>Sponsorship and donations</p>	Ad hoc	No	

Governance

Corporate Governance

WSP Global Inc.'s Board of Directors is responsible for the stewardship of WSP, and oversees the conduct, the strategic direction and the results of business activities of the Corporation. The Board of Directors' duties and responsibilities are set out in its [formal charter](#),  which was last updated in 2018.

The Board discharges its responsibilities directly and through its Committees, currently the Audit Committee and the Governance, Ethics and Compensation Committee. The descriptions of WSP's Corporate Governance Guidelines, Board of Directors, Committees, and other matters presented in WSP's [2019 Management Information Circular](#)  reflect the Corporation's compliance with the applicable Canadian securities laws and Canadian corporate governance best practices.

In terms of global strategic planning, in 2018 the Board elaborated the principles and key objectives for the next three years and worked with Management to develop the Corporation's strategy. The [2019-2021 Global Strategic Plan](#),  approved by the Board in December 2018, is the result of this exercise.

Sustainability Governance and Expertise

WSP manages sustainability from the highest levels of our organization.

Linda Galipeau, Board member and Chair of the Board's Governance, Ethics and Compensation Committee, has responsibility¹ for company sustainability goals, commitments, risks and opportunities at the Board level, and acts as the Board liaison on sustainability issues to senior management.

As our Global Sustainability Sponsor, Isabelle Adjahi, Senior Vice President, Investor Relations and Communications, has the role of empowering our regions in their sustainability efforts and overseeing their approaches under our global strategy. She further briefs the Global Leadership Team (GLT) on sustainability matters on a regular basis.

% of directors with business experience in

75%

Human Resources

50%

Health, Safety and Sustainability


87.5%

Risk Management and Mitigation

¹ Since the first quarter of 2019.

In 2018, to advance our sustainability goals and internal initiatives, we began to organize a task force made up of key regional leaders to coordinate progress across global initiatives. This approach to sustainability governance is strongly supported at the global level by functional experts, and at the regional level by the local expertise of our employees.

In 2018, presentations were made to update our Directors on sustainability reporting and initiatives, with topics including the preparation of the global GHG reduction target announcement, and the materiality assessment.

In terms of Board expertise for sustainability-related topics, WSP's [2019 Management Information Circular](#)  presents on pages 34 and 35 a description of the Board of Directors' Nomination Process and Skills Matrix, stating that six out of eight (75%) directors² currently in office have business experience in Human Resources. In addition, four of the eight (50%) directors currently in office have business experience in Health, Safety and Sustainability, and seven out of eight (87.5%) in Risk Management and Risk Mitigation.



Corporate Risk

In 2017, WSP updated its Enterprise Risk Management (ERM) program. A risk universe was established within the following 13 areas: People; Ethics; Projects; IT Security; Regulatory; Finance; Emerging; Corporate Governance; Corporate Responsibility and Sustainability; Reputation; Marketing and Communications; Workplace Strategy & Procurement; and Strategy.

² Information published in our [2019 Management Information Circular](#), dated March 28, 2019

These risk areas are further divided into categories, of which 16 were approved by the Board of Directors as WSP's top risks. These 16 global risks have been aligned with regional risks, and their respective mitigating mechanisms, which are periodically assessed to determine whether there is adequate mitigation. By the end of 2018, a new risk management platform had been implemented and action plans had been put in place for the majority of the 16 risks.

The 16 top risk categories are not static, as they evolve according to a biannual review process. Risk owners are attributed at the global and regional level, and WSP's global ERM team reports on a quarterly basis to the Board of Directors.

The full list of our top global risks and their definitions (including a summary of management and mitigation strategies, 2018 actions and 2019-2021 planning), can be found in [Appendix B](#).  In addition, discussion of the risks may be found in section 21 (Risk Factors) on pages 104-115 of the [Corporation's Management's Discussion and Analysis](#)  in the Annual Report for the year ended December 31, 2018.

Case Study



Port Moresby Power Station

Port Moresby, Papua New Guinea



The Port Moresby Power Station (PMPS) will provide reliable power to Papua New Guinea's capital city at a significantly reduced cost and with lower emissions than current power generation options. WSP is Owner's Engineer on the project, assisting with concept development, technical aspects of the operation, and design review. Our experience with gas-fired power enabled the project team to resolve complex issues and execute the project at an accelerated pace. The PMPS will lead the country to reduce CO₂ emissions by around 25% at a national level and 37% within the Port Moresby region. It is the first grid-dedicated Natural Gas fueled power station in PNG. This is just one of the ways WSP supports access to affordable, reliable and sustainable energy across the globe.



Precautionary Principle

The Rio declaration (1992) defines the precautionary principle as follows: “In order to protect the environment, the precautionary approach shall be widely applied {...}. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.”

As a professional services firm, the work that we undertake for clients has a focus on both understanding risk and mitigating that risk. We implement the Precautionary Principle in the following ways:

- Our experts assess project risks and present clients with recommendations that protect the environment and prioritize health and safety ([see an example from New Zealand](#)). 
- We provide clients with a full array of solutions that seek to prevent environmental degradation and restore the natural environment ([see the Environment services we offer](#)). 
- Within our own business, we are also proactive in managing climate change and other environmental impacts, striving to reduce our own greenhouse gas emissions in alignment with the latest climate science. In addition, we support clients to manage climate change within their businesses.

Case Study



Impres – Reducing GHG Emissions in Large Infrastructure Projects

Impres (“Implementation of Procurement Requirements for Carbon Reduction in Infrastructure Construction Projects”) is a two-year research project that has investigated the institutional and organizational contexts, policies, procurement requirements and implementation strategies used to drive greenhouse gas reduction in large infrastructure projects in five countries worldwide: Australia, the Netherlands, Sweden, the UK and the US. The study, which began in 2017, is based on interviews with key partners on the client side and in the supply chain of each project. The research project is co-funded by Construction Climate Challenge (CCC), the Swedish research council Formas through the ProcSIBE project, WSP and Skanska. WSP’s global network of dedicated employees has been crucial in making the study possible and getting access to infrastructure projects in all these countries. The project has resulted in several scientific articles and recommendations for the target group of policy-makers and clients.

Read more about the recommendations and the project [here](#). 



Diversity

The Board recognizes the importance and benefit of having a Board and senior management comprised of highly talented and experienced individuals having regard to the need to foster and promote diversity. WSP has policies in place with respect to the identification and nomination of women Directors. The [Corporate Governance Guidelines](#) provide that, when identifying candidates to nominate for election to the Board or in its review of executive officer succession planning and talent management, the Governance, Ethics and Compensation Committee consider objective criteria such as talent, experience and functional expertise, as well as criteria that promote diversity such as gender, ethnicity, age and other factors. Moreover, the Corporation adopted a “Global Diversity and Inclusion Policy” that highlights the Corporation’s view that diversity is critical in building a culture of innovation, engagement and performance. This policy applies across WSP’s operations and includes all employees and contractors. For further information, please refer to page 36 of WSP’s [2019 Management Information Circular](#). The Governance, Ethics and Compensation Committee, in its periodic review of the composition of the Board and executive officer appointments, assesses

the effectiveness of the Board nomination process and senior management appointment process in achieving the Corporation’s diversity objectives, and monitors the implementation of these guidelines.

As set out in our [2019-2021 Global Strategic Plan](#), we have an objective that 30% of management positions (which include business leaders and middle management) be held by women by 2021. In 2018, the CEO became a member of the 30% Club Canada and the Corporation joined Catalyst as a global member. The Board will therefore continue to promote its diversity objectives through the initiatives set out in, among other things, the [Corporate Governance Guidelines](#) and its [2019-2021 Global Strategic Plan](#), with a view to identifying and fostering the development of a suitable pool of candidates for nomination or appointment over time.

As of March 28, 2019, three out of eight members of the Board are women, representing 37.5% of our Directors³, and there were 7 women out of 26 members of WSP’s senior management team, representing 26.9% of this team.

87.5 %

Board Members over 50 years old³

26.9%

Female Senior Management Team Members³

37.5%

Female Board Members³

³ Information published in our [2019 Management Information Circular](#), dated March 28, 2019

Ethical Business Practices

WSP's reputation notably depends on our ability to be world class professionals, which means acting with honesty, integrity and transparency in our daily dealings with colleagues, clients and other business partners. As such, the success of WSP's Compliance and Ethics program, which includes our anti-corruption and privacy policies, is one of our top priorities. The success of the Compliance and Ethics program is the responsibility of the Chief Ethics and Compliance Officer, whose performance assessments and incentives are notably contingent on the program's successful implementation. The Chief Ethics and Compliance Officer reports directly to WSP's Governance, Ethics and Compensation Committee.

Code of Conduct

On a global level, WSP has a Code of Conduct; a Gifts, Entertainment and Hospitality Policy; a Working with Third Parties Policy, an Anti-Corruption Policy, and a Global Privacy Policy (collectively, the "Code"), which

apply to all operating entities as well as the Corporation's directors, officers, employees and contract workers. The Board of Directors is responsible for approving the Code of Conduct, which was last amended and approved in March 2019. In addition, the Global Privacy Policy was approved and launched as part of WSP's Global Privacy Program in May 2018.

The Code is accessible to all employees through the Corporation's intranet sites, and to the public via the [website](#). [🔗](#) It is available in several different languages to facilitate its use in regions where WSP primarily operates. More information regarding the Code and training on the Code is available on pages 30-31 of our [2019 Management Information Circular](#). [🔗](#)

Third Party Code of Conduct

At WSP, relationships with business partners are an integral part of daily business. WSP expects its third-party business partners to conduct their business lawfully and in accordance with the principles set out in the Code. WSP's [Third Party Code of Conduct](#) [🔗](#) summarizes the values set out in the Code as they apply to third parties, providing a set of governing principles for ethical behaviour when interacting with WSP or on its behalf.

One of the governing principles in the Third Party Code is human rights, notably because WSP is aware that, as a company with a global presence, there is indirect risk through our supply chain. In respecting the traditions, cultures and laws of the countries in which we operate:

- We do not traffic persons or use any form of slave, forced, compulsory, bonded or prison labour; we adhere to all applicable juvenile labour laws; and we require our recruitment agencies to abide by these provisions.
- We do not arrange, facilitate or transport workers in any way that could be considered human trafficking or exploitation.
- We do not threaten workers with, or subject them to, harsh or inhumane treatment, including but not limited to verbal abuse, harassment, mental and/or physical coercion, or sexual harassment.

Generally, managing risk involved with third party relationships can be achieved through (i) assessing third party risk, (ii) binding third parties to the Corporation's business standards, notably through the Third Party Code, and (iii) monitoring third party compliance. Additional information on how WSP manages its business relationships with third parties is available in WSP's [Working with Third Parties Policy](#). [🔗](#)

The Third Party Code of Conduct is used in WSP's operating regions and we are currently working to increase controls surrounding third party compliance at the regional level.

Management Approach to Anti-Corruption


Legal Framework

As described in the Code, the Corporation has a zero-tolerance policy to all forms of corruption, whether direct or indirect. It is subject to strict anti-corruption laws, including the Canadian Corruption of Foreign Public Officials Act (CFPOA), the United States Foreign Corrupt Practices Act (FCPA), and the UK Bribery Act (UKBA).

As the Corporation's success and reputation depends upon the trust of clients and other stakeholders, its commitment to maintaining zero tolerance to all forms of corruption extends beyond regulatory compliance. For instance, the Corporation strives to keep the topic front-of-mind for employees, notably through an extensive

e-learning onboarding and refresher training, live training sessions for key employees, communications with employees, as well as tailored compliance tools.

Risk Assessment

The Corporation's annual Management's Discussion and Analysis for the year ended December 31, 2018 describes in detail the organization's risk factors, including corruption, in section 21 on pages 104-115 of the [2018 Annual Report](#). 

The Corporation manages and assesses risks for corruption in several ways, including the following:


- Enterprise Risk Management (for further information, refer to the "Corporate Risk" section of this report);
- Due diligence procedures for business partners, as described in the Working with Third Parties Policy. These are notably based on country, transaction, and relationship risks;
- Global and regional Delegation of Authority policies;
- Global and regional project risk committees;

- "Guidelines for High Risk Countries and Regions", which list the countries and regions deemed "high risk" for corruption, safety and security and establish requirements to conduct business in such locations. The guidelines are available to all employees via the Corporation's intranet; they are updated regularly and were last updated in February 2019.

Management of Gifts, Entertainment and Hospitality and Conflicts of Interest

One of the tools the Corporation uses to identify and manage Gifts, Entertainment and Hospitality (GEH) and Conflicts of Interest is the GEH and Conflicts of Interest Registry. The link to the online Registry is available on the Corporation's intranet sites, and user guides, video tutorials and regional guidelines on using the Registry are also available.

Confidential Business Conduct Hotline

The Corporation's "Confidential Business Conduct Hotline" provides a means for employees as well as the public to raise issues of concern anonymously with a third-party service provider (Expolink). Access to information about the hotline is highly visible through a direct click from the front page of global and regional intranets, the website, regular internal communications, videos, presentations and poster campaigns in certain regions. Further information on the hotline is available in the [Code of Conduct](#). 

Evaluating our Approach to Compliance and Ethics

WSP's Board of Directors has oversight of Compliance and Ethics activities, and a quarterly progress report is presented to the Governance, Ethics and Compliance Committee by the Chief Ethics and Compliance Officer. The Compliance and Ethics program is also evaluated through internal monitoring and audit by the Corporation's Internal Audit department. In addition, evaluation is possible through reporting tools such as the Gifts, Entertainment and Hospitality and Conflicts of Interest Registry and Confidential Business Conduct Hotline.

2018 in Numbers

97%

As at November 6, 2018¹, approximately 97% of employees had completed the onboarding e-training program on our Code.²

7

As at December 31, 2018, the Code had been communicated to all 7 members of the Board of Directors, who signed a certification of compliance to the Code (done on a yearly basis).

100%

As at December 31, 2018, the Code was available to 100% of employees of all categories, in all regions, through the Corporation's intranet or internet sites.



We do not have data available on the percentage of our business partners who had received the Third Party Code by December 31, 2018.

¹ Date of the report to the Board of Directors in November 2018. Information is unavailable for December 31, 2018, due to a changeover of internal learning system.

² Training rates cannot be reported by employee category and region in 2018; however, we expect to be able to report by region for 2019. This statistic excludes employees of acquisitions made during 2018.

2018 Achievements and 2019 Objectives

WSP has a number of objectives focusing on strategically positioning Compliance and Ethics matters by increasing the governance surrounding the Compliance and Ethics program, as well as on creating high-impact communications to give our policies and programs strong visibility. The following table outlines our performance regarding these objectives:

Program Objective	2018 Progress	2019 Focus
Have a Compliance and Ethics program supported by proper governance and up-to-date policies	<p>A Compliance and Ethics Office was adopted by the Board of Directors, which establishes the role of Compliance and Ethics within the Corporation.</p> <p>The Code of Conduct and underlying policies were reviewed and re-approved by the Board in 2018 as part of the annual review process, and new versions were communicated to employees.</p>	The Code of Conduct and underlying policies were reviewed and re-approved by the Board in 2019 as part of the annual review process, and new versions were communicated to employees in May.
Have a Privacy program supported by proper governance and up-to-date policies	<p>The Global Privacy Policy was approved by the Board in 2018. The Privacy Policy and underlying policies and procedures were implemented and communicated to employees in 2018.</p> <p>The launch was completed in 2018.</p>	The Global Privacy Program is being reinforced through planned communications and training in 2019.
Empower leaders to better understand and communicate ethics-related issues	An Ethics Roadshow was launched, where the Chief Ethics and Compliance Officer and her team visited WSP offices around the globe to highlight risks and best business practices.	<p>The Ethics Roadshow continued in 2019.</p> <p>“Ethics moments” are being implemented during senior executive meetings.</p>
Provide ongoing training to the Corporation's employees	Code of Conduct refresher training was launched in the majority of regions in 2018.	Code of Conduct refresher training is still in process of completion in 2019.
Maintain a high level of awareness with respect to the Corporation's Business Conduct Hotline	A communications campaign for the Business Conduct Hotline, featuring a series of posters and screensavers, was completed in 2018 to increase awareness of this reporting mechanism.	A follow-up communications campaign for the Business Conduct Hotline is planned for 2019.
Increase awareness and use of Compliance and Ethics tools	A communications campaign, focusing on the Gifts, Entertainment and Hospitality Policy, was completed in 2018.	A follow-up communications campaign, focusing on the Gifts, Entertainment and Hospitality Policy, is planned for 2019. An enhanced registry tool is planned for 2019.

