



# 2015 SUSTAINABILITY REPORT

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## HOW TO USE THIS REPORT

This sustainability report is an interactive PDF and is designed to be viewed with Adobe Reader and an Internet connection. The report can also be viewed offline, but any external links will not be accessible.



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**Agneta Persson**, Global Director,  
Designing Future Cities, Sweden

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# OVERVIEW

# ABOUT THIS REPORT



This report covers our activities from January 1, 2015 to December 31, 2015, and is WSP and Parsons Brinckerhoff's first combined sustainability report, as the two firms joined together in October 2014. This report has been prepared in accordance with the Global Reporting Initiative (GRI) G4-Core Sustainability Reporting Guidelines.

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

Unless otherwise specified, the information in this report covers all of WSP | Parsons Brinckerhoff's operating companies across the world, including acquisitions that were completed before January 1, 2015. A list of these entities (as they are included in the Corporation's consolidated financial statements) can be found on page 101 of our [Fiscal 2015 Results](#).

WSP | Parsons Brinckerhoff has adopted 2015 as its new baseline year for sustainability performance metrics. No restatements have been made to information published in reports representing 2014 or earlier performance. As a corporation, we intend to continue to report annually on our global sustainability activities. We are also working towards expanding our data coverage in coming years with a view to requesting external assurance for certain sections of the report.

# INTRODUCTION FROM OUR CEO

I AM VERY PLEASED TO PRESENT WSP | PARSONS BRINCKERHOFF'S 2015 ANNUAL SUSTAINABILITY REPORT. THE INTEGRATION OF WSP AND PARSONS BRINCKERHOFF THIS YEAR HAS GIVEN US THE OPPORTUNITY TO LOOK AT OUR PRACTICES, BUILD ON OUR COLLECTIVE ACHIEVEMENTS AND HAVE IMPORTANT DISCUSSIONS ABOUT WHERE WE WOULD LIKE OUR SUSTAINABILITY JOURNEY TO TAKE US.

## WHAT WE ARE MOST PROUD OF

Specific highlights in 2015 include the combination of our sustainability reporting from our legacy firms; the publication of our updated Diversity and Inclusion Policy; the completion of an employee engagement survey and the integration of our Health & Safety management system across our global operations. We were also delighted to receive a number of prestigious sustainability awards and rankings related to our projects and corporate efforts. I would like to thank all our

employees for their hard work on sustainability in 2015.

In 2015, we also faced challenges. In our Canadian operations we were impacted by volatility in the resources sector, and we had to make the difficult decision to reduce our workforce in Western Canada. This kind of change is always hard, and we have to find the right way to adapt to where our experts are most needed.

## OUR SUSTAINABILITY VISION

Our corporate vision is to "Always be the first choice for clients, partners and

employees." We believe that in tandem with our technical expertise, it is through offering sustainable solutions that we will achieve our vision. One of the ways we do this is through our "Future Ready" program. This program gives our experts a consistent understanding of key long-term environmental, social and technology changes relevant to their projects and their markets. We then challenge them to offer our clients solutions fit for these future scenarios.

We are leaders in our service offerings, and we also aspire to be leaders →



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MAKING CURRENT  
INFRASTRUCTURE READY FOR  
THE FUTURE IS A COLOSSAL  
TASK, AND DESIGNING FOR  
THE FUTURE REALLY SETS US  
APART IN OUR INDUSTRY.

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in sustainability, through our people, communities, client projects and operations. With this in mind, we have structured our 2015 report around the following topics: our Employees and Communities; Clients and Projects; and Operational Excellence.

#### LEADING BY EXAMPLE

As a professional services company, our impact is primarily due to our office operations, business travel and purchasing. With 34,000 employees,

we are aware that it is incumbent upon us to demonstrate leadership in managing these impacts responsibly.

To that end, we are making our offices more efficient as we amalgamate work spaces from WSP and Parsons Brinckerhoff in the same cities. To make the choice to travel only when necessary, we have in place excellent communications systems allowing our employees to meet virtually. As our organization has grown, we also have larger procurement needs, and it is

important to incorporate sustainability into these decisions.

We believe it is highly pertinent to consider the tremendous opportunities we have by virtue of the designs and advice we provide to our clients. Making current infrastructure ready for the future is a colossal task, and designing for the future really sets us apart in our industry. As a major player in the transportation & infrastructure, property & buildings and power sectors, we are thinking long term. We intend to seize the opportunities we have in the medium and long term, for example under the Fixing America's Surface Transportation Act (FAST) and the 10-year infrastructure spending commitments made by Canada's new government.