Climate Change and our Business

We recognize that climate change poses risks as well as opportunities for our business. Responding to climate change and helping our clients develop and implement sustainable business models in the face of increasing economic pressure are important aspects of our service offering.

Climate risks and opportunities are relevant whether we are designing low-carbon solutions for the built environment, providing expertise in clean and renewable energy, or advising clients on resource management solutions including carbon cap and trade schemes and water footprint measurement. A key risk exists in failing to respond to rapidly emerging market demands for these services, which could impact our ability to generate revenue and affect our reputation. We manage this risk by cultivating diverse expertise, including through our *Future Ready* program, where one of our key considerations is future climates. We also stay abreast of changing requirements and advise our clients on emerging issues. By completing innovative projects, we can quickly adapt to market risks from rapid changes in client demands and emerging project requirements.

Our expertise can also directly impact our daily operations as it helps us navigate and mitigate the physical risks from climate change due to operational and project disruptions.

In June 2017, the Task Force on Climate-Related Financial Disclosures (TCFD) published recommendations aligned with existing disclosure frameworks, designed to advance understanding of climate change and business by investors. Recommendations focus on increasing transparency in governance, strategy, risk management, and metrics and targets.

Recognizing that climate change considerations are increasingly influencing business decisions, WSP already discloses much of the information recommended by the TCFD through this Sustainability Report, as well as in the annual CDP Climate Change questionnaire, and will look to advance this disclosure. The table on the following page summarizes climate change risks and opportunities identified and managed by WSP, set in the framework of risk and opportunity areas defined by TCFD.

In 2018, WSP formally expressed support  for the TCFD.

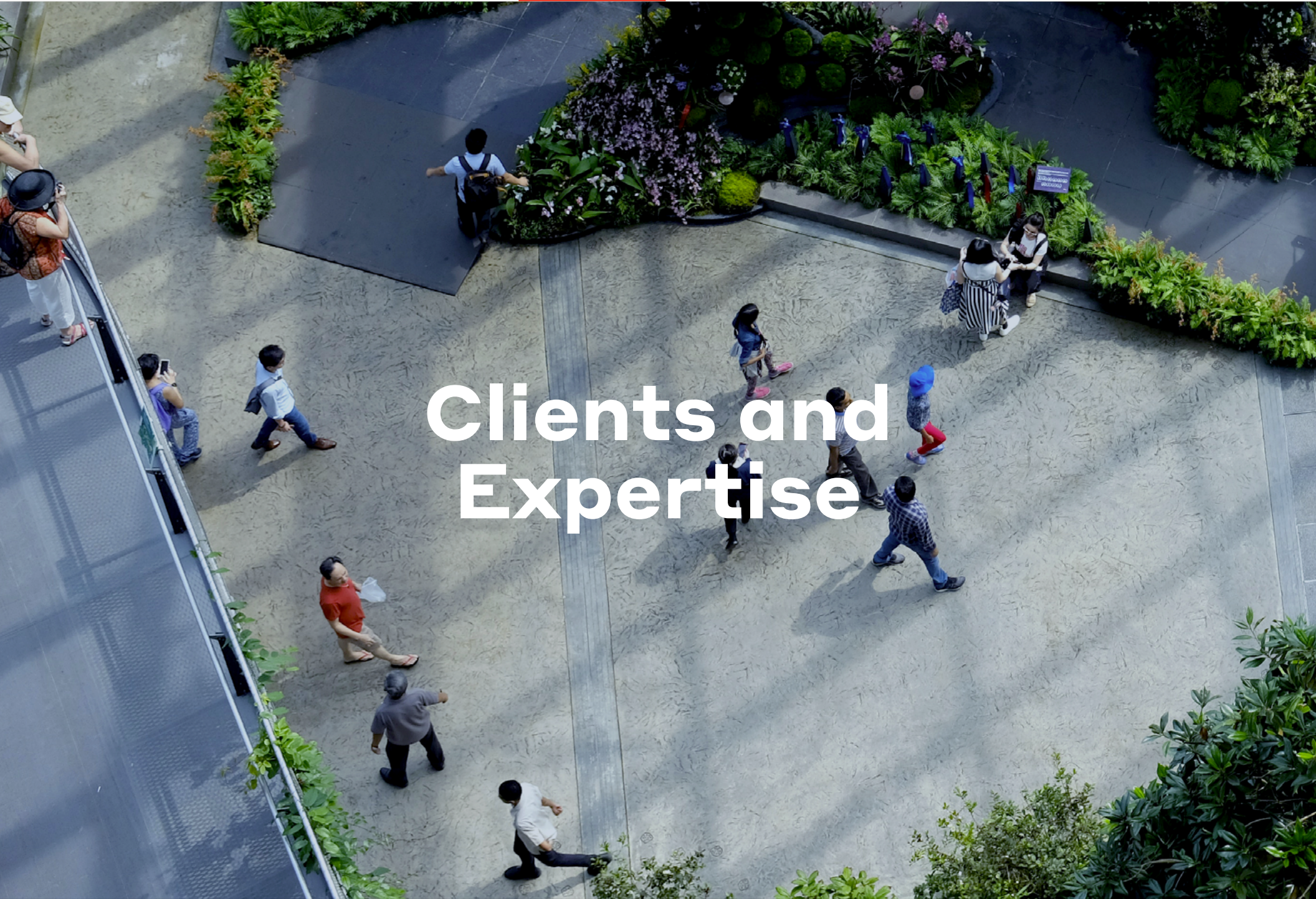
The Task Force acknowledges that:

- Climate change represents a growing systemic threat;
- High-quality, consistent financial information is needed to understand potential risks and opportunities associated with climate change; and
- The need for transparency in company valuation and to assess organizational risks is growing.

[Consult our 2018 CDP Climate Change questionnaire response.](#) 

Climate Change Risks and Opportunities Identified by WSP

TCFD Climate Change Risks and Opportunities		WSP's Response
Transition Risks	Policy and Legal	Potential failure to respond to market demands for our advice on changing regulations, standards and business trends
	Technology	
	Market	
	Reputation	
Physical Risks	Acute	Potential disruptions to offices, IT systems and ability of our employees to travel to work, and to conduct site-work
	Chronic	
Opportunities	Resource Efficiency	Increased demand for our low-carbon power generation advisory
	Energy Source	
	Products/Services	Increased demand for our low carbon designs and solutions, including advisory related to changing energy and carbon regulations and best practices
	Markets	
	Resilience	Increased demand for our services enhancing resilience to more extreme precipitation and temperature patterns, such as sustainable water management services and urban micro-climate designs



Clients and Expertise




Introduction


Our strategy is to provide forward-thinking advice and unparalleled expertise to help our clients succeed in a changing world.

We believe that the greatest benefit we can provide in sustainability is through the services we offer and the projects we deliver. We are proud of the designs and advice we provide across the globe, and how WSP is supporting organizations of all sizes and geographic locations to prepare for the future.

Our people contribute to making project outcomes more sustainable and future ready, supported by our specialized teams. Examples of our specific services can be accessed through the links below:

- [Climate Adaptation and Resiliency](#) 
- [Environmental and Social Impact Assessment \(ESIA\) and Planning](#) 
- [Green Building Design](#) 
- [Natural Environment and Ecology](#) 
- [Railway Sustainability](#) 
- [Strategic Environmental Assessment](#) 

- [Sustainability Advisory](#) 
- [Sustainability, Energy and Climate Change](#) 
- [Water Risk Management](#) 

As we move to execute our *Future Ready* approach globally by 2021, [this thinking](#)  is applied to projects in all sectors, going beyond the solutions traditionally delivered by our Sustainability and Environment teams.

Scorecard

2018 Progress	2019-2021 Objective	2019 Plans
<p>Launched <i>Future Ready</i> in Australia and New Zealand, Canada and the Middle East.</p>	<p>Execute our <i>Future Ready</i> approach globally.</p>	<p>Further embed <i>Future Ready</i> across our business with a series of learning, development, research and innovation programs.</p> <p>Launch the program in our Nordic countries.</p> <p>Prepare the launch of <i>Future Ready</i> in our remaining large markets.</p>
<p>Developed <i>Expanding our Horizons</i>, our 2019-2021 Global Strategic Plan, which puts clients at the centre of everything that we do.¹</p>	<p>Top-quartile satisfaction rating by over 75% of our clients (Net Promoter Score Survey).</p>	<p>Continue to strengthen our global Practice Area Networks (PANs) to foster collaboration and consistently bring our best expertise to bear across our projects.</p> <p>Step up our key account planning accountability and tracking for our global private and public sector clients (“Diamond Client List”).</p>
<p>Baseline of 80% of net revenues from our Transportation & Infrastructure and Property & Buildings sectors, and 20% from our Environment, Power & Energy, Resources and Industry sectors.</p>	<p>We plan to drive smart diversification to shift:</p> <ul style="list-style-type: none"> — Transportation & Infrastructure and Property & Buildings to a range of 50-70% of our net revenues, with the balance signifying an increase in our Environment, Water, Power & Energy, Resources and Industry sectors. — Engineering & Design services to a range of 45-60% of our net revenues, with the balance signifying an increase in our Strategic Advisory Services. 	<p>Begin improving sector and service balance, as well as strengthening our geographic presence.</p>

¹ Launched in January 2019.

Future Ready Program

WSP's main contribution to a sustainable economy is through the services we offer and the projects we deliver. At WSP, we know our future world will be very different from today's in many ways. We also know from our research across the world that current standards and codes do not necessarily account for the future we are anticipating. This is why we believe so much in *Future Ready*, our global program designed to bring clarity and vision to complex challenges.

We see the future more clearly through key trends in climate change, society, technology and resources. We challenge our teams to work with our clients to advise on solutions that are both ready for today and the years

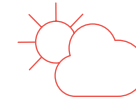
to come, preparing for future realities of self-driving cars, ubiquitous renewables, ultra-flexible places, more severe weather events and increasing loneliness, amongst many factors.

Including trends in our advice to clients helps them plan for the long term, and makes good business sense.

In 2018, we launched *Future Ready* in Australia and New Zealand, Canada and the Middle East, and set a goal to execute our *Future Ready* approach globally by 2021.

We believe that by designing for the long and short term, and by sharing our approach and insights, we progressively help cities, communities and clients get ready for the future. *Future Ready* delivers peace of mind for our clients, lower lifecycle costs and resilience.

Learn more about WSP's [Future Ready Program](#).



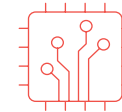
Can we plan infrastructure to cope with climate changes?

Rainfall will become more extreme but less reliable, leading to increased flooding, with extreme rainfall events to double by 2050 in Canada.



Can we build communities to respond to isolation?

One-person households are the largest area of growth in the UK. As we become more connected, the future is likely to be increasingly lonely.



Can we design roads and communities to be ready for electric, self-driving cars?

Parking typically uses 15-30% of an urban area. New mobility offers the possibility to revitalize streets and to plan now for how electric cars of the future will be charged.



Can we think with end-of-life deconstruction and reuse in mind?

Buildings and infrastructure will be seen as assets and not as waste in a circular economy model.

Sharing our Insights

Our experts have written articles and white papers that bring to life how we are seeing the future more clearly.

[Please visit our Insights](#) @

Project Impacts

Many of the projects delivered by our professionals help our clients manage their own sustainability impacts and benefit from opportunities. Case studies throughout this report highlight some of the ways in which we partner with our clients to build sustainable infrastructure, combat climate change, and much more. We plan to investigate opportunities to quantify the proportion of revenue derived from our services that provide sustainability benefits, as well as those applying a *Future Ready* approach, in order to communicate this information to our investors and other stakeholders in future reports.



Embedding Future Ready in Structures

Virtual, interactive buildings and technical reference manuals form part of the strategy to embed *Future Ready* in our UK structures business.

[Read more](#) @



Energy Efficiency and Resiliency: The New Urban Challenge

Cities are contending with new realities to bring power to their people.

[Read more](#) @



Future Ready Healthcare – What if we Can?

The next generation of healthcare buildings will be very different from the hospitals and clinics we are familiar with today.

[Read more](#) @



1,700 km

of track – Australia's largest freight rail infrastructure project

<24 hours

travel time between Melbourne and Brisbane

Case Study



Inland Rail

Australia

Inland Rail is Australia's largest freight rail infrastructure project. The 1,700-km track will link two of Australia's largest cities – Melbourne and Brisbane – while unlocking the regional economic potential.

WSP has been involved with the Inland Rail project since 2010. We started by completing a comprehensive feasibility study of route options to determine the preferred corridor. In 2014, we became the Technical Advisor to develop some of the packages through to preliminary assessment.

The first of 13 sections, which spans from Parkes to Narromine in New South Wales, covers 106 km of an existing rail corridor, including five km of new track at Parkes. This will allow 1,800-metre trains travelling at 115 km per hour to move along the track. In collaboration with Mott McDonald, we are offering detailed design and construction phase services for this section of the Inland Rail project.

The construction phase kicked off in December 2018 and WSP has continued to address the challenges inherent in a project of this scale while delivering a solution of the highest quality. To ensure value for money, we have prioritized the reuse of existing materials wherever possible.

As freight transport is expected to grow significantly in Australia, achieving an efficient rail network is crucial to building a more sustainable nation. Bulk transport over long distances offers greater fuel efficiency, reduced greenhouse gas emissions, and less traffic congestion by removing trucks from the roads. We are proud to support sustainable economic growth and industrialization through projects such as Inland Rail.

[For more information](#) 



1st

CEEQUAL-certified project in Norway

75 GWh

of clean and renewable energy production per year, which roughly corresponds to annual consumption in 4,000 households

Case Study



Storåselva Power Plant

Snåsa, Trøndelag, Norway

WSP supported the Norwegian power company NTE Energi AS and contractor Skanska Norge AS in building the Storåselva power plant, which utilized the 124-metre-high waterfall in the Storåselva river.

This is the first project in Norway for which a CEEQUAL certification was initiated and completed. This evidence-based sustainability assessment encourages and promotes the attainment of high economic, environmental and social performance in all forms of civil engineering through identifying and applying best practice.

Sustainability therefore became a crucial thread across all aspects of the project. All CEEQUAL requirements were converted into practical measures and implemented in all relevant documents. In addition to other considerations, the team considered the historic environment, endangered species, important landscape features,

effluents in the water environment, involvement of the local community and interested parties. Hedges were even established to protect Norway's national bird, the white-throated dipper (also known as the European dipper).

The project consists of a concrete dam, 4 km of tunnels, a powerhouse with 3 turbines, access roads and 18 km of 66kV powerlines. The power plant will, after start-up, deliver an annual energy production of 75 GWh of clean and renewable energy per year, which roughly corresponds to the annual consumption of electricity in 4,000 households. As a region with a significant power deficit, Storåselva will benefit greatly from this new renewable power plant. We are honoured to have supported this effort toward ensuring access to sustainable energy for all.

[For more information](#) 



Image courtesy of Phil Boorman Photography

100%

of construction waste diverted from landfill

80%

lower energy bills reported by Passivhaus schools compared to conventional school buildings

Case Study



Optimizing Learning in Energy Efficient Welsh Schools

Wales, United Kingdom

Thanks to WSP’s sustainable designs, primary school students and teachers in Wales were treated to a new and improved learning environment. Two primary schools in Carmarthenshire have been designed and built according to Passivhaus, the world’s most rigorous energy and comfort standard.

As Passivhaus buildings, Trimsaran and Parc y Tywyn provide a high level of occupant comfort while using very little energy for heating and providing fresh air. The fresh air flowing through the schools and into the bright, engaging classrooms creates a stimulating environment that keeps students focused on their learning. The precise standards posed a challenge for our engineers, but we were able to capture and reuse heat generated by pupils and staff, affectionately known as ‘kiddywatts’.

Our designs were developed for the Welsh 21st Century Schools Programme, and to meet Carmarthenshire’s ambitions for a low-energy fabric-first approach but they also help the Welsh government meet the goals of its 2015 Wellbeing of Future Generations Act. By following the Passivhaus guidelines, we locked quality into the buildings so that they continue to perform to the highest standard over the years. At the same time, considerable savings are being made through low running costs, which will directly benefit the children’s education, now and in the future.

We are thrilled that the schools have been well-received. Trimsaran head teacher Sharon Owen said that her school “is spacious, light and airy and has improved pupils’ pride and self-esteem. The temperature is constant so pupils don’t overheat, thus improving concentration levels.”

[For more information](#) 



Case Study



Town of Ladysmith Wastewater Treatment Plant Upgrade

Ladysmith, British Columbia, Canada

The Town of Ladysmith, British Columbia has clear sustainability goals. Ensuring the Ladysmith Harbour is not adversely impacted by municipal wastewater discharge is an important priority for the local community, First Nations and the shellfish industry.

As it continued to grow, the Town needed a wastewater treatment strategy that would satisfy environmental regulations and bolster a prosperous future.

With the support of regulatory agencies, the local community, and the Stz'uminus First Nation, WSP facilitated a staged, multi-year Liquid Waste Management Plan (LWMP) for the Town, which was approved by the Ministry of Environment in 2013. As Prime Consultant, WSP designed all phases of the upgrade of the Town's wastewater treatment. Phase 3 – the upgrade to secondary treatment – was completed in 2017, and notably includes a Moving Bed Biofilm Reactor (MBBR)

process with Dissolved Air Flootation (DAF) for solids separation. This is the first time that a MBBR-DAF combination has been used for municipal wastewater treatment in Western Canada.

Numerous sustainability initiatives were incorporated into the design, including solar energy, effluent heat recovery for building heating and cooling, and reclaimed water for irrigation and non-potable plant use. The upgraded facility produces consistently clean, high-quality effluent, and this has greatly improved the quality of water in Ladysmith Harbour, encouraging the use of the Harbour for recreational activities and enabling the growth of a thriving shellfish harvest.

We are proud to have received the prestigious Award of Excellence in the Water Resources category at the 2018 Canadian Consulting Engineering (CCE/ACEC) Awards Ceremony in Ottawa. This demonstrates the high level of excellence in quality of engineering, innovation and societal benefit embedded in this project.

[For more information](#)

89%

reduction of solids content discharge to harbour

95%

reduction of organics content discharge to harbour

Partnerships



CDP Accredited Provider

As an accredited consultancy partner across several CDP programs, we support all aspects of the CDP response process on behalf of our clients, including compiling inventory data; developing strategy, policy and governance programs; setting goals and targets; assessing risk and opportunity and responding to CDP's annual questionnaires. WSP has been a CDP Accredited Provider since 2010.



GRESB Partner: Global Real Estate and Infrastructure

As a global leader in designing and delivering buildings and infrastructure projects, WSP is uniquely positioned to support organizations to respond to GRESB's annual Real Estate and Infrastructure assessments. We have the expertise to embed solutions for improving the environmental, social, and governance aspects of the design, procurement, construction and operation of real assets. In 2018, WSP was named a GRESB Global Partner for the Real Estate and Infrastructure programs for a third year. Over the last several years, WSP has also served on the Infrastructure Technical Working Group, the Greenfield and Development Asset Industry Working Group and is currently participating on the GRESB Infrastructure Benchmark Committee and Data Quality Standard Technical Working Group.



Operational Excellence

Introduction

We are committed to measuring and managing environmental performance and practices in our operations and improving them over time. Our approach to managing energy efficiency, greenhouse gas (GHG) emissions, water consumption, waste generation and environmental compliance within our business includes:

- Collecting performance data for our global operations;
- Maintaining awareness of potential business and environmental risks and opportunities associated with climate change and preparing for upcoming mandatory energy disclosure and carbon pricing in some regions;
- Monitoring our resource use recognizing that, as an office-based business, we do not have significant waste generation or water consumption impacts;

- Sharing our progress with stakeholders by measuring and disclosing our sustainability performance annually.

The figures presented in this section represent the performance of our global operations in approximately 430 offices across approximately 40 countries.¹ For 2018, we have integrated sustainability information for WSP's global operations and all acquisitions completed prior to the start of the 2018 calendar year.

Our operations are the responsibility of our Chief Operating Officer and Global Workplace Strategy group. WSP is committed to complying with all applicable environmental legislation. We did not identify any material events of environmental non-compliance during 2018.

¹The exact number of countries varies as we integrate acquired companies and consolidate operations.

Interview with Eric Christensen, Assistant Vice President, Sustainability, Energy and Climate Change (US)



Why has WSP set an ambitious GHG emissions reduction target?

An important aspect of WSP's commitment to sustainability is our effort to quantify and reduce our GHG emissions. This target will help focus our efforts to make these reductions. We set our target to achieve the rate of absolute emission reduction that the Intergovernmental Panel on Climate Change (IPCC) has determined is needed to avoid the most significant climate-change impacts.

What kinds of activities might WSP use to reduce GHG emissions?

Achieving our 2030 target will require commitment, dedication and coordination across the organization. Some of the key GHG emissions reduction measures to achieve the target will include:

- Efficient use of office space;
- Leasing energy-efficient real estate and implementing additional energy conservation measures;
- Reducing business travel and shifting to low-carbon modes of travel;
- Increasing the fuel efficiency of our vehicle fleet;
- Purchasing renewable energy.

How is WSP, a large global organization with various regional operations, coordinating target achievement?

WSP's global ambitions are supported by our regional approach to delivering excellence across our various sectors and geographies. Coordinated annual effort allows us to quantify the GHG footprint of our operations and report on our progress. We have begun to leverage

relationships with leaders and functional experts across our regions, charting a path to achievement of the global target that makes use of regional strengths and opportunities. Some of our regions, including Sweden,  the UK  and the US,  have set complementary goals to become carbon neutral. Moving forward, we will work with all our significant operating regions to collectively achieve the target we have set for our global organization.

How do you see the GHG target landscape evolving in the future?

The number of organizations setting science-based targets has grown rapidly in the last few years, and we expect continued growth. We anticipate that more companies will include emissions from their upstream and downstream value chains in their GHG goals, as they look to expand their influence. We also expect that we will see even more organizations set renewable energy goals.

Scorecard

2018 Progress

Prepared to commit to an ambitious GHG emissions reduction goal in our 2019-2021 Strategic Plan (25% reduction from 2018 to 2030; interim 5% reduction by 2021)

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

Obtained independent third-party verification of our GHG emissions inventory

Achieved a B score on our 2018 CDP Climate Change response

2019-2021 Objective

5% reduction in absolute, market-based GHG emissions across our global operations from 2018 to 2021

2019 Plans

Establish a global sustainability task force and develop an action plan to achieve the interim GHG reduction goal

Continue to work with significant operations to improve data collection

Continue to pursue independent third-party verification of our GHG emissions inventory, annually

Case Study



Salesforce Tower

San Francisco, California, United States

Salesforce Tower, the tallest building in San Francisco, was designed as a landmark in sustainability and a model for modern workplaces in promoting the health and well-being of its occupants. With a focus on environmental performance throughout the project, our sustainable designs included many innovations for user comfort and low environmental impact, for example cutting down on energy usage. WSP's technology team also employed a converged base building network approach for the tower, which allows integration, automation and optimization of all intelligent building systems and equipment.

[Read More](#)



Image courtesy of Steelblue

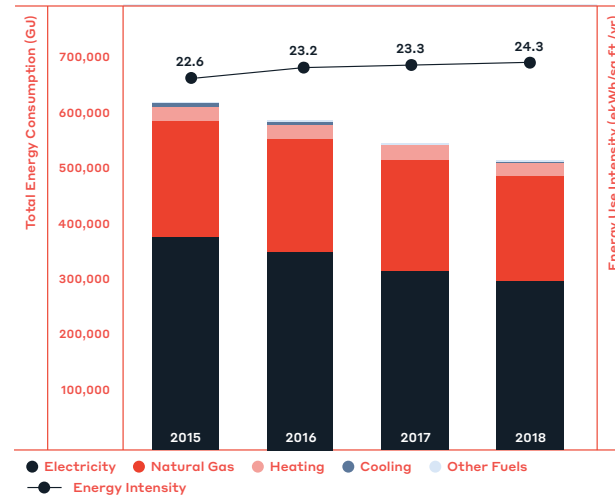
Environmental Performance²

Energy Consumption

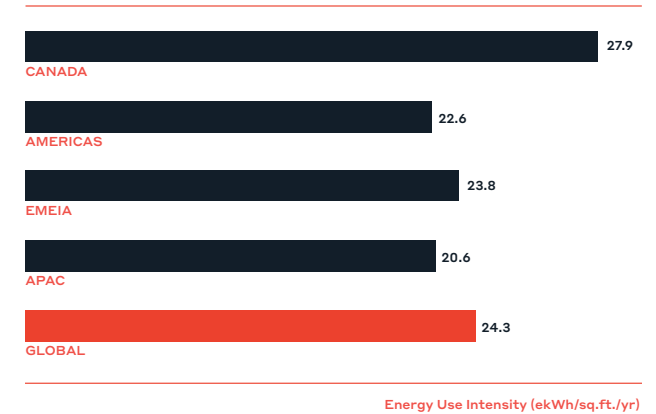
In 2018, WSP's offices consumed approximately 539,000 gigajoules (GJ) – or 150 million kilowatt-hours (kWh) – of non-renewable energy, which includes electricity, natural gas, district heating and cooling and other fuels.³ Select facilities purchased renewable energy equivalent to approximately 280 megawatt hours (MWh) of electricity (approximately 1,000 GJ). WSP-owned and long-term leased fleet vehicles consumed 200,000 GJ of fuel.

Global average energy use intensity (EUI) based on the total office energy consumed inside our organization including all fuel types, divided by total office floor area, was approximately 24.3 kWh/sq.ft./year. Although this represents an increase of 7% relative to our 2015 baseline, it remains below the average EUI typical of commercial offices in many regions.⁴ Our offices in Canada continue to have the highest EUI compared to offices in other regions.

Total Energy Consumption & Energy Intensity



Energy Intensity by Region



² Environmental reporting includes all our owned and leased offices. Locations where WSP operates but does not lease space (e.g. client offices) are not included in our environmental reporting. Some 2017 performance figures presented in this section have been restated to reflect more accurate information.

³ WSP collected energy consumption data from our facilities. We did not sell any energy in 2018. Energy consumption information was converted to GJ and kWh using conversion factors from EPA Climate Leaders Design Principles Appendix 2, and Energy Star Portfolio Manager Technical Reference: Thermal Energy Conversions. Where actual electricity and natural gas consumption information was unavailable, this was estimated using industry averages from the US Energy Information Administration Commercial Buildings Energy Consumption Survey (CBECS), prorated by office floor area.

⁴ The Real Property Association of Canada (REALpac) reports an average office energy use intensity of 30 kWh/sq.ft./yr. In the USA, results of CBECS indicate average energy use intensities of 22 to 31 kWh/sq.ft./yr, varying by climate region.

Greenhouse Gas Emissions


Our greenhouse gas (GHG) emissions are calculated from office energy consumption and refrigerant emissions, vehicle fuel use, and business travel distances using industry-accepted GHG emissions factors.⁵

In 2018, WSP's operations emitted a total of approximately 86,500 tonnes of carbon dioxide equivalent (tCO₂e) GHG emissions, across the scopes 1, 2 (location-based) and 3 emissions sources noted below.^{6,7}

We noted that:

- Nearly two-thirds of measured scope 1, 2 (location-based), and 3 GHG emissions are from office energy use and company vehicle fuel use;
- The remaining one-third of GHG emissions are from business travel;
- Company vehicle use and business travel resulted in approximately 46,000 tCO₂e of emissions;
- Total (absolute) GHG emissions are highest for our EMEA operations, as a result of greater business travel emissions;
- GHG emissions intensity (kgCO₂e/sq.ft./year) are greatest for offices in our Americas region, as a result of greater electricity emissions in that region.

WSP's 2018 location-based scope 2 emissions were approximately 29,000 tCO₂e, while our market-based scope 2 emissions were 31,000 tCO₂e.⁸

To enhance transparency and confidence in our reported performance, WSP sought verification of our 2018 GHG Inventory from an independent third party. Lloyd's Register Quality Assurance Limited (LRQA) completed a limited verification of WSP's scope 1, scope 2 and scope 3 (business travel) GHG emissions. The GHG emissions information reported for 2018 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](#). 

⁵ To convert energy consumption, fuel combustion and business travel data into GHG emissions, we used emissions factors from US EPA eGRID, International Energy Agency, Environment Canada National Inventory Report, US Environmental Protection Agency Emission Factors Hub (US EPA EF Hub) and the UK Department for Environment, Food and Rural Affairs (DEFRA).

⁶ WSP relied on the Greenhouse Gas Protocol, made available by the World Business Council for Sustainable Development and the World Resources Institute, to develop our 2018 GHG inventory. We employ the operational control approach in compilation of our inventory. Reported GHG emissions include all six greenhouse gases (CO₂, CH₄, N₂O, HFCs, PFCs, SF₆). WSP does not produce significant biogenic emissions. Global warming potentials used to convert emissions into CO₂e are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report.

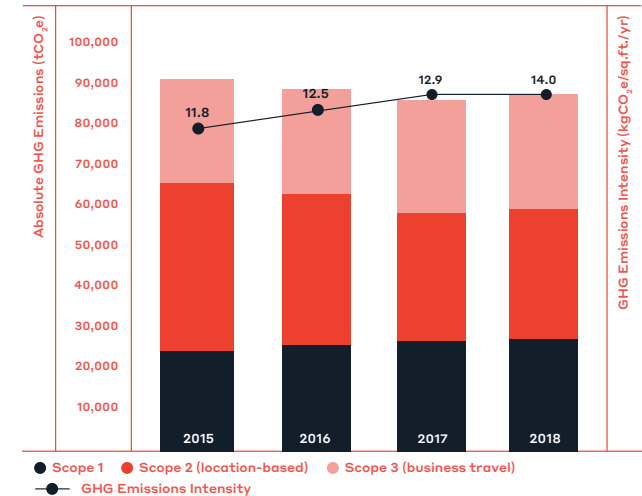
⁷ **Scope 1:** Onsite fuel consumption such as natural gas for heating or fuel consumption in owned and leased vehicles, as well as emissions from onsite refrigerant equipment.

Scope 2: Energy generated by others and purchased for use by offices such as grid electricity, district steam for heating, and chilled water for cooling.

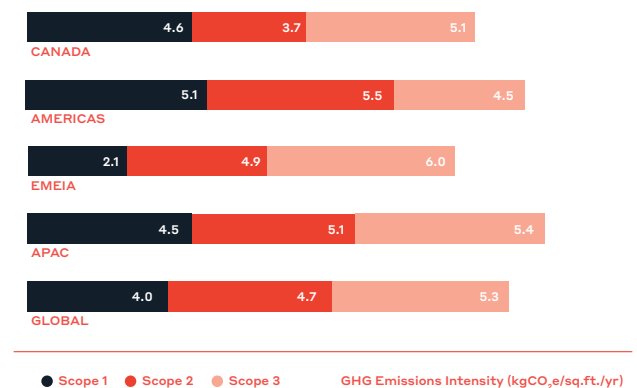
Scope 3: Other indirect emissions such as business air travel, rental vehicle use and train travel.