#### LISTENING TO OUR STAKEHOLDERS

In 2015, we continued our "open-door policy" of listening to our stakeholders.

One important aspect I would like to focus on is the employee engagement survey. We are confident we captured the thoughts of a large percentage of this stakeholder group, with an impressive 85% response rate for the survey. While we were pleased to learn that our global engagement level was at par with industry averages, we will not rest until we can say we are the best. The resulting process has triggered a range of initiatives to emphasize our commitment to our talented employees, including in the areas of talent and staffing, performance management and rewards and recognition.

#### LOOKING FORWARD

In 2015 we announced our corporate **Strategic Plan for 2015-2018**, [\[link\]](#) where we detail the ways in which we intend to reach our business objectives regionally and globally while ensuring that diversity, health and safety, and sustainability are woven into the →

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OUR SUSTAINABILITY OBJECTIVES GO HAND-IN-HAND WITH THE CREATION OF LONG TERM VALUE FOR OUR STAKEHOLDERS

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fabric of the organization. I would like to highlight a few of the global initiatives, which tie in with the themes discussed in this report:

- Provide a safe, efficient and attractive workplace for our employees;
- Establish and communicate sound policies that treat employees with dignity and equality while maintaining compliance with applicable laws, policies and regulations;
- Integrate sustainability and sustainability considerations in all client offerings;
- Review a global strategic approach to client feedback;
- Realize efficiencies in our global real estate management and procurement activities.

Together with our objectives, we can always do more to create a working environment where sustainable values prevail. We can always offer

more support for our experts to embed sustainability into all our services, and for initiatives focusing on reducing the impact of our office operations. At a global level, WSP | Parsons Brinckerhoff's leaders must continue to support regional plans for sustainable action. We also believe we need to encourage and recognize the sustainability efforts of our employees on all levels.

As I transition to my new role as Vice Chairman of the Board of Directors and hand over the responsibility of President and Chief Executive Officer to our current Chief Financial Officer Alexandre L'Heureux, I am confident that I am leaving the Corporation in safe hands across the wide range of issues and opportunities we face. I am pleased that Paul Dollin, our Chief Operating Officer, will continue to be responsible for the sustainability agenda. Our sustainability objectives go hand-in-hand with the creation of

long term value for our stakeholders, and we look forward to continuing to seize opportunities on their behalf.



PIERRE SHOIRY  
President and Chief  
Executive Officer,  
WSP | Parsons Brinckerhoff

# WHAT DRIVES US

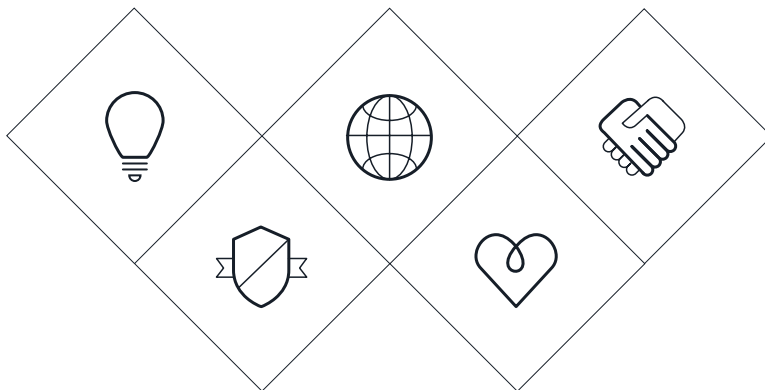
WE ARE A DIVERSE GROUP OF INDIVIDUALS INCLUDING ENGINEERS, SCIENTISTS, TECHNICIANS, CONSULTANTS AND ACADEMICS. WE WORK TOGETHER TO PROVIDE THE MOST EFFECTIVE AND SUSTAINABLE SOLUTIONS FOR OUR CLIENTS. OUR CORE VALUES SUPPORT THIS AND CREATE AN ENVIRONMENT WHERE OUR PEOPLE CAN FLOURISH.

## OUR VALUES

INNOVATIVE

UNITED

CARING



TRUSTWORTHY

PASSIONATE

## OUR VISION

ALWAYS BE THE FIRST  
CHOICE FOR CLIENTS,  
PARTNERS AND  
EMPLOYEES.

## OUR MISSION

BE A SOLUTION-  
DRIVEN ADVISOR  
WITH OUTSTANDING  
EXPERTISE.