⁸ WSP's market-based emissions include the use of residual mix factors for our European operations to better account for the emissions intensity of those grids after accounting for green power purchased by others.

Absolute GHG Emissions & GHG Intensity



GHG Emissions Intensity By Region



Water

In 2018, WSP's offices withdrew approximately 536 million litres (ML) of water, which is equivalent to approximately 212 Olympic swimming pools.⁹ All water withdrawn was from third-party sources such as municipal water suppliers and utilities. As an office-based organization, we primarily interact with water in office kitchenettes and washrooms. Water is withdrawn, and consumed or discharged, in the regions where we have office operations. We have not identified any substantive water-related impacts associated with these activities, and as such, have not engaged stakeholders to manage water as a shared resource. Waste water is discharged to municipal treatment facilities, and so no specific standards for the quality of effluent discharge have been set.

Waste

In 2018, our offices produced approximately 1,900 metric tonnes of non-hazardous waste sent to landfill.¹⁰ Approximately 740 metric tonnes of non-hazardous waste were diverted through recycling, and nearly 200 tonnes were incinerated. Where actual landfill and recycling information was available, our average diversion rate was approximately 55%. Approximately 30 tonnes of hazardous waste in the form of IT equipment was responsibly disposed of by our UK business in 2018.

See [Appendix A](#) for a consolidated summary of our organization-wide sustainability performance on key metrics.

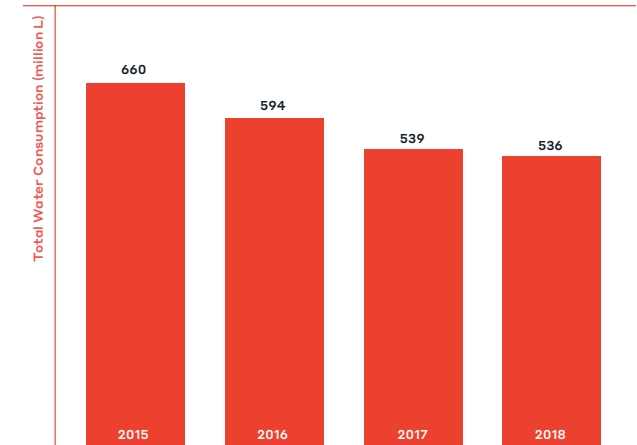
Environmental Compliance

WSP did not receive any material fines or non-monetary sanctions for non-compliance with environmental laws or regulations in 2018.

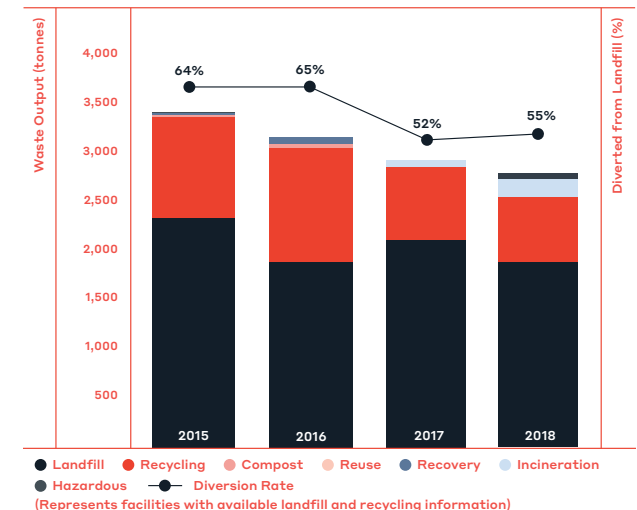
⁹ We collected water withdrawal information from our facilities. Actual water consumption information was available for approximately 17% of total office space globally, comprising 72 million litres. Remaining water consumption was estimated from the average water use intensity for Canadian offices from the REALpac 2012 Water Benchmarking Pilot Report; Performance of the Canadian Office Sector, prorated by office floor area. Water withdrawn in areas of water stress is not tracked.

¹⁰ We collected waste output information from our facilities. Waste disposal methods and amounts were determined through tracking waste directly disposed by facilities, through reports from waste disposal contractors or through waste audits (bag counts). Actual waste output information was available for approximately 5% of total office space globally, comprising 70 tonnes of waste to landfill. Remaining landfill waste was estimated from the average waste output intensity for our offices in 2015 with actual data prorated by office floor area. Recycling and other waste output were not estimated if not available.

Total Water Consumption



Total Waste Output & Diversion Rate





“For our work to be meaningful, we have to ask ourselves why are we doing what we do. We have to continue challenging the status quo, questioning everything and always pushing the boundaries. Otherwise, what is our legacy?”

Profile

Farah Yassine, Sustainability Lead

Farah Yassine is a valuable member of WSP Middle East’s Sustainable Resource Management team.


She has worked on a wide range of projects including residential, commercial, industrial and mixed-use developments. Farah focuses on the social aspect of sustainability, which relates to people and their wellbeing. Throughout her career, Farah has been involved in interior design, occupational psychology assessments and now focuses on sustainability, health and wellbeing in the built environment.

Farah is an excellent example of WSP in the Middle East’s commitment to the [Sustainability Policy](#) and the UN Sustainable Development Goals in 2018. She has written for the [WSP blog](#), contributed to [Construction Week Online](#), was featured on Dubai Eye Radio, and participated in an Institute of Environmental Management and Assessment [webinar](#) on Sustainability in Construction. She also represents WSP

on the Board of Directors for the Emirates Green Building Council.

Through her role as a leader for the Women in Professional Services (WiPS) initiative, Farah has the opportunity to communicate themes and trending topics, arrange events and organize guest speakers in order to increase thought leadership for women and underrepresented groups.

At WSP, we strive to participate meaningfully in the communities in which we operate, in order to make a positive impact across the globe. With employees like Farah close at hand, we take steps toward achieving these goals every day.

A photograph of a man with dark hair, wearing a dark jacket, looking out of a window. The background is a blurred city street with people and trees. The text "People and Culture" is overlaid in white on the image.

People and Culture

Introduction

At WSP, our people are our greatest strength. Our success is wholly dependent on the best-in-class expertise of our diverse professionals, allowing them to thrive and perform expertly in their local markets, as well as elsewhere if called upon to lend their advice.

Our objective is to provide an environment and culture that enable our people to live our [Guiding Principles](#) daily, so that we all work towards the same goal and for the same purpose. The result is a high-performing and inclusive culture, with employees that embrace the great learnings and achievements that come from empowerment, collaboration and accountability.

In this section we report on 2018 highlights, as well as ongoing programs and initiatives for our employees. We review our 2018 people-related data, and discuss our People & Culture priorities for the next three years. The topics reported in this section have been indicated by our stakeholders, including our employees, as being of high importance for WSP.

2018 Global Highlights

Leadership Forum

We aim to maintain the engagement and accelerate the development of participants in our Leadership Forum, a talent management initiative across our regions, to support the vision presented in our [2019-2021 Global Strategic Plan](#) of becoming the premier professional consultancy firm in our industry by 2021.

Leadership Forum participants are identified at different stages in their careers, from emerging talent to experienced professionals and senior leaders. In 2018, we increased the number of participants in the Forum, in alignment with the growth of our company.

2018 Highlights:

- We organized three interactive webcasts presented by our CEO to participants, reinforcing pillars of communication and networking to raise global business awareness.
- We continued our “360 Feedback” exercise, allowing participants to gain insight on their professional and leadership impact.
- We carried out a survey of participants, to gain insight on our key business challenges and priorities, as part of WSP’s strategic planning for 2019-2021.

- We designed a pilot global mentoring program to be launched in 2019.

Senior Leadership Academy

In 2018, as part of the Leadership Forum, we launched two cohorts of our new Senior Leadership Academy. In collaboration with the McGill Executive Institute in Montreal, cohorts of senior leaders from across the globe took part in a six-month program, which was tailored to increase strategic leadership skills.

Close to 100 leaders participated in the Academy, and feedback from participants showed an average satisfaction rate of 90%. We plan to continue to offer the Academy through the current strategic planning cycle (2019-2021), as well as leveraging our region-specific leadership programs.

Global Project Management Academy

In 2018, our second Global Project Management Academy was completed, with 100 participants from 13 countries

taking part. The intensive six-month program included a training session hosted in Sweden. The Academy was initiated in 2017 by our Global Leadership Team in partnership with the International Institute for Learning, and aims to showcase and develop our top project managers. The Academy is aligned with Project Management Professional (PMP) certification, with participants obtaining certification at the end of the course. This initiative will be organized again in 2019, with 150 participants from across all regions meeting in Canada for the final session.

“Over the course of the week, I came to feel that we truly are a global company. We have a talent for building networks at WSP, and this is just one example.”

Kristen Myles, Principal Civil Engineer, Australia
Global Project Management Academy participant

Global Mobility

Global expansion is a critical component of WSP's current and future plans. While globalization presents greater talent sourcing opportunities, it also creates challenges due to the shortage of talent in many locations and sectors. The ability to place our talented people where they can best meet our clients' needs, while developing transferable skills and gaining an appreciation for different businesses, cultures and languages is essential to the success of WSP's people strategy.

In 2018, we introduced a Global Mobility framework to help position and offer a consistent application of our benefits and guidelines to support our employees who are considering a move. In 2019, we are considering further

solutions to facilitate mobility across our global business, thus enhancing our employee experience.

As one aspect of our work on mobility, our **Global Exchange Program** continues to provide exposure to our emerging professionals while building their technical skills. Annually, participating regions work together to send and host selected employees with a technical or other project-related mandate. Participants are expected to build their network and share different ways of working with their host office, as well as communicate key learnings when they return home. In 2018, 53 employees from six regions took part in the Program: Canada, UK, Sweden, Middle East, Asia and Australia/New Zealand. The Program continues in 2019, with assignments for approximately 60 young professionals across participating regions.

Case Study



Electric Transport Stockholm 2030

Stockholm, Sweden

We provided advisory services on an action plan to electrify all transportation in Stockholm by 2030. The results showed how the city would benefit from fully electric transport and enhance a sustainable future. A commitment to environmentally friendly transport will aid Sweden in lowering its fossil fuel emissions, leading to the reduction of overall CO₂ levels. This is one of the ways WSP is supporting safe, resilient and sustainable cities like Stockholm.



Scorecard

2018 Progress	2019-2021 Objective	2019 Plans
<p>Lost time injury rate (LTIR¹) below 0.1 in all regions and 0.06 globally</p>	<p>On our journey to Zero Harm, all regions to achieve an LTIR of <0.1 per 100,000 hours worked</p>	<p>Continue to advance our Zero Harm Vision and 2018-2020 Roadmap</p>
<p>Expanded internal reporting on quarterly turnover to include focus on new hire turnover</p>	<p>To reduce to <12% our voluntary turnover rate globally (compared to 15% in 2018)</p>	<p>Continue to monitor turnover quarterly at the global and regional level and implement strategies to improve retention</p>
<p>Strengthened our global succession management process for the Global Leadership Team and their direct reports</p> <p>Increased in-depth senior leadership succession reviews and created action plans</p>	<p>>75% of Global Leadership positions (and those of their direct reports) to be filled by internal candidates</p>	<p>Continue to enhance the succession management process including senior review sessions</p> <p>Focus on, and track, the development of potential successors</p>
<p>Became a member of 30% Club Canada, supporting an aspirational goal to have women holding 30% of C-Suite² and Board seats by the end of 2022</p> <p>Became a global member of <i>Catalyst</i>, accessing tools, training and other services to advance women in leadership</p> <p>Introduced more detailed quarterly reporting by gender, including % of women hired and leaving the company</p>	<p>>30% of management positions (business leaders and middle management) to be held by women (compared to 21% in 2018)</p>	<p>Continue to attract the right people by improving our position on diversity and inclusion in our industry</p> <p>Continue to support and report on initiatives to achieve gender balance targets</p> <p>Continue to track, review and enhance quarterly gender reporting</p>

¹ Lost time injury rate (LTIR) is the number of injuries with more than one day lost, per 100,000 hours worked.

² Equivalent to WSP's Global Leadership Team.

Our Employees

Employment Practices^{3,4}

The information below is an overview of our people by gender, contract type and region, as well as data on our hiring and employee turnover rates, and benefits provided to employees.

Total Workforce By Region And Gender

As at December 31, 2018⁵

Canada

	2016		2017		2018	
Male	5,265	69%	5,475	69%	5,441	69%
Female	2,322	31%	2,438	31%	2,475	31%
Total	7,587	100%	7,913	100%	7,916	100%

EMEIA

	2016		2017		2018	
Male	10,807	72%	11,745	71%	13,648	71%
Female	4,280	28%	4,691	29%	5,501	29%
Total	15,087	100%	16,436	100%	19,149	100%

Americas⁶

	2016		2017		2018	
Male	5,312	68%	6,394	67%	8,115	65%
Female	2,475	32%	3,158	33%	4,285	35%
Total	7,787	100%	9,552	100%	12,400	100%

APAC

	2016		2017		2018	
Male	3,869	68%	5,557	70%	5,720	69%
Female	1,791	32%	2,430	30%	2,547	31%
Total	5,660	100%	7,987	100%	8,267	100%

³In most regions, WSP's workforce does not include a significant number of workers who are not employees (i.e. self-employed people), and does not undergo seasonal variations in employment numbers – with the exception of staffing changes related to workflow volumes, and Federal Emergency Management Agency (FEMA) contracts in the US.

⁴Data have been provided by Regional Human Resources teams. Any assumptions made are described in footnotes throughout this section.

⁵Data reported cover global employees as at December 31, 2018. Employees broken down by region and gender is not yet available for some 2018 acquisitions (Louis Berger and Irwinconsult Pty Ltd); as a result, the available percentage breakdown is applied to the total number of employees to estimate the number of employees in each category for those acquisitions.

⁶ US and Latin America

New Hires and Employee Turnover

In professional services, we rely 100% on our people for our collective success. Working in an ever-changing industry requires a unique approach to engage and retain our talent.

In 2018, we had an overall voluntary turnover rate of 15%. As announced in our [2019-2021 Global Strategic Plan](#), we have now set a global target to decrease our voluntary turnover rate to below 12% by 2021. Each of our regions monitors turnover rates on a quarterly basis and implements strategies to improve retention. A notable example is the “Love ‘Em or Lose ‘Em” program, which was started in the US in 2018 and aims to equip managers with practical strategies to retain, engage and encourage the talents of their people. This program will be deployed more widely in 2019, including potentially across other regions.

We had healthy activity in recruitment in 2018, with a 20% new hire rate showing our business continues to grow organically. We also plan to increase our internal promotions, and have set ourselves a target that over 75% of our Global Leadership positions (and those of their direct reports) will be filled by internal candidates by 2021.