# SUSTAINABILITY HIGHLIGHTS AND AWARDS



## HIGHLIGHTS

63<sup>rd</sup> on [Corporate Knight's Ranking of Global 100 Sustainable Companies](#)

2015 CDP Climate Change Score: 92B

12<sup>th</sup> on *Engineering News-Record's* 2015 list of Top 100 Green Buildings Design Firms

85% Response Rate – Global Employee Engagement Survey

Published white papers on [overheating in homes](#) and [science-based targets](#)

## AWARDS

89<sup>th</sup> place on the [Forbes list](#) of the nation's top 250 employers (Canada)

NSW Business Chamber's North Eastern Sydney Business Awards (Australia) - winner of the 2015 Excellence in Sustainability category

Hong Kong Council of Social Service - "5 Years Plus Caring Company" Status (Hong Kong Office)

"12<sup>th</sup> Best Employer in the UAE" by the Great Place to Work Institute™

"2015 Corporation of the Year" award from the Atlanta, Georgia (US) chapter of the Conference of Minority Transportation Officials

## UK GUARDIAN SUSTAINABLE BUSINESS AWARDS 2015

### CONSULTANCY OF THE YEAR - IMPACT WINNER

We received this award due to the scale of the difference we are making to global sustainability through our "Future Ready" offering.

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WSP is helping clients in lots of sectors to make progress on complex environmental challenges by combining a unique set of technical and business expertise with a clear focus on preparing organisations for the future.

It provides advice that considers how clients can reduce their environmental impact and save costs in the long term. At the same time, it is living up to its principles on sustainability by managing its own impact, and supporting the communities in which it operates.

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Excerpt from [an article in The Guardian](#), April 30, 2015

# AT A GLANCE

## OUR BUSINESS

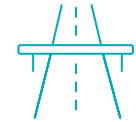
WSP Global Inc. is one of the world's leading engineering professional services consulting firms. Our headquarters are located in Montreal, Canada, and our operations have global reach via more than 500 permanent offices in around 40 countries.

WSP Global Inc. is a corporation formed pursuant to a plan of arrangement under the Canada Business Corporation Act. We deliver our projects under our WSP and WSP | Parsons Brinckerhoff brands, depending on the geographic location. We are publicly listed on the Toronto Stock Exchange under the ticker symbol "WSP".



### PROPERTY & BUILDINGS

The Corporation is a world-leading provider of management and technical consultancy for the property sector with an unrivalled track record in delivering buildings of the highest quality that meet the needs of investors, developers, owners and occupiers in every sector. 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. The Corporation's core services include the disciplines of 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, intelligent building systems, AV/IT, facade engineering, and green building design. Building specialists are supported by experts in civil engineering, environment, infrastructure and transportation.



### TRANSPORTATION & INFRASTRUCTURE

Aging and growing populations, rapid urbanization and greater demand for connectivity: governments around the world require more resilient and sustainable urban and transport infrastructure. A country's economy and quality of life also depend on well-run and maintained infrastructure and systems. The Corporation's experts plan, analyze, design and manage projects for rail, transit, aviation, bridges, tunnels, highways, ports, roads and urban infrastructure. Public and private sector clients and partners from around the world seek their expertise to help 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. →



**ENVIRONMENT**

In the face of climate change, the need to maintain a balance between human needs and environmental impact has become more crucial than ever. Companies are changing the ways they operate in light of heightened environmental awareness, public concerns about sustainable development and stringent environmental protection laws and regulations. The Corporation has specialists working with and advising businesses and governments in all key areas of the environment sector. These experts deliver a broad range of services covering air, land, water and health, and advise and work with clients on a range of environmental matters from business strategies, risk management, permitting authorizations and regulatory compliance to handling and disposal of hazardous materials, and employees' health and safety.



**INDUSTRY**

The Corporation works in almost every sector from food and beverages to pharmaceutical and biotechnology, and from chemicals to power & energy. The Corporation's specialists offer a unique blend 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. Experts offer a full range of consulting and engineering services 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 engineering, procurement, and construction management (EPCM) contract.



**RESOURCES**

We have the scale and expertise to support our clients in the Resources sector wherever they operate in the world. In the mining sector, 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 EPCM to site closure and rehabilitation. Our expertise runs deep and includes resource and reserve modelling, metallurgical testing, geotechnical and mine design and detailed engineering for mining infrastructure. The Corporation helps oil and gas clients with some of the most demanding challenges in the industry. We advise clients on the development of pipelines and gas networks, as well as how to ensure the integrity of critical assets and obtain the necessary permits and consents.

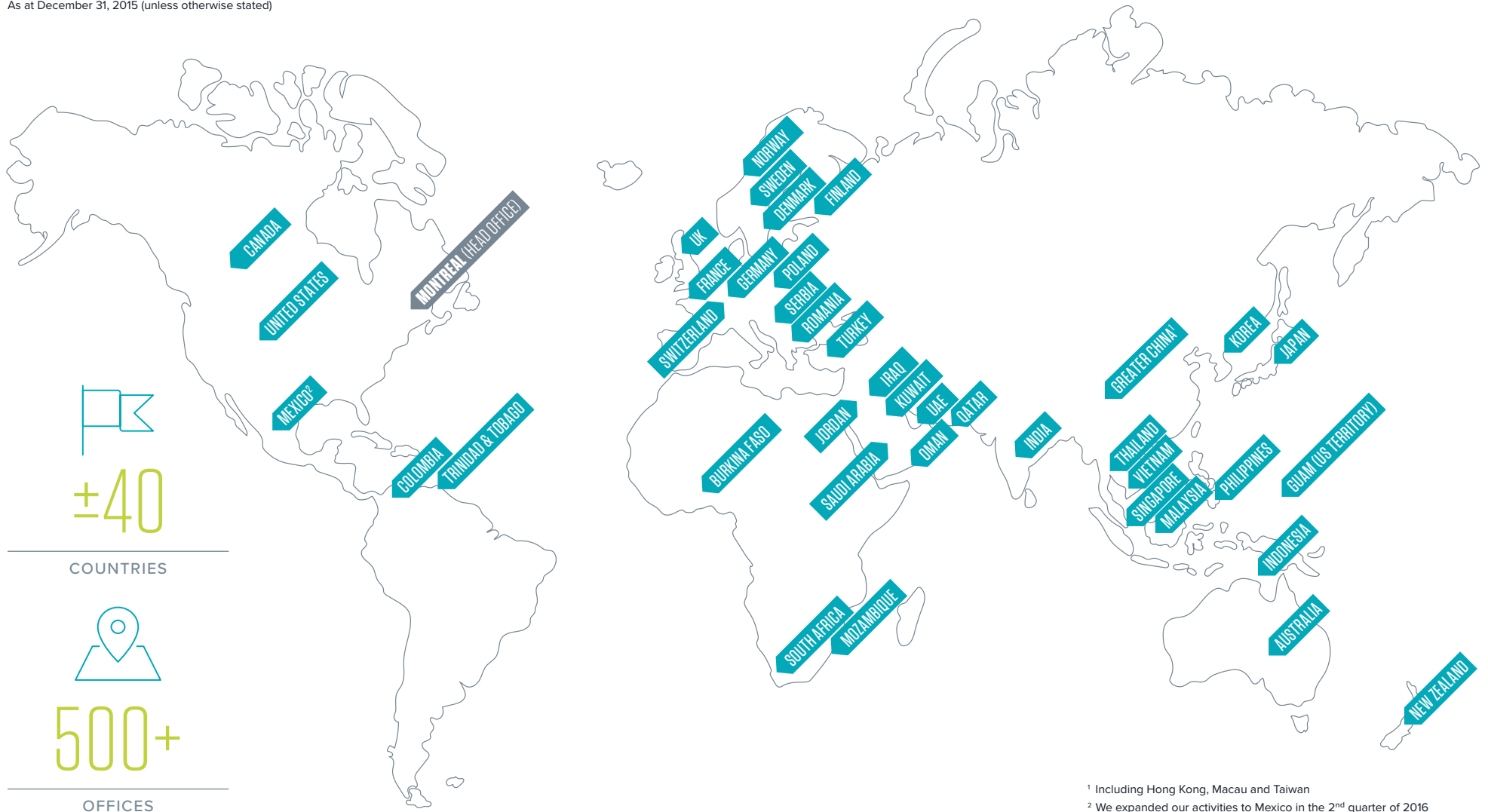


**POWER & ENERGY**

The Corporation is committed to a sustainable future and offers its energy sector clients complete solutions for all aspects of their projects, whether they are large-scale energy plants, smaller on-site facilities or retrofitting and efficiency programs. Experts can advise and work on every stage of a project – from pre-feasibility to design, operation and 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.