Total Number Of Permanent Employees By Employment Type, By Gender⁷

	Full-Time						Part-Time					
	2016		2017		2018		2016		2017		2018	
Male	22,334	71%	25,525	71%	28,049	70%	1,242	51%	1,848	56%	2,120	55%
Female	9,055	29%	10,495	29%	11,810	30%	1,173	49%	1,477	44%	1,745	45%
Total	31,389	100%	36,020	100%	39,859	100%	2,415	100%	3,325	100%	3,865	100%

Total Number Of Employees By Employment Contract, By Gender⁷

	Permanent						Temporary					
	2016		2017		2018		2016		2017		2018	
Male	23,576	70%	27,373	70%	30,169	69%	1,677	72%	1,798	71%	2,755	69%
Female	10,228	30%	11,972	30%	13,555	31%	640	28%	745	29%	1,253	31%
Total	33,804	100%	39,345	100%	43,724	100%	2,317	100%	2,543	100%	4,008	100%

Total Number Of Employees By Employment Contract, By Region⁷

	Permanent						Temporary					
	2016		2017		2018		2016		2017		2018	
Canada	7,353	22%	7,696	20%	7,640	18%	234	10%	217	9%	276	7%
Americas	6,925	21%	8,781	22%	10,607	24%	862	37%	771	30%	1,793	45%
EMEIA	14,312	42%	15,475	39%	17,923	41%	775	34%	961	38%	1,226	30%
APAC	5,214	15%	7,393	19%	7,554	17%	446	19%	594	23%	713	18%
Total	33,804	100%	39,345	100%	43,724	100%	2,317	100%	2,543	100%	4,008	100%

⁷ Employees broken down by employment type/contract and gender, and employment contract and region, is not yet available for some 2018 acquisitions (Louis Berger and Irwinconsult Pty Ltd); as a result, the available percentage breakdown is applied to the total number of employees to estimate the number of employees in each category for those acquisitions.

Collective Bargaining Agreements

According to corporate policy, WSP's operations shall "meet international labour standards, consistent with International Labour Organization standards and principles, including as it pertains to the fundamental rights of our employees and suppliers to the freedom of association and collective bargaining."

As at December 31, 2018, employees in Sweden, Finland, France and Spain, representing approximately 11% of the Corporation's total employees, were covered by collective bargaining agreements that are renewable on an annual basis.⁸

New Hires And Employee Turnover⁹

	Canada			Americas ¹⁰			EMEIA			APAC			Total		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Number of new hires	874	1,313	1,513	1,285	1,420	1,705	2,707	3,004	3,060	939	1,330	1,634	5,805	7,067	7,912
New hire rate	12%	18%	20%	19%	20%	20%	22%	20%	20%	18%	24%	22%	18%	20%	20%
Number of employees who left the company	1,627	1,361	1,574	1,318	1,304	1,510	2,082	2,333	2,700	904	1,140	1,735	5,931	6,138	7,519
Turnover rate	22%	18%	21%	20%	18%	18%	17%	16%	17%	17%	21%	24%	19%	18%	19%
Voluntary turnover rate	13%	14%	16%	12%	13%	13%	12%	12%	13%	14%	18%	20%	12%	14%	15%

⁸ Collective bargaining information is not yet available for Louis Berger International and is therefore not captured in this figure.

⁹ New hires and employee turnover by region is not yet available for some 2018 acquisitions (Louis Berger and Irwinconsult Pty Ltd).

¹⁰ US and Latin America

Employment Benefits

The table below summarizes benefits available to full and part-time employees in our principal operating regions.¹¹

2018 Employment Benefits¹²

	Canada	US	Colombia	UK	Sweden	China Region (Hong Kong and Mainland China)	Australia	New Zealand
Life Insurance	(F) (P ¹)	(F) (P)	(F ²)	(F) (P)	(F) (P) (T)	(F)	-	-
Health Care	(F) (P ¹)	(F) (P)	(F ²)	(F) (P ²)	(F) (P)	(F) (P ²)	-	-
Disability and Invalidation Coverage	(F) (P ¹)	(F) (P)	(F) (P) (T)	(F) (P ²)	(F) (P) (T)	(F) (P ²)	(F) (P)	-
Parental Leave	(F) (P ¹)	(F) (P)	-	(F) (P)	(F) (P) (T)	(F)	(F) (P)	(F) (P) (T)
Retirement Provision	(F) (P ¹)	(F) (P)	-	(F) (P)	(F) (P) (T)	(F) (P)	(F) (P)	-
Stock Ownership	(F) (P ¹)	-	-	-	-	-	-	-

(F) Full-time

(P) Part-time

(T) Temporary

¹If employed more than 22.5 hours per week

²Grade-dependent

¹¹ Benefits are reported for significant locations of operation, defined as those countries with over 1,500 employees (Canada, US, Colombia, UK, Sweden, China, Australia and New Zealand). Benefits provided in each region remain generally unchanged since global tracking began in 2015. We are now reporting two additional countries - Colombia and New Zealand - since they now meet the significance criteria. At this time, WSP does not report provision of occupational health services under employment benefits programs in some regions.

¹² Information on employment benefits is not yet available for some 2018 acquisitions (Louis Berger and Irwinconsult Pty Ltd).

Learning and Development


In 2018, employees spent a total of approximately 1,072,000 hours on learning and development activities.¹³ This equates to approximately 27 hours for each full-time equivalent employee, compared to 20 hours in 2017 and 19 hours in 2016.

WSP employees around the world have access to a wealth of information and training designed locally to develop the knowledge and skills necessary for them to excel in their careers. In 2018, there were over 100 key learning initiatives available, which were aligned to the employee lifecycle. The offerings range from onboarding training to professional growth programs on client and project management; leadership; technical and soft skills; as well as career development. Accessible from online portals, the variety of flexible learning options ranges from workshops and webinars to self-paced e-learning modules.

Among our innovative regional programs, we are pleased to highlight the following examples:

- In the Middle East, our “Let’s Talk” feedback and learning journal supports professional development, and had a special focus on change leadership in 2018.

- The Nordics Task Force provides young talent with an external, professional leader to guide them through the year with workshops on a wide variety of topics including presentations skills.
- In the UK, pre- and post-bid coaching for targeted teams and their new clients is offered, supporting our focus on client satisfaction.
- In Australia and New Zealand, mental health awareness training has been deployed to managers alongside “mindfulness” sessions.
- In South Africa, a social media “boot camp” was offered to our people, with the goal of maximizing their professional social networking presence.

By creating the best possible employee experience, we recognize the importance of acting locally while optimizing our global strengths. For example, in our Learning and Development initiatives, we foster collaboration and share knowledge amongst our regions through our Talent Management Community of Practice. Our goal is to support and extend programs that benefit our people and support a culture based on our [Guiding Principles](#). 

¹³ Data reported for 2018 represent 95% of full time equivalent employees, not including certain 2018 acquisitions (Louis Berger and Irwinconsult Pty Ltd). Data reported for 2017 and 2016 represent 99% of full time equivalent employees. Training hours cannot be reported by gender and employee category.

Case Study



Yas Viceroy Hotel

Abu Dhabi, United Arab Emirates

The multipurpose Yas Viceroy Hotel combines high-end leisure facilities with a host of sustainable features, allowing for energy, waste and water savings in a way that challenges the status quo. In our role as Design and Supervision Lead Engineering Consultant, WSP (in partnership with Pascall + Watson and HOK) was proud to receive the 2018 Sustainable Building Design Award of the Year at the MENA Green Building Awards - recognizing innovation, creativity and excellence in promoting best practice in the sustainable built environment.

[Read More](#) 



Diversity and Inclusion

WSP aims to foster a stimulating and safe work environment where our people can flourish personally and professionally, regardless of their position, background or gender.

Diversity is not only defined by gender or ethnic origin, but also incorporates personality, education, lifestyle, sexual orientation, work experience, tenure and status as well as geographic origin. We are committed to building an inclusive culture that respects and maximizes the contribution of our employees for the benefit of our clients, shareholders and wider communities.

WSP has a Global Diversity and Inclusion Policy, which is available for all employees and applicable to all our operating entities. The Policy was implemented in 2015 and is sponsored by our Chief Corporate Services Officer. The Policy, in combination with the regional handbook and any regional WSP employment policies, is designed to create a framework within which local policies and practices will comply with regional legislative requirements.

Our intent is to:

- Ensure fair and equal treatment of employees;
- Embed a culture of diversity and inclusion globally;
- Provide employees with the best opportunities to fulfill their potential;
- Respect and protect human rights of employees and contractors.

This supports our aim to provide a professional and fair working environment in which all individuals are treated with dignity and respect, free from harassment, bullying and discrimination.

In addition, Regional Diversity Committees (or equivalent forums) are established in most of the Corporation's principal operating regions, and each regional Managing Director is accountable for the local application of the Diversity and Inclusion Policy.

Diversity

recognizes the benefits that people from varying backgrounds and with different experiences bring.

Gender Balance

within a diverse workforce, recognizes fair representation and treatment of women employees and leaders, where typically underrepresented.

Inclusion

means that people will be treated with respect and dignity in line with WSP's Guiding Principles, irrespective of their background.

2018 Key Diversity Highlights Across Regions

APAC

- As long-term partners of Engineering Aid Australia's Indigenous Australian Engineering School, we supported students during a week-long special program, inspiring them to become professional engineers.
- A new online training module on anti-discrimination, sex-based harassment and bullying was implemented in Australia/New Zealand.
- For International Women's Day on March 8, 2018, various celebratory activities took place around our offices in Australia.

Canada

- Managers were trained on supporting their employees with more flexible work arrangements.
- Close to 50% of the workforce participated in over 40 International Women's Day celebrations held across the country.
- Talent teams ensured that job descriptions internally in our talent inventory and externally in advertisements are gender neutral.

Americas¹⁴

- A Gender, Diversity & Inclusion focus was introduced on the US Leadership Team's monthly agenda, including a review of KPIs for recruiting and programs.
- Flexible working schedules and an improved parental leave program were introduced in the US.
- We ensured gender-neutral branding in marketing and communication efforts in the US.

Europe, Middle-East, India and Africa

- VIBE, [WSP's UK LGBT+ employee network](#),  hosted an evening event to explore "Diversity in Leadership".
- Our Swedish business reinforced its pledge to have a "Zero Pay Gap by 2021".
- We partnered with the Albright Foundation¹⁵ to run diversity workshops in Sweden.

Case Study

Gender Balance in the Middle East

At WSP in the Middle East, a focus on gender balance is woven into our business, our workforce and ultimately our success. We pride ourselves on our forward-thinking culture that incorporates some non-negotiable qualities — like respect, integrity and trust. We welcome all perspectives, creeds and genders because we know that diversity breeds extraordinary results.

As the most senior female in our Middle East region, our Human Resources Director, Caroline Parsons, champions the Women in Professional Services (WiPS) network. WiPS arranges events four times a year focused on development and networking. We also showcase the work of our inspiring females internally and on social media using the hashtag #engineeredHERway. In 2019, our Diversity and Inclusion focus will adapt the series to #EngineeredOURway.

In 2018, 40% of our graduate employee intake was female, which indicates a strong improvement toward gender balance in engineering. Our goal is to increase the number of women we employ and improve the representation of women at all levels.

¹⁴ US and Latin America

¹⁵ The Albright Foundation is a non-profit foundation that promotes equality and diversity on the executive business level in Sweden.

Gender Diversity by Employment Category^{16,17}

	Business Leaders			Middle Management			Engineers & Consultants			Business Support			Total		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Male	86%	86%	84%	78%	77%	77%	73%	72%	72%	31%	28%	28%	70%	70%	69%
Female	14%	14%	16%	22%	23%	23%	27%	28%	28%	69%	72%	72%	30%	30%	31%

Age Diversity by Employment Category¹⁸

	Business Leaders			Middle Management			Engineers & Consultants			Business Support			Total		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
30 and under	0%	0%	0%	4%	3%	2%	40%	37%	36%	25%	19%	19%	26%	25%	25%
31-50	48%	49%	44%	64%	63%	61%	46%	48%	48%	53%	57%	55%	52%	52%	51%
51 and over	52%	51%	56%	32%	34%	37%	14%	15%	16%	22%	24%	26%	22%	23%	24%

¹⁶ Data reported for 2018 represent 99% of permanent employees, not counting 2018 acquisitions for which this information is not yet available (Louis Berger and Irwinconsult Pty Ltd).

¹⁷ In 2018 some refinement was undertaken of the employment category definitions to assure a greater level of equivalence across the regions. Year-on-year comparisons should therefore be viewed with caution.

¹⁸ Data reported for 2018 represent 97% of permanent employees, not counting 2018 acquisitions for which this information is not yet available (Louis Berger and Irwinconsult Pty Ltd).

Case Study



Guangzhou Infinitus HQ

Guangzhou, China

The new Global Headquarters for Infinitus Group comprises two blocks each with eight floors, for a total area of 167,000 m². WSP provided design consultancy services to help achieve the optimal balance of thermal comfort and energy efficiency. This way, energy costs will be kept at a lower level in the long run. The project is set to achieve LEED NC Gold Certification upon completion in 2021.



Image courtesy of Zaha Hadid Architects

Equal Opportunities

We are committed to providing equal opportunities in employment. We do not tolerate any harassment or unlawful or unfair discrimination against employees or contract staff in our recruitment and employment policies, terms and conditions, procedures, processes and decisions on the grounds of race, colour, nationality, national or ethnic origin, gender, marital status, sexual orientation, part-time or fixed-term status, disability, age, religion or belief.

WSP internally monitors and addresses discrimination incidents, in accordance with corporate policy. Specific information on discrimination incidents cannot be reported due to confidentiality and legal prohibitions.

Gender Balance

In 2018, our percentage of women across the workforce showed a slight increase to 31%, compared to 30% in 2017.

Management truly views gender balance as a business and economic opportunity and is determined to enhance the Corporation's competitive edge by tapping into 100% of the market and 100% of the talent pool. We believe that

to drive change, we must equip our leaders in all regions and cultures of the world with a strategic understanding and the management skills to work across genders. In 2017 and 2018, WSP held strategic sessions for leaders to build, debate and own the business case for gender balance, share and discuss the current situation and how to understand it, raise awareness on how to achieve sustainable improvements in balance in leadership, and become equipped with the skills and competencies to implement the changes.


As we became a member of the 30% Club Canada in 2018, WSP set a target of achieving 30% women on our Board of Directors and Global Leadership Team by 2022. In our 2019-2021 Global Strategic Plan, we commit to ensuring that 30% of our management positions¹⁹ are held by women by 2021.

Our regions have a strong role to play in promoting gender balance, and each region has defined its own strategy to pursue efforts in building an inclusive environment to promote and support women in leadership roles. We assess the effectiveness of our strategies at achieving the organization's diversity objectives, monitor the implementation of the Diversity and Inclusion Policy and report annually to the Board of Directors on the progress made.

Equal Remuneration²⁰

WSP's Global Diversity and Inclusion Policy calls for fair and equal treatment of employees free from discrimination, including specifically pay discrimination as an area of focus. WSP monitors pay equity data internally. We are committed to equal pay for our employees, and continue to seek opportunities to strengthen our balanced approach to compensation. Given the global scope of our organization, we are working internally to prioritize equal remuneration strategies with stakeholders in human resources and management, as well as refine our tracking and analytics.

Looking Ahead

Building on the strong foundations of our previous strategic planning period and rooted in our Guiding Principles, our [2019-2021 Global Strategic Plan](#)  sets the stage for the next three years of growth and WSP's ambitious vision. One of the messages is that we will continue to make extraordinary efforts to attract, lead, develop and retain the best professionals, on our journey to become the premier professional consultancy in our industry by 2021.


¹⁹ Includes business leaders and middle management.

²⁰ Quantitative metrics related to equal remuneration cannot be disclosed for the global company and significant locations of operation due to confidentiality. There are some exceptions, where WSP meets disclosure requirements according to local legislation.


Occupational Health and Safety

Our approach to effective Health and Safety (H&S) management relies on ensuring that each of us is accountable for promoting a safe and healthy workplace for ourselves and others potentially affected by our activities. We believe in *Making Safety Personal*. Our approach is to ensure that we have robust and consistent processes in place which support our employees in reducing or removing risk from our activities.

We strive to ensure that H&S remains front of mind for employees by means of visible safety leadership and regular communications and training. Our global H&S champions instill a positive safety culture, supported by our regional leadership teams. WSP complies with all

applicable H&S laws and regulations. As our business grows through acquisitions and organically, we also continue to integrate new employees into our way of working. Our commitment is outlined in our [Health and Safety Policy](#),  which establishes a framework for our H&S program and underpins our efforts to proactively incorporate health and safety expectations and standards into all aspects of our business, having equal importance to our commercial and operational activities. WSP's global Head of Health, Safety and Security is responsible for the content of the Policy, which is signed by our global Chief Operating Officer and applies to all our operating entities.

Our Health and Safety Policy is reviewed on an annual basis and the last review was completed in January 2019. WSP's Board of Directors provides leadership and oversight of H&S, confirms health and safety policy and reviews performance for all regions and businesses.

Our [Expectations for Health and Safety Management](#)  define minimum requirements for H&S management in all our activities, and are supported by five internal standards prescribing a consistent global approach:

- Standard 101 – Major Incident Response
- Standard 102 – Incident Investigation
- Standard 103 – Reporting Requirements
- Standard 104 – International Travel
- Standard 105 – Global Crisis Management Protocol

These Expectations and Standards are based on international best practices including BS OHSAS 18001 (“British Standard Occupational Health and Safety Assessment Series 18001”).

Risk Assessment and Management

As part of a proactive approach to safety, each of WSP's regional businesses has in place risk assessment processes which assist in identifying hazards in our workplaces and on project sites, enabling effective controls to be put in place to reduce or remove the risks from our activities.¹

Recording and Reporting Accident Statistics

Our "Standard 103 – Reporting Requirements" sets out the requirements for consistent safety, health and environmental reporting throughout our regions. Each region is responsible for ensuring that the requirements of this Standard are incorporated into their health and safety management system or standard operating procedures. WSP encourages all our employees to contribute to our performance by reporting into our integrated Safety Management System (iSMS), enabling us to learn from adverse events, near misses and other safety observations.

In addition to health and safety incidents, all employees are encouraged to report hazards and risks to their supervisors, and are also involved in hazard risk identification assessments on their work sites.²

On-Site Safety Equipment and Services

WSP ensures that first aid and appropriately trained personnel are available at all office and project locations. WSP ensures that sufficient Personal Protective Equipment (PPE) is available to all employees visiting project sites.

Training³

Training on health and safety is a measurable performance indicator for all business leaders. Our employees are trained on WSP's approach to health and safety and to recognize and report hazards and workplace risks. Workplace health and safety documents are clearly displayed in all offices and on work sites, and it is the responsibility of the employee, and the project manager or the site supervisor, to ensure that employees only perform tasks they are trained to perform.

¹ Please refer to our [Expectations for Health and Safety Management](#) for further information on WSP's approach to hazard identification; risk assessment; prevention and mitigation of impacts from our operations and services; and incident investigation processes.

² WSP seeks to ensure that there is no retaliation against anyone reporting hazardous situations or refusing unsafe work.

³ Regarding specialist training on hazardous materials handling, specific policies and guidelines are available on our intranets, along with training modules in our internal learning management systems.

Health and Safety Performance⁴

Number of Incidents⁵

	Lost Time Injuries			All Injuries ⁶			Work-Related Ill-Health ⁷			Work-Related Fatalities ⁸		
	2016	2017	2018	2016	2017	2018	2016	2017	2018	2016	2017	2018
Canada	6	8	7	93	141	197	-	1	-	-	-	1
United States	10	17	3	85	87	33	-	-	-	-	-	-
Latin America	10	4	3	13	6	6	-	-	-	-	-	-
EMEIA	16	16	22	74	70	63	-	3	-	-	-	-
Asia	9	4	5	10	6	7	-	-	-	-	-	-
Australia-New Zealand	-	3	5	32	51	80	-	-	-	-	-	-
Global	51	52	45	307	361	386	-	4	-	-	-	1⁸

Rate of Incidents (per 100,000 Hours)^{9,10}

	Lost Time Injuries (LTIR)			All Injuries Frequency (AIFR)			Work-Related Ill-Health		
	2016	2017	2018	2016	2017	2018	2016	2017	2018
Canada	0.04	0.05	0.05	0.69	1.10	1.46	-	0.008	-
United States	0.05	0.1	0.02	0.66	0.57	0.25	-	-	-
Latin America	0.43	0.27	0.05	0.62	0.40	0.10	-	-	-
EMEIA	0.07	0.06	0.07	0.32	0.26	0.21	-	0.01	-
Asia	0.13	0.06	0.08	0.15	0.09	0.11	-	-	-
Australia-New Zealand	-	0.07	0.05	0.88	1.21	0.91	-	-	-
Global	0.07	0.07	0.06	0.49	0.52	0.50	-	0.006	-

⁴ Health and safety performance metrics cover all directly-employed staff, and do not include sub-contractors or consultants. Injury rates are calculated as per Standard 103 (Reporting Requirements), an internal WSP standard.

⁵ Over the past three years, we did not have any high-consequence work-related injuries (defined as an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months).

⁶ "All injuries" includes all work-related injuries regardless of severity or injury type. Common types of injuries include bruises, strains, cuts, fatigue and bone fractures arising from driving, manual handling, contact with equipment, and slips/trips.

⁷ Work-related ill-health includes new cases of moderate to severe work-related ill-health. Occupational disease reporting varies by region due to different regional statutory requirements.

⁸ Due to a work site incident involving a male employee.

⁹ Rates are calculated per hours worked by region, with a global total of 77,945,230 hours worked in 2018.

¹⁰ We have undergone growth through acquisitions over the past three years. Year-on-year comparisons should therefore be viewed with caution.

Progress in 2018

In 2018, we continued to develop and implement our arrangements for managing H&S across our global operations, in line with our Expectations for Health and Safety Management. Several newly acquired businesses were on-boarded during the year.

- Our global H&S strategy was **reset for 2018-2020**, including a revised set of **Zero Harm roadmap objectives**  to continue to encourage a positive safety culture across our businesses.
- We remained focused on increasing awareness of the risks arising from our activities and particularly on mitigating risks associated with **overseas working, driving on company business and people-plant-vehicle interfaces**.
- We continued to encourage our employees to report events, and saw a further increase in overall reporting to our iSMS system of **40%** compared to 2017.
- We advanced our arrangements to support employees who travel internationally for business, supporting over **11,000** safe international business trips.

- We provided visible and tangible safety leadership, with our senior management completing **988** Safety Tours.
- For 2018 we set an overall target Lost Time Injury Rate¹¹ (LTIR) of **<0.1**, and attained a year-end LTIR of **0.06** (per 100,000 hours worked).


Looking Forward

In 2019, we will continue to promote a positive and collaborative health and safety culture which challenges the status quo by exploring innovative ways to reduce and remove the risks associated with our activities, with a particular focus on **overseas working, driving on company business, working on project sites and people-plant-vehicle interfaces**.

We will continue to advance our Zero Harm Vision and work towards meeting our H&S aspirations as set forth in the 2018-2020 Roadmap. Our goals include:

- Developing and promoting annual H&S targets linked to a performance review process at the regional leadership level.

- Ensuring employees will have H&S objectives set as part of an annual performance review regime.

We will implement the **2018-2020 Roadmap**  in pursuit of our Global Strategic Plan target of achieving an LTIR of **<0.1** in all our regions by 2021.

¹¹ Lost time injury rate (LTIR) is the number of injuries with more than one day lost, per 100,000 hours worked.

Interacting with our Communities

Recognizing the collective rights of local communities, we strive to contribute positively to the communities where we work. Our Global Sustainability Policy states: “We will participate meaningfully in the communities in which we operate.”

In 2018, the Corporation had community and charitable programs ongoing at the regional level. In our largest entities, the programs are either governed through a foundation/independent trustees, or formal procedures are being put in place. In 2018, we consulted with our regions to define common pillars to our philanthropic programs. The objective in 2019 is to leverage the programs we currently run across the organization and measure the global impact of our efforts. Collectively, we will be able to see the difference we make as an organization.

Our Regions in the Community

Asia

Caring Company Status for the 9th Consecutive Year, Hong Kong

For the ninth year in a row, WSP has been awarded the Caring Company Status by the Hong Kong Council of Social Service. Our status was renewed to recognize our commitment towards our employees, communities and the environment. WSP's in-house Volunteering Team also received the Gold Award for Volunteer Service from the Hong Kong Social Welfare Department for volunteering 1,209 hours to our community in 2018. Founded in May 2010, the volunteering team has over 100 members and supports a variety of community causes.



Asia

Silver Jubilee Home Charity Donation Trip, Malaysia

Employees from WSP flew from Kuala Lumpur to Penang to deliver medical supplies and two wheelchairs to the residents of the Silver Jubilee Home for the Aged. The supplies were purchased with the proceeds from raffle tickets sold by staff and family members of the WSP-led Kuala Lumpur – Singapore High-Speed Rail Joint Development Partner team (JDP), which includes Mott MacDonald and EY. The JDP team was given a tour of the Home and was introduced to staff and residents, many of whom were grateful for the arrival of the two wheelchairs, which will allow them to move around the facility more easily.



Australia

Construction Rocks

Construction Rocks is a charity event calling for organizations in the Australian Construction industry to form a band and compete for the title of Construction Rocks Champions. The event provides a fun and relaxed environment for networking, while raising much-needed funds for charities. For the second year in a row, WSP's band *Yeah Nah Yeah* was crowned the winner, donating the prize of AU\$2000 to the Foundation of Rural & Regional Renewal (FRRR), a not-for-profit that harnesses the power of collective investments between government, business and philanthropy to improve the lives of those living in rural, regional and remote Australia.



Australia

#engineeredOURway

Now in its second incarnation, #engineeredOURway shines a powerful and human-centric light on the topic of diversity and inclusion with reference to gender balance. Profiling the talented men and women of our region, the program provides readers with an insight into the people behind our brand by highlighting their personal stories, how they enjoy spending their downtime and delves into their thoughts on gender balance. Two of our female candidates, [Emily Low](#) and [Sofia Henriksson](#) shared their passion for sustainability and their respective desires to help create our cities of tomorrow.



Canada

Be a Bridge

Employees and their families recently hiked together in Vancouver to raise money to help transform communities in Kenya, as part of a cross-country charity challenge organized by WSP in Canada's Bridges team. The group of more than 50 participants met at Lynn Creek, north of the city, to complete an 8-kilometre hike. The event included an on-foot crossing of the creek, a challenge intended to highlight some of the benefits of footbridges to local communities. The campaign surpassed its C\$15,000 goal, which helped the charity Bridging the Gap Africa purchase new equipment and tools to support communities in building footbridges across unsafe rivers in rural Kenya.



Shane Arnold (left), represents the University of Toronto at NSBE's Fall Regional Conference

Canada

National Society of Black Engineers (NSBE) Fall Regional Conference

Shane Arnold, Project Engineer, Transit Planning & Engineering – Transportation, recently represented the University of Toronto at this year's National Society of Black Engineers (NSBE) Fall Regional Conference in Danvers, Massachusetts. The NSBE promotes the aspirations of students and technical professionals in engineering and technology. Its mission is "to increase the number of culturally responsible Black Engineers who excel academically, succeed professionally and positively impact the community." At the conference, Shane discussed his past and upcoming work mentoring underrepresented youth in STEM and connected with industry professionals and undergraduate students to engage in discussions regarding career development and professional growth. Shane was chosen to attend because of his work in the Greater Toronto Area mentoring and working with youth at risk, while completing his Master of Engineering at the University of Toronto.



Germany

Dresdner Verein Sonnenstrahl (Sunbeam Association of Dresden)

WSP has a long-standing tradition of forgoing printed Christmas cards and donating the funds saved to a nonprofit organization. In 2018, our employees decided to support the Dresden-based association Sonnenstrahl, which has accompanied and supported children with cancer and their families by offering them integral care for many years.

Girl's Day 2019 at WSP's Hamburg Office

Five female students had the opportunity to learn about the structure of a global company and experience a day in the life of a project manager at WSP. The girls were shown around the Hamburg office and introduced to project processes such as work phases and site supervision. They even spent time engaging with health & safety and sustainability-related topics. Our employees were very pleased to welcome the girls to the office and watch them discover the diverse projects our people work on every day.



Middle East

Dubai Centre for Special Needs

WSP employees from our Middle East offices proudly volunteered at the Dubai Centre for Special Needs (DCSN), helping them put on their end-of-term concert. With guidance from art teachers, they assisted with costume-making and returned to see the concert a few weeks later. WSP also donated 50,000 AED, which allowed the centre to build a new sensory room for students with limited communication skills. The DCSN enables children to learn through play and provides opportunities for employment through partnerships with local businesses in the United Arab Emirates. They also sell items made from recycled materials, demonstrating their commitment to sustainability.



New Zealand

Week of Engineering and The Wonder Project

With the aim of increasing the number of engineering graduates, the Week of Engineering initiative is designed to highlight the creativity and diversity of the profession to students. In 2018, WSP hosted elementary-school children at four locations nationally, introducing them to the world of engineering. In addition, Week of Engineering gave the kids the opportunity to participate in some engineering activities, including our virtual reality game Sustain-a-city. This pairs well with The Wonder Project, a free program designed to get the young generation excited about STEM careers. Many WSP engineers volunteer with this initiative by running workshops in schools.



New Zealand

First Foundation

First Foundation brings together New Zealand businesses, individuals, schools, and students to help academically talented students dealing with financial hardship achieve their full potential through tertiary education. It also prepares them to positively influence and benefit their communities. In 2018, WSP sponsored the inaugural *Te Taumata Tiketike* scholarship, whose first recipient is Chris Hammond. The 18-year-old Engineering student is of Maori-European descent and is the first person in his family to go to university. He will also gain work experience at the WSP office and spend time with his mentor Raj Chand, Principal Electrical Engineer.



Poland

Szlachetna paczka (Noble Gift) Program

For the third year, WSP employees in our Warsaw, Poland office organized fundraising efforts in order to buy Christmas gifts for families in need. WSP then matched the contributions, forging a sense of community and pride in helping others.



South Africa

THRIVE forGood

In our South African offices, THRIVE forGood – an employee volunteer program designed to connect causes with passionate volunteers from WSP – gives our people the opportunity to give back to vulnerable communities, using our skills to provide access to basic services. THRIVE forGood is an opt-in program for our people, who can access the THRIVE forGood platform and participate in the program either in their private time or during work hours. In 2018, we had a total of 101 staff members (18.5% of our total workforce), register on the THRIVE platform and made 53 connections with worthy causes.



Sweden

Solvatten

Solvatten is a combined portable water treatment and water heating system that has been designed for off-grid household use in the developing world. Thanks to its innovative and durable design, more people have access to clean, hot water. In 2018, WSP employees helped ship 150 Solvatten units to Kenya, strengthening our efforts to make safe and hot water available to people around the world. Both households and schools have been equipped with Solvatten, so that children can access clean water throughout their day. Through collaboration with the humanitarian organization PLAN International, we ensure that the project is sustainable and that Solvatten is delivered to those who need it the most.

[Read more](#)  about Solvatten and its impact in Kenya.



United Kingdom



UK Apprenticeships Programme

Positive outcomes of WSP's Apprenticeships Programme reach deep into our local communities. We formally measured the Programme's Social Return on Investment (SRoI) and our externally verified assessment showed that on average for every £1 invested, the social value created equated to £2.26. "Social value" is increasingly important to us and our clients, who are keen to see evidence of the social value our projects bring to local communities. In 2019, we will assess our entire UK Volunteering Scheme's SRoI.



Indigenous Relations

WSP strives to support and strengthen Indigenous communities in the regions where we live and work.

In these communities, we aim to initiate, maintain and manage relationships in a respectful, appropriate and mutually beneficial manner. Our region-specific approaches to Indigenous and Aboriginal relations include:

- [Indigenous Relations Policy – Canada](#) 
- [Reconciliation Action Plan \(RAP\) – Australia](#) 

In New Zealand, we employ a national Māori Services Consultant to ensure we respect both legislation and cultural needs when interacting with *Iwi* (Māori tribes). In 2018, our Australian business established an Indigenous Specialist Services group to facilitate culturally appropriate engagement. Beyond project work, we also support indigenous communities in Canada, Australia and New Zealand through mentorship and scholarships offered to Indigenous students.