# OUR PRESENCE

As at December 31, 2015 (unless otherwise stated)



±40

COUNTRIES



500+

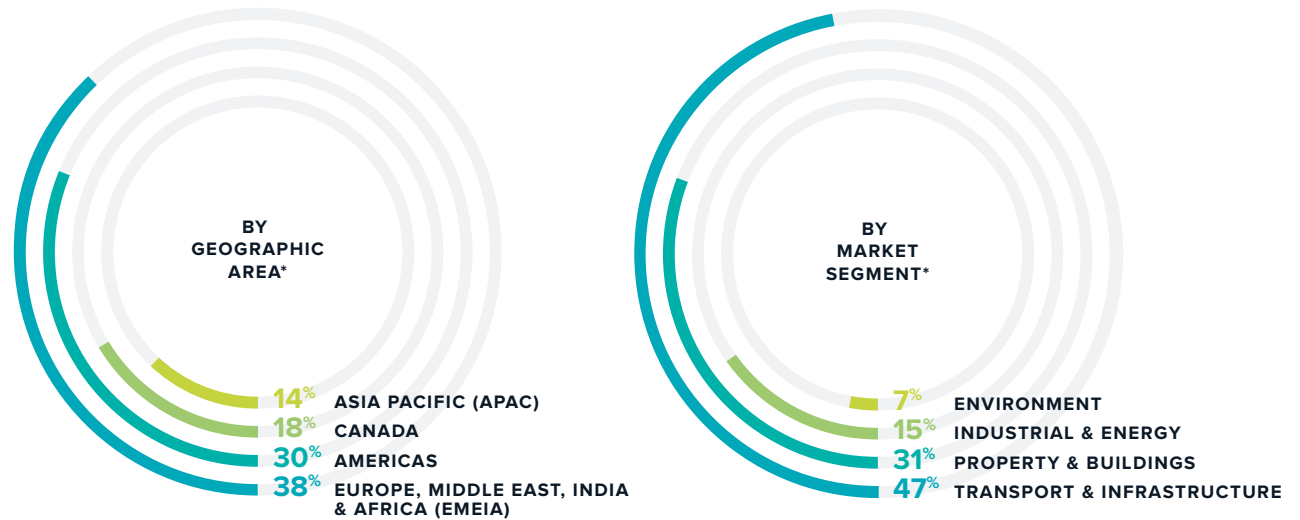
OFFICES

<sup>1</sup> Including Hong Kong, Macau and Taiwan  
<sup>2</sup> We expanded our activities to Mexico in the 2<sup>nd</sup> quarter of 2016

## FINANCIAL HIGHLIGHTS

\* As a percentage of our 2015 net revenues

For full disclosure of the Corporation's economic position, including our revenues, operating costs and employee compensation, please refer to our Results of Operations table on page 12 of our [2015 Fiscal Results](#) (Management's Discussion and Analysis and Financial Statements).



## OUR SUPPLY CHAIN

As an organization offering professional services principally in the field of engineering, we focus our purchasing on office supplies, IT equipment and travel. We do not carry out construction activities. We also have relationships with a global network of suppliers who support our teams and constitute a significant portion of our supply chain.

In 2015, we purchased approximately CAD 630 million in goods and services from suppliers. These costs include occupancy costs, as well as other operational costs.

## ORGANIZATIONAL CHANGES

### ACQUISITIONS

During the year ending December 31, 2015, we acquired seven engineering firms: MMM Group Limited ("MMM"), Halvorson & Partners, Inc., Levelton Consultants Ltd., Faveo Projektledning AB and Faveo Prosjektedelse AS, SPL Consultants Limited, Vicicom AB and FLK Sverige AB.

Please consult the table of acquisitions on page 10 of the [Corporation's Annual Information Form](#) for the year ending December 31, 2015 for further details on these acquisitions.

## SENIOR MANAGEMENT SUCCESSION

In March 2016, the Corporation announced that within the framework of its senior management succession plan, Pierre Shoiry, President and Chief Executive Officer, will transition to the role of Vice Chairman of the Board of Directors of WSP Global Inc. In his new role, Mr. Shoiry will provide ongoing support to the Board and will focus his efforts with the President and CEO and the management team in respect to acquisition activities and other strategic opportunities. Alexandre L'Heureux, currently Chief Financial Officer of the Corporation, will succeed Pierre Shoiry as President and CEO.



# STRATEGY AND GOVERNANCE

# A WORD FROM OUR COO

AS OUR EXECUTIVE TEAM MEMBER RESPONSIBLE FOR SUSTAINABILITY, MY OBJECTIVE IS TO INSPIRE OUR LEADERS AND EMPLOYEES ON SUSTAINABILITY, ENSURE WE EMBED SUSTAINABLE PRINCIPLES INTO OUR PROJECTS AND OPERATIONS, AND ENCOURAGE RECOGNITION FOR OUR ACHIEVEMENTS.



## BEING FUTURE READY

As a professional services organization, our greatest sphere of influence in transitioning to a low carbon economy comes from the advice our experts provide to our clients.

In 2015, we started to incorporate the principles of our “Future Ready” Program to operations outside of the UK. We were very proud to receive the UK Guardian’s Sustainable Business Awards Consultancy of the year – Impact award in 2015 for the work of this Program.

Adapting “Future Ready” to our regional operations takes considerable input and top-level commitment.

We appointed one of our senior sustainability experts, David Symons, as the lead on implementing these services on a global level. I will remain the executive sponsor of the Program, which we see as a huge opportunity to make a difference in the market. In 2016, we intend to continue to embed “Future Ready” practices in our global operations, making particular progress in our Australian, Canadian and Middle Eastern markets.

## OUR GLOBAL HEALTH & SAFETY STRATEGY

At the start of 2015, we embarked on a new Health & Safety strategy, with commitment from our Board of Directors and senior regional

leadership. This strategy was aimed at ensuring a consistent set of “Expectations” for Managing Health & Safety, wherever we operate in the world. To support this, our ISMS (Integrated Safety Management System) was launched, allowing all regions and employees to report incidents, accidents, and near misses to one common platform, providing us with the information we require to monitor performance and target action areas for improvement. The results have allowed us to decide on our 2016 focus areas for reducing the risks in our work, which include driving, overseas working, carrying out geotechnical work, and people – plant – vehicle interfaces. →

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AS A PROFESSIONAL SERVICES ORGANIZATION, OUR GREATEST SPHERE OF INFLUENCE IN TRANSITIONING TO A LOW CARBON ECONOMY COMES FROM THE ADVICE OUR EXPERTS PROVIDE TO OUR CLIENTS.

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#### IMPROVING OUR REPORTING FRAMEWORK

Going forward, we are appraising our sustainability reporting and identifying the areas we will need to concentrate on in future reporting years.

#### BOTH SIDES OF THE LEGACY BUSINESS ARE NOW REPORTING ON SUSTAINABILITY TOGETHER

We are pleased with this significant accomplishment, which is testament to the excellent collaboration which exists in our company. We look forward to implementing the recommendations we have received to improve data collection processes and data quality, particularly regarding our environmental performance metrics and human resources information we

were not in a position to disclose this year. More clarity is also required as we consider external assurance of our data.

#### OUR GLOBAL REPORTING HAS GIVEN US A BENCHMARK AGAINST WHICH TO MEASURE PROGRESS IN FUTURE YEARS

Our Corporation has changed greatly in the last few years. We plan to use our 2015 performance as a baseline to discuss the setting of targets for our future global sustainability performance.

Through 2016 and beyond, we will strive to keep our leaders engaged in running sustainable operations, as well as keeping operational excellence and Health & Safety front-of-mind for all our employees. We are first and foremost

technical experts, offering services for the built and natural environments. Our objective is to have a positive, measurable impact on economic, social and environmental factors in all of our projects and operations, now and in the future.



PAUL DOLLIN  
Chief Operating Officer


# GLOBAL SUSTAINABILITY STRATEGY

WSP | Parsons Brinckerhoff's business operations are organized such that each of our four reporting regions – Canada; Americas; Europe, Middle East, India and Africa (EMEIA) and Asia Pacific (APAC) – is autonomous and overseen by a regional Chief Executive Officer. Our sustainability governance parallels this model. Our strategy is therefore strongly supported by a regional approach in our markets, drawing on the local expertise of our employees.

We want to play a key role in delivering a sustainable and resilient world. Our regions have highly-experienced sustainability teams in place and we keep our experts connected, so that knowledge and ideas can be shared between our different markets. Sustainability champions support our client-facing activities and offerings, our sustainability agenda in our own operations and our thought-leadership in this field. As our executive sponsor for sustainability, Paul Dollin, Chief

Operating Officer has the role of empowering our regions' sustainability efforts and overseeing their approaches under our global strategy.

## STRATEGIC PLANNING

To ensure that sustainability is a common thread running through our organization, it has an important place within our strategic planning. On a corporate level, we are currently aligned to our **2015-2018 Global Strategic Plan**,  which is built upon four cornerstones: Our People; Our Clients; Our Operational Excellence and Our Expertise.

## KEY OBJECTIVES OF OUR GLOBAL SUSTAINABILITY STRATEGY



**WE WILL USE THE GROWTH OF THE SUSTAINABLE ECONOMY TO GROW NEW MARKETS AND COMMERCIAL OPPORTUNITIES.**

Seeking out the most transformative, innovative projects to pioneer a more sustainable future.



**OUR ADVICE WILL BE "FUTURE READY" AND DESIGNED TO HELP OUR CLIENTS REDUCE ENVIRONMENTAL IMPACTS OVER THE LIFE CYCLE OF THEIR ASSETS.**

Giving our experts a practical understanding of future environmental, societal and technological changes in order to help our clients thrive in a changing world.