Also in Australia, the Science and Infrastructure Development (SID) School, an initiative established by WSP in partnership with the Queensland University of Technology (QUT) Oodgeroo Unit, has won the [Consult Australia Gold Award for Excellence in Corporate Social Responsibility](#).  The SID School is part of our commitment to [Closing the Gap](#)  and aligns with the objective of our Reconciliation Action Plan. It supports the young leaders of tomorrow in STEM education and careers from Indigenous backgrounds, which in turn allows us to lay strong foundations in designing the integrated, inclusive and diverse communities of the future.

We did not identify any material event of non-compliance with the rights of Indigenous peoples in our operating regions during 2018.



Case Study



Mana Whenua Kaitiaki Forum: Perspectives on Climate Change Paper

Tāmaki Makaurau, Aotearoa (Auckland, New Zealand)

The Mana Whenua Kaitiaki Forum represents 19 Māori *iwi* and *hapū* with indigenous connections to Auckland's land and sea. The Forum is very concerned about climate change and asked WSP to help develop its position and response to drive climate action.

This work also intends to set the tone and paradigm of Auckland's regional Climate Action Plan and influence national legislation, policy and programs alongside the United Nations' Sustainable Development Goal 13: Climate Action.

The paper identifies ways in which Māori communities in Auckland are likely to be affected by climate change through the lens of community, culture, economy and environment. It also outlines key focus areas; guidance and recommendations; expected measures of success and partnership development opportunities.

More broadly, the Forum draws upon *Ira Tangata* - a perspective that places people within the environment, rather than in a dominant and exploitative role. It also emphasizes the danger and challenges of climate change and is committed to working with *iwi* and *hapū* leaders, local government and other agencies to keep warming below 1.5 degrees Celsius, as outlined in the Paris Agreement.

Our people at WSP share close social ties that bind us into the places where we work. This ensures our culture and values reflect and deliver for indigenous peoples and communities. Through partnerships with the Mana Whenua Kaitiaki Forum and embedding such sustainable knowledge systems into our work, WSP is helping to pave the way towards a dynamic, future-focused Auckland.

[For more information](#) 

Appendices

Appendix A: Performance Summary

Table A-1: Environmental Performance¹

Category	Indicator	Unit	2018	2017 ²	2016	GRI Standard
Energy	Natural Gas	GJ	177,995	199,918	204,489	302-1
	Other Fuels (Diesel, Kerosene, Liquefied Petroleum Gas)	GJ	2,070	2,454	1,778	302-1
	Electricity	GJ	309,863	321,419	356,985	302-1
	Heating	GJ	43,672	26,902	26,384	302-1
	Cooling	GJ	5,301	1,773	4,241	302-1
	Total Office Energy Consumption	GJ	538,900	552,467	593,878	302-1
	Renewable Energy Procured	GJ	1,005	0	170	302-1
	Transportation Fuel	GJ	199,632	194,582	188,690	N/A
GHG Emissions	Scope 1 Direct Emissions	tCO ₂	22,174	22,895	-	305-1
		tCH ₄	<1	<1	-	305-1
		tN ₂ O	<1	<1	-	305-1
		HFC 134-A	1.9	1.8	-	305-1
		tCO ₂ e	24,885	25,600	25,916	305-1
	Scope 2 Indirect Emissions (Location-based)	tCO ₂	28,917	30,565	-	305-2
		tCH ₄	1.3	1.5	-	305-2
		tN ₂ O	<1	<1	-	305-2
		tCO ₂ e	29,076	30,737	37,178	305-2

¹ Due to rounding, summing some numbers may yield slightly different results from the totals reported here.

² Some 2017 performance figures have been restated to reflect more accurate information.

Category	Indicator	Unit	2018	2017 ²	2016	GRI Standard
GHG emissions	Scope 2 Indirect Emissions (Market-Based)	tCO ₂ e	30,760	31,771	38,801	305-2
	Scope 3 Indirect Emissions (Business Travel)	tCO ₂	32,302	28,264	-	305-3
		tCH ₄	<1	<1	-	305-3
		tN ₂ O	<1	<1	-	305-3
		tCO ₂ e	32,539	28,459	25,994	305-3
	Total GHG Emission (Scope 1 - Mobile Combustion, Scope 2 - Location-Based, Scope 3 - Business Travel)	tCO ₂	83,393	81,724	-	N/A
		tCH ₄	2.7	2.7	-	N/A
		tN ₂ O	1.3	1.2	-	N/A
		HFC 134-A	1.9	1.8	-	N/A
		tCO ₂ e	86,500	84,796	89,088	N/A
Transportation Emissions (Scope 1 - Mobile Combustion, Scope 3 - Business Travel)	tCO ₂ e	45,674	41,201	38,759	N/A	
Water	Total Water Withdrawn (Third-Party Providers)	m ³	535,592	538,955	594,192	303-3
Waste	landfill	Tonnes	1,934	2,119	1,905	306-2
	Recycling	Tonnes	741	761	1,175	306-2
	Compost	Tonnes	0	0	41	306-2
	Reuse	Tonnes	0	0	<1	306-2
	Recovery	Tonnes	0	0	69	306-2
	Incineration	Tonnes	195	69	0	306-2
	Total Non-Hazardous Waste	Tonnes	2,869	2,948	3,190	306-2
	Hazardous Waste	Tonnes	30	0	6	306-2
	Diversion Rate	%	55	52	65	N/A

² Some 2017 performance figures have been restated to reflect more accurate information.

Table A-2: Social Performance

Category	Indicator	Unit	2018	2017	2016	GRI Standard
Employees	Full-Time Equivalent Employees (FTE)	Number	45,835	44,129	35,098	102-8
	Permanent, Full-Time Employees	Number	39,859	36,020	31,389	102-8
	Permanent, Part-Time Employees	Number	3,865	3,325	2,415	102-8
	Temporary Employees	Number	4,008	2,543	2,317	102-8
	Total Turnover Rate	%	19	18	19	401-1
	Voluntary Turnover Rate	%	15	14	12	401-1
	Employees Covered by Collective Bargaining Agreements	%	11	11	11	102-41
	Training Hours	Hours	1,072,000	699,000	644,000	404-1
	Training Hours per Employee	Hours/FTE	27	20	19	404-1
Diversity	Women on Board of Directors	%	37.5	37.5	37.5	405-1
	Women in Senior Management Team	%	26.9	20.8	31	405-1
	Women in Workforce	%	31	30	30	405-1
Occupational Health and Safety	Lost Time Injury Rate	Incidents per 100,000 hours worked	0.06	0.07	0.07	N/A
	All Work-Related Injury Rate	Incidents per 100,000 hours worked	0.50	0.52	0.49	N/A
		Incidents per 200,000 hours worked	0.99	1.06	0.98	403-9
	Work-Related Ill-Health Rate	Incidents per 100,000 hours worked	0	0.006	0	N/A
		Incidents per 200,000 hours worked	0	0.012	0	403-10
Fatalities	Number	1	0	0	403-9	

Appendix B: Corporate Risk Summary

Risk Area	Description	Management and Mitigation	2018 Actions and Progress	Objectives within Strategic Planning Cycle (2019-2021)
People People – Health, Safety & Security	<p>Health and Safety: Risk that events can lead to harm and/or illness, injury, or death, of individuals present in a WSP workplace.</p> <p>Security: An event or situation with the potential to result in harm to employees, contractors or clients working on our behalf as a result of a terrorist threat, criminal activity, act of war or civil unrest.</p> <p><u>2018 Management’s Discussion and Analysis</u>, 🔗 Section 21 (Risk Factors), page 105 of our Annual Report.</p> <p>Health & Safety on our global website. 🔗</p>	<p>Policies:</p> <p>Global Health & Safety Policy 🔗</p> <p><u>Expectations for Managing Health and Safety</u> 🔗 and our internal Standards</p> <p>Accountability:</p> <p>Chief Operating Officer/Global Head of Health, Safety and Security</p>	<ul style="list-style-type: none"> – See “Occupational Health and Safety” 🔗 section in this Report. 	<p>In 2019:</p> <ul style="list-style-type: none"> – See “Occupational Health and Safety” 🔗 section in this Report. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – On our journey to Zero Harm, all regions to achieve a lost time injury rate (LTIR) of <0.1 per 100,000 hours worked.
People People – Corporate Culture	<p>Risk that WSP's values, beliefs, knowledge, and attitudes are not understood or shared by employees.</p> <p><u>2018 Management’s Discussion and Analysis</u>, 🔗 Section 21 (Risk Factors), pages: 104, 108 and 109</p> <p>WSP’s Guiding Principles on the global website. 🔗</p>	<p>Accountability:</p> <p>Global Leadership Team</p>	<ul style="list-style-type: none"> – Information gathering on regional status was undertaken, based on WSP’s Guiding Principles. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Carry out a further inventory, and enhance processes to analyse this risk regionally and globally. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – Ensure our culture is understood and shared by employees, fostering initiatives and behaviours that strengthen our corporate culture.

Risk Area	Description	Management and Mitigation	2018 Actions and Progress	Objectives within Strategic Planning Cycle (2019-2021)
People People – Succession Planning	<p>The risk that replacement of WSP's key professionals is not adequately planned, and leads to loss of skills and knowledge.</p>	<p>Accountability (key employee positions):</p> <p>Chief Corporate Services Officer/ Global Director, Talent Management</p> <p>For senior Executives, see the 2019 Management Information Circular, @ page 40.</p>	<p>See “People & Culture” @ section in this Report.</p> <ul style="list-style-type: none"> – In May 2018, Global Leadership Team succession was reviewed, as well as succession of their direct reports. – Development priorities were established for selected leaders. 	<p>See “People & Culture” @ section in this Report.</p> <p>In 2019:</p> <ul style="list-style-type: none"> – Continue to enhance the succession management process, including senior review sessions. – Focus on, and track, the development of potential successors. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – Over 75% of Global Leadership positions (and those of their direct reports) to be filled by internal candidates.
Ethics Ethics – Bribery and Corruption	<p>Risk of dishonest behaviour by senior officers, employees, subsidiaries, intermediaries or any third party (individual or corporate) acting on WSP's behalf.</p> <p>2018 Management's Discussion and Analysis, @ Section 21 (Risk Factors), pages 104-106.</p> <p>Ethics & Integrity on our global website. @</p>	<p>See “Ethical Business Practices” @ section in this Report.</p> <p>Policies:</p> <p>Code of Conduct, including the Anti-Corruption Policy @</p> <p>Accountability:</p> <p>Chief Ethics and Compliance Officer</p>	<ul style="list-style-type: none"> – See “Ethical Business Practices” @ section in this Report. 	<p>In 2019:</p> <ul style="list-style-type: none"> – See “Ethical Business Practices” @ section in this Report. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – 100% of our workforce to have completed ethics onboarding and annual refresher training.

Risk Area	Description	Management and Mitigation	2018 Actions and Progress	Objectives within Strategic Planning Cycle (2019-2021)
Ethics Ethics – Management Override (fraud)	Risk of manipulated financial information, or decisions taken by managers being contrary to WSP's internal control procedures. 2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors), pages 105-107 of the Annual Report.	Policies: Global and Regional Delegation of Authority Policies Accountability: Chief Financial Officer/Chief Ethics and Compliance Officer	– A global fraud risk assessment was completed.	In 2019: <ul style="list-style-type: none"> – Undertake fraud risk assessments in major regions. – Put in place a Remedial Action Plan in all regions. – Increase fraud risk awareness in all regions. By the end of 2021: <ul style="list-style-type: none"> – Annual fraud risk assessments performed systematically at the global level and in all regions.
Projects Projects – Large / Material Projects	Risk that project-related activities and performances significantly impact WSP's financial strength, competitive position or reputation. 2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors), pages 109-110 of the Annual Report.	Policies: Global and Regional Delegation of Authority Policies Accountability: Chief Operating Officer	– Enterprise Risk Management visits took place in our regions. – Internal Audit team began developing the Project Audit Program.	In 2019: <ul style="list-style-type: none"> – Roll out the comprehensive Project Audit Program and conduct planned audits in our major regions with support from guest auditors. – Global Director, Major Projects and Programs appointed. New global role created to enhance the performance, positioning, management and related processes of WSP's major projects and programs. By the end of 2021: <ul style="list-style-type: none"> – Evaluation of management processes for all large projects completed across our regions.
Projects Projects – Claims	Professional claims or litigation resulting from losses, damages or injuries caused by WSP, its employees, subcontractors or business partners in the delivery of their services. 2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors), pages 107-108; 111 of the Annual Report.	Policies: Global and Regional Delegation of Authority Policies Accountability: Chief Legal Officer/ Global Director, Insurance	– Global insurance and legal teams identified goals and initiatives to optimize WSP's claims handling process and worked with insurers to improve overall risk management.	In 2019: <ul style="list-style-type: none"> – Focus on reporting and claims handling practices to further strengthen process globally. – Audits of material claims scheduled. By the end of 2021: <ul style="list-style-type: none"> – Enhanced dispute avoidance and resolution approach in place across the company.

Risk Area	Description	Management and Mitigation	2018 Actions and Progress	Objectives within Strategic Planning Cycle (2019-2021)
Cybersecurity (IT Security – Corporate and Field & Worksite)	<p>Risk that a given vulnerability in IT systems is exploited, causing loss, theft, unauthorized access or disclosure, or other disruption of services.</p> <p>2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors), page 106 of the Annual Report.</p>	<p>Policies:</p> <p>Information Security Policy</p> <p>Classification and Handling Policy and Guidelines</p> <p>Accountability:</p> <p>Chief Corporate Services Officer/Chief Information Security Officer</p>	<ul style="list-style-type: none"> – Security Awareness Training. – Design and deployment of Multi-Factor Authentication. – Technical security testing on acquisitions and remediation of material findings. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Continuation of roll-out of IT initiatives such as Multi-Factor Authentication. – External evaluation of IT security taking place. – “IT availability” risk assessment. – Information Security Policy review. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – Continued evolution of our Information Security Program.
Regulatory Regulatory – NI 52-109 (i.e. financial compliance process)	<p>Inadequate processes to assess the effectiveness of internal control over financial reporting and disclosure controls to meet applicable regulatory requirements (NI 52-109) in a timely fashion.</p> <p>2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors), page 107 of the Annual Report.</p>	<p>Accountability:</p> <p>Chief Financial Officer/Chief Accounting and Treasury Officer</p>	<ul style="list-style-type: none"> – WSP's Financial Compliance Program is evaluated semi-annually by the Internal Audit team and external auditors. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Planning for testing to be reviewed and assessed with Internal and External Audit teams. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – 90% of our entire business will be included in our Financial Compliance Program.

Risk Area	Description	Management and Mitigation	2018 Actions and Progress	Objectives within Strategic Planning Cycle (2019-2021)
<p>Regulatory</p> <p>Regulatory – Data Protection & Privacy</p>	<p>Failure to meet the requirements of applicable privacy laws and regulations.</p> <p>2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors), pages 105-106 of the Annual Report.</p>	<p>Policies:</p> <p>Global Privacy Policy</p> <p>Accountability:</p> <p>Chief Ethics and Compliance Officer/ Chief Information Security Officer</p>	<ul style="list-style-type: none"> – Global Privacy Policy as well as supporting policies and procedures are in place and reflect privacy law requirements, including General Data Protection Regulation (GDPR), as they apply to WSP. – Educating and fostering a culture of security awareness for all employees. – Employing business practices that are in line with corporate policies. – Data breach simulation. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Continue fostering a culture of information security awareness for all employees. – Include privacy and cybersecurity awareness training components in the global e-learning curriculum. – Roll out global and regional records management addendums. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – Establish a remediation plan, including related GDPR gaps, and address identified gaps.
<p>Regulatory</p> <p>Regulatory – Others (i.e. inventory of major laws/regulations only)</p>	<p>Failure to comply with identified industry, regional and international regulations.</p> <p>2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors), pages 105-106 of the Annual Report.</p>	<p>Accountability:</p> <p>Chief Legal Officer</p>	<ul style="list-style-type: none"> – All major regions evaluated laws and regulations applicable to their regions. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Analysis and review of inventory during regional visits to be carried out by the global Enterprise Risk Management team. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – Global inventory of key laws and regulations that could significantly impact the company.