**WE WILL ACTIVELY MANAGE OUR OWN ENVIRONMENTAL AND SOCIAL IMPACTS.**

Monitoring and managing our own practices and improving them over time, sharing our progress with stakeholders annually.



**WE WILL PLAY AN ACTIVE PART IN THE COMMUNITIES IN WHICH WE OPERATE.**

Acting as positive members of the places in which we work.

## INTERVIEW WITH AGNETA PERSSON

GLOBAL DIRECTOR,  
DESIGNING FUTURE CITIES, SWEDEN

### WHAT VISION GUIDES YOUR SUSTAINABILITY WORK?

My vision is that all our work contributes to a sustainable future, and that all our assignments are designed and carried out to increase environmental, social and economic sustainability. Society is built up of small parts; if all of them are sustainable we will achieve a sustainable society as a whole.

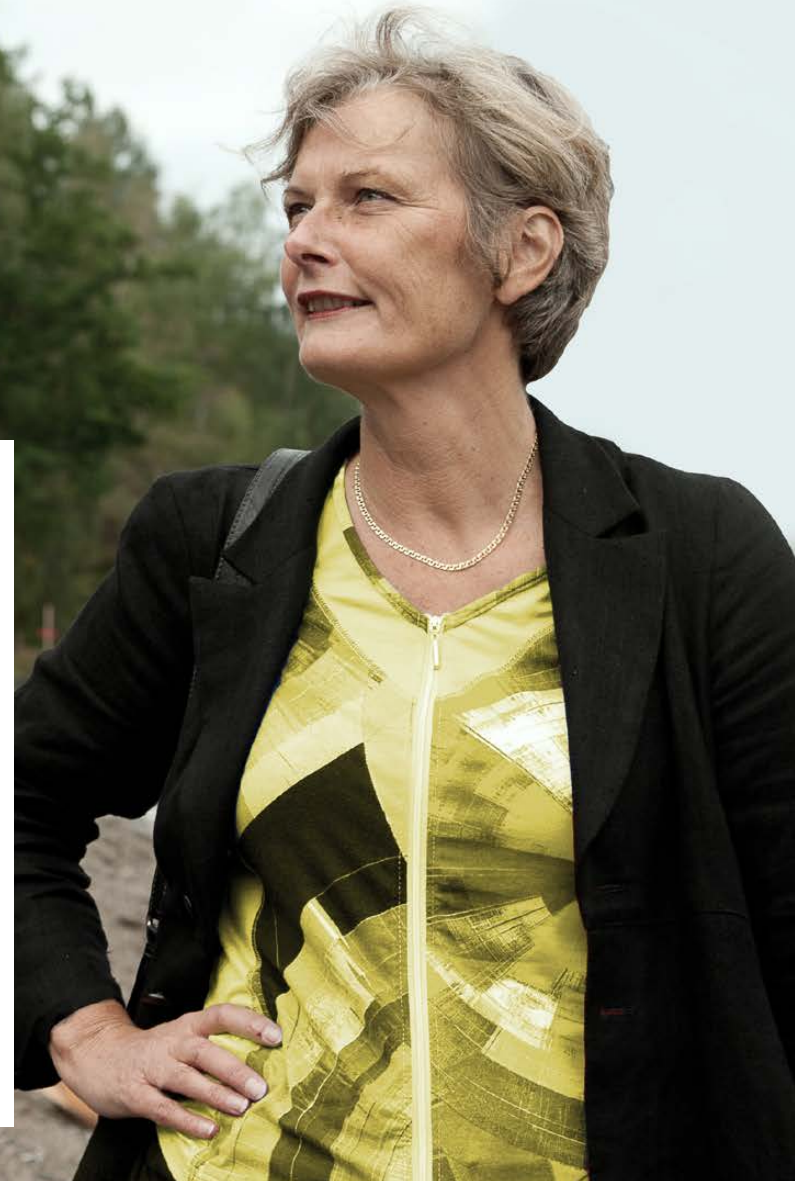
### CAN YOU TELL US ABOUT YOUR ROLE?

Our Future Cities initiative aims to meet the challenges in developing sustainable cities. Within my role,

I share my time between business development on one hand and as a strategic adviser on sustainable energy systems on the other. My daily work generally involves the development of interdisciplinary projects and concepts.

### WHAT UNIQUE SUSTAINABILITY OPPORTUNITIES EXIST IN SWEDEN?

Sweden has large-scale, high-performance district heating and cogeneration based on bioenergy and waste heat. District heating has an 80% market share in residential buildings and 50% in non-residential buildings. This is one of the most important →



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THERE'S A NEED FOR  
RETHINKING – AND WE  
ARE HELPING CLIENTS  
DO THAT EVERY DAY.