Risk Area	Description	Management and Mitigation	2018 Actions and Progress	Objectives within Strategic Planning Cycle (2019-2021)
<p>Emerging</p> <p>Emerging – Disruptive Macro Events (e.g. competition, geopolitical)</p>	<p>Risk that man-made major event and/or natural disasters can affect WSP's performance.</p> <p><u>2018 Management's Discussion and Analysis</u>, 🔗 Section 21 (Risk Factors), pages 106; 111 of the Annual Report.</p>	<p>Policies:</p> <p>Global and regional crisis and incident communications policies</p> <p>Accountability:</p> <p>Vice President of Operations/Chief Information Security Officer</p>	<ul style="list-style-type: none"> – Review of best practices and planning for fully integrated Crisis Management Plan including Health and Safety, IT and Operations. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Establish the plan to implement a fully integrated Crisis Management Plan including Health and Safety, IT and Operations, and update related policies. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – Global integrated Crisis Management Plan deployed in all major regions and deployment plan in place for all other regions.
<p>Emerging</p> <p>Emerging – Disruptive Technology</p>	<p>Risk of losing a market advantage and/or having irrelevant/obsolete processes following a major technology event.</p> <p><u>2018 Management's Discussion and Analysis</u>, 🔗 Section 21 (Risk Factors), pages 106; 111 of the Annual Report.</p>	<p>Accountability:</p> <p>Chief Corporate Services Officer/ Global Director, Digital</p>	<ul style="list-style-type: none"> – Global working group initiated and key objectives for 2019 defined. – Eight workstreams established to further develop WSP's Global Digital Strategy. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Finalize global inventory of digital solutions, skills and capabilities we offer. – Leverage digital offerings and expertise across regions. – Establish governance framework including quality & security standards. – Develop market positioning. – Investigate organizational structural models to embed digital capability in WSP premised on leveraging global projects & capabilities. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – In terms of solutions for our clients, our Global Digital Strategy is embedded into our 2019-2021 Global Strategic Plan. – Establish digital 'Centres of Excellence'. – Embed digital expertise in key business groups. – Ensure governance framework is operational.

Risk Area	Description	Management and Mitigation	2018 Actions and Progress	Objectives within Strategic Planning Cycle (2019-2021)
Shareholder/ Stakeholder Relations	<p>Failure to understand, manage and deliver on WSP's shareholder /stakeholder expectations and maintain strong relationships.</p> <p>2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors) of the Annual Report.</p>	<p>Program and Accountability:</p> <p>Program in place to proactively manage this risk by the Finance, Investor Relations and Legal teams.</p> <p>Chief Financial Officer; Senior Vice President, Investor Relations and Communications; Chief Legal Officer.</p>	<ul style="list-style-type: none"> – Regular reporting and disclosures consistent with laws and regulations. – Consistent and regular interaction with shareholders and stakeholders underway to manage relationships. 	<p>In 2019:</p> <ul style="list-style-type: none"> – Maintain robust investor relations and continuous disclosure programs. <p>By the end of 2021:</p> <ul style="list-style-type: none"> – Formalize annual reporting on KPIs presented in 2019-2021 Global Strategic Plan.
Reputation/ Corporate Sustainability	<p>2018 Management's Discussion and Analysis, 🔗 Section 21 (Risk Factors) of the Annual Report.</p>	<p>The definition of this risk is in progress and we plan to report further on this topic in future reports.</p>		

Appendix C: Organizational Memberships

Asia

- Hong Kong Green Building Council
- Hong Kong Waste Management Association
- China Green Building (Hong Kong) Council
- Singapore Green Building Council

Australia

In Australia, we are members of many industry associations across all our business groups. Our involvement ranges from advocacy and direction to participating in events and activities.

- Infrastructure Sustainability Council of Australia
- Green Building Council of Australia

- Urban Development Institute of Australia
- Infrastructure Partnerships Australia
- Planning Institute of Australia
- Clean Energy Council Limited
- Sustainable Business Australia
- Australian Water Association
- Property Council of Australia
- Council of Tall Buildings and Urban Habitat
- Engineers Australia
- Property Council of Australia
- Roads Australia

- Committee for Economic Development of Australia
- Consult Australia
- Business Council of Australia
- Living Future Institute of Australia

Canada

- Association des firmes de génie conseil du Québec
- Association of Canada Land Surveyors
- Association of Ontario Land Surveyors
- Association of Professional Engineers and Geoscientists of Alberta
- Association of Professional Engineers and Geoscientists of Saskatchewan
- Association of Professional Engineers of the Province of Prince Edward Island

- Canada Green Building Council
- Canadian Institute of Steel Construction

Germany

- Association of Berlin Merchants and Industrialists (VBKI)
- Association of Road and Traffic Engineers in Baden-Württemberg (VSVI)
- Berlin Capital Club
- Deutsche Gesellschaft für Nachhaltiges Bauen - DGNB e.V. (German Sustainable Building Council)
- German Association for Water, Wastewater and Waste (DWA)
- German Association of Consulting Engineers
- German Railway Industry Association

- Industry Association BTS Rail Saxony
- Professional Association for Railway Engineers
- Rail Construction Monitoring Association
- Road and Transportation Research Association (FGSV)
- Supporting member of the Pro-Rail Alliance
- Urban Land Institute (ULI)

Poland

- Polish Green Building Council (PLGBC)

New Zealand

- Climate Leaders Coalition
- New Zealand Green Building Council

- The Sustainability Society
- Sustainable Business Council
- Sustainable Business Network
- Infrastructure Sustainability Council of Australia
- Greenroads Foundation
- Engineering New Zealand - The Diversity Agenda (WSP Opus a Founding Member)
- Infrastructure New Zealand
- Property Council of New Zealand
- Association of Consulting Engineers New Zealand

Sweden

- Swedish Federation of Consulting Engineers and Architects
- Sweden Green Building Council

United Kingdom

The following list is a selection of our memberships in the United Kingdom:

- ACE - Association for Consultancy & Engineering
- Aldergate Group
- APS Association for Project Safety
- Association for Project Managers
- BRE Environmental Assessment Methods (BREEAM)
- British Council for Shopping Centres (Revo)
- BSI (British Standards Institute)
- Building Services Research & Information Association (BSRIA)
- Chartered Institution of Highways & Transportation

- The Contractors Health and Safety Assessment Scheme (CHAS): Designer & Principal Designer
- Council for Tall Buildings and Urban Habitat
- ENDS - Environmental Data Services
- Institute of Structural Engineers (IStructE)
- Intelligent Transport Systems - Foundation Membership
- Rail Industry Association
- Royal Institute of British Architects
- Timber Research & Development Association (TRADA)
- UK Green Building Council

United States

- American Association of Airport Executives
- American Association of State Highway and Transportation Officials
- American Center for Life Cycle Assessment
- American Council of Engineering Companies
- American Institute of Architects
- American Planning Association
- American Public Transportation Association
- American Road and Transportation Builders Association
- American Society of Civil Engineers
- American Wind Energy Association
- Business Network for Offshore Wind
- CDP
- Conference of Minority Transportation Officials
- Council on Tall Buildings and Urban Habitat
- GRESB (formerly Global Real Estate Sustainability Benchmark)
- Institute for Sustainable Infrastructure
- Institute of Asset Management
- International Bridge, Tunnel and Turnpike Association
- Intelligent Transportation Society of America
- ITS America
- National Association for Environmental Management
- National Association of Clean Water Agencies
- National Hydropower Association
- National Groundwater Association
- Renewable Energy Buyers Alliance
- Solar Energy Industry Association
- U.S. Green Building Council
- Water Environment Federation
- Women's Transportation Seminar

GRI Content Index

This report has been prepared in accordance with the “GRI Standards: Core Option”, using the GRI Standards listed below. This index allows GRI report users to quickly find the disclosure information they are seeking.

General Standard Disclosures

Disclosure*		Section
Organizational profile		
102-1	Name of the organization	Cover
102-2	Activities, brands, products, and services	Overview, p. 13, 15-17
102-3	Location of headquarters	Overview, p.14
102-4	Location of operations	Overview, p.14; Operational Excellence, p.56
102-5	Ownership and legal form	Overview, p.15
102-6	Markets served	Overview, p.12-13, 15-17
102-7	Scale of the organization	Overview, p.12-15
102-8	Information on employees and other workers	People and Culture, p.68-69; Appendix A, p.91
102-9	Supply Chain	Overview, p.18
102-10	Significant changes to the organization and its supply chain	Overview, p.18
102-11	Precautionary Principle or approach	Strategy, Stakeholders and Governance, p.37
102-12	External initiatives	Overview, p.11 Strategy, Stakeholders and Governance, p.26
102-13	Membership of associations	Clients and Expertise, p.54; Appendix C, p.99
Strategy		
102-14	Statement from senior decision-maker	Overview, p.7-9
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behaviour	Overview, p.6; Strategy, Stakeholders and Governance, p.39

* Disclosures in this section use GRI 102: General Disclosures 2016

Disclosure		Section
Governance		
102-18	Governance structure	Strategy, Stakeholders and Governance, p.35-36
Stakeholder Engagement		
102-40	List of stakeholder groups	Strategy, Stakeholders and Governance, p.28-29, 33-34
102-41	Collective bargaining agreements	People and Culture, p.70; Appendix A, p.91
102-42	Identifying and selecting stakeholders	Strategy, Stakeholders and Governance, p.32
102-43	Approach to stakeholder engagement	Strategy, Stakeholders and Governance, p.32-34
102-44	Key topics and concerns raised	Strategy, Stakeholders and Governance, p.29, 33-34
Reporting Practices		
102-45	Entities included in the consolidated financial statements	Overview, p.18
102-46	Defining report content and topic Boundaries	Strategy, Stakeholders and Governance, p.28-29
102-47	List of material topics	Strategy, Stakeholders and Governance, p.27, 30-31
102-48	Restatements of information	Overview, p.5; Operational Excellence, p.59
102-49	Changes in reporting	Strategy, Stakeholders and Governance, p.29
102-50	Reporting period	Overview, p.5
102-51	Date of most recent report	Back Cover
102-52	Reporting cycle	Overview, p.5
102-53	Contact point for questions regarding the report	Back Cover
102-54	Claims of reporting in accordance with the GRI Standards	Overview, p.5; GRI Content Index, p.102-109
102-55	GRI content index	GRI Content Index, p.102-109
102-56	External assurance	Overview, p.5; Assurance Statement

Specific Standard Disclosures

Material Topic	GRI Standard	Disclosure	Section	Omissions	
All	GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Strategy, Stakeholders and Governance, p.30-31	No
Governance					
WSP's Financial Performance	GRI 103: Management Approach 2016	201-103	Management Approach	Overview, p.18 ; Strategy, Stakeholders and Governance, p.43	No
	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Overview, p.12-13 , 18	No
		201-2	Financial implications and other risks and opportunities due to climate change	Strategy, Stakeholders and Governance, p.43	No
Ethical Business Practices	GRI 103: Management Approach 2016	205-103	Management Approach	Strategy, Stakeholders and Governance, p.39-42	No
	GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Strategy, Stakeholders and Governance, p.41 , 44	Yes
Climate Change Resilience	--	--	--	Strategy, Stakeholders and Governance, p.41 , 44	--
Innovation	--	--	--	Clients and Expertise, p.47-49	--
Project Impacts	--	--	--	Clients and Expertise, p.49	--
Green Revenue	--	--	--	Clients and Expertise, p.49	--
Supply Chain	--	--	--	Overview, p.18	--

Material Topic	GRI Standard	Disclosure	Section	Omissions	
Environmental					
Energy	GRI 103: Management Approach 2016	302-103	Management Approach	Operational Excellence, p.56	No
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Operational Excellence, p.59, Appendix A, p.89	No
		302-3	Energy intensity	Operational Excellence, p.59	No
Water	GRI 103: Management Approach 2016	303-103	Management Approach	Operational Excellence, p.56	No
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Operational Excellence, p.61	No
		303-2	Management of water discharge-related impacts	Operational Excellence, p.61	No
		303-3	Water withdrawal	Operational Excellence, p.61; Appendix A, p.90	No
GHG Emissions	GRI 103: Management Approach 2016	305-103	Management Approach	Operational Excellence, p.56-58	No
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Operational Excellence, p.60; Appendix A, p.89	No
		305-2	Energy indirect (Scope 2) GHG emissions	Operational Excellence, p.60, Appendix A, p.89-90	No
		305-3	Other indirect (Scope 3) GHG emissions	Operational Excellence, p.60, Appendix A, p.90	No
		305-4	GHG emissions intensity	Operational Excellence, p.60	No
Effluents And Waste	GRI 103: Management Approach 2016	306-103	Management Approach	Operational Excellence, p.56	No
	GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method	Operational Excellence, p.61; Appendix A, p.90	No

Material Topic	GRI Standard	Disclosure	Section	Omissions	
Environmental Compliance	GRI 103: Management Approach 2016	307-103	Management Approach	Operational Excellence, p.56	No
	GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations	Operational Excellence, p.61	No

Social

Employment Practices	GRI 103: Management Approach 2016	401-103	Management Approach	People and Culture, p.67	No
	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	People and Culture, p.69-70; Appendix A, p.91	Yes
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People and Culture, p.71	No
Occupational Health And Safety	GRI 103: Management Approach 2016	403-103	Management Approach	People and Culture, p.67, 77	No
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	People and Culture, p.77	No
		403-2	Hazard identification, risk assessment, and incident investigation	People and Culture, p.78	No
		403-3	Occupational health services	People and Culture, p.78	No
		403-4	Worker participation, consultation, and communication on Management Approach	People and Culture, p.78	No

Material Topic	GRI Standard	Disclosure	Section	Omissions	
		403-5	Worker training on occupational health and safety	People and Culture, p.78	No
		403-6	Promotion of worker health	People and Culture, p.71	Yes
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	People and Culture, p.78	No
		403-9	Work-related injuries	People and Culture, p.79; Appendix A, p.91	No
		403-10	Work-related ill health	People and Culture, p.79; Appendix A, p.91	No
Employee Training And Education	GRI 103: Management Approach 2016	404-103	Management Approach	People and Culture, p.67	No
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	People and Culture, p.72; Appendix A, p.91	Yes
Diversity And Equal Opportunity	GRI 103: Management Approach 2016	405-103	Management Approach	Strategy, Stakeholders and Governance, p.38; People and Culture, p.67, 73-74, 76	No
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Strategy, Stakeholders and Governance, p.38; People and Culture, p.75; Appendix A, p.91	No
		405-2	Ratio of basic salary and remuneration of women to men	People and Culture, p.76	Yes


Material Topic	GRI Standard	Disclosure	Section	Omissions	
Non-Discrimination	GRI 103: Management Approach 2016	406-103	Management Approach	People and Culture, p. <u>76</u>	No
	GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	People and Culture, p. <u>76</u>	Yes
Indigenous Relations	GRI 103: Management Approach 2016	411-103	Management Approach	People and Culture, p. <u>86</u>	No
	GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	People and Culture, p. <u>86</u>	Yes
Local Community Impacts	GRI 103: Management Approach 2016	413-103	Management Approach	People and Culture, p. <u>81-</u>	No
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	People and Culture, p. <u>81-85</u>	Yes



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We welcome and encourage your feedback on our Sustainability Report

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GRI [102-51](#), [102-53](#)