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explanations for the Swedish decrease in greenhouse gas emissions, and building sector emissions are now approximately one third of the EU average. This is an opportunity for Sweden to export knowledge and share experience.

#### WHAT IS THE MOST REWARDING PART OF YOUR SUSTAINABILITY WORK?

The most rewarding part of my work is when I see my colleagues develop new multidisciplinary services to support our clients in their efforts to reach their climate and sustainability

goals, and when I see our clients implementing our ideas. An example of this is in the city of Helsingborg, where the local energy company is now implementing the sustainable energy system we helped them design for the new urban area H+.

#### WHAT DOES THE FUTURE HOLD FOR SUSTAINABILITY IN YOUR WORK?

The future will include more sustainability innovations in every one of our projects. There's a need for rethinking – and we are helping clients do that every day.

## DESIGNING PLACES THAT STAND THE TEST OF TIME

Watch some of our UK experts introduce the "Future Ready" concept.



# WHAT MATTERS MOST

In advance of our 2015 report, WSP carried out a materiality assessment to ensure that we report on what matters to our stakeholders, address relevant issues and prioritize our reporting accordingly. To do so, we:

- Benchmarked the materiality assessments of our peers and other sustainability leaders; reviewed company governance, policy, and strategy documents; and conducted work sessions with company leadership and those involved with our reporting process to identify material 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 comprised investors, clients and in some regions regulatory authorities; internal stakeholders consisted of our employees;

- Analyzed all stakeholder feedback to determine which topics should be reported;
- Organized the content of this report accordingly in alignment with the GRI G4 Reporting Guidelines; 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. →

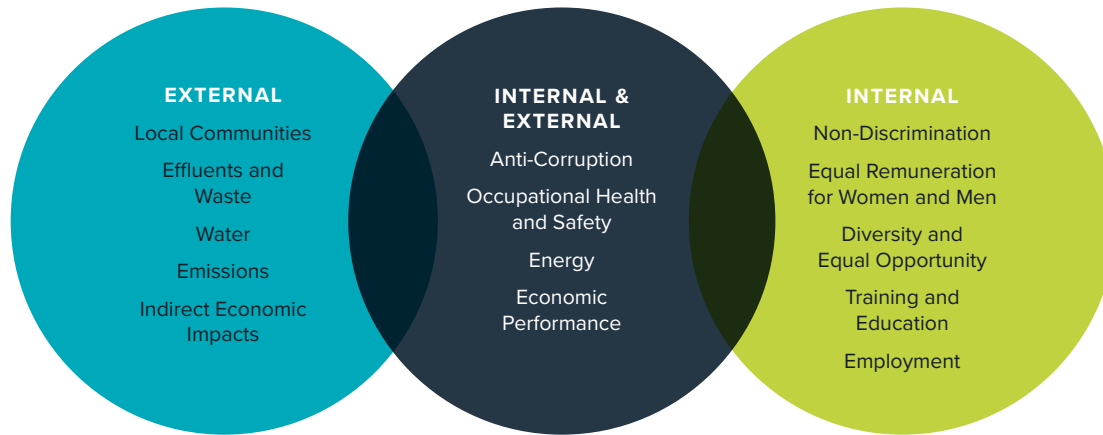
## MATERIAL ASPECTS

EMPLOYMENT	LEADING
EMISSIONS	
ENERGY	
OCCUPATIONAL HEALTH AND SAFETY	
ANTI-CORRUPTION	ESTABLISHED
ECONOMIC PERFORMANCE	
INDIRECT ECONOMIC IMPACTS	
WATER	
EFFLUENTS AND WASTE	
LOCAL COMMUNITIES	
TRAINING AND EDUCATION	
DIVERSITY AND EQUAL OPPORTUNITY	
EQUAL REMUNERATION FOR WOMEN AND MEN	
NON-DISCRIMINATION	

Our material aspects are covered in the following sections of this report:

- EMPLOYEES AND COMMUNITIES
- CLIENTS AND PROJECTS
- OPERATIONAL EXCELLENCE

## ASPECT BOUNDARIES INSIDE AND OUTSIDE THE ORGANIZATION



Since the materiality assessment was conducted, WSP joined with Parsons Brinckerhoff, which was a pivotal moment in the history of the two companies and created an industry-leading firm. WSP and Parsons Brinckerhoff shared similar values, service lines and operations, and therefore material topics identified during the 2015 reporting process were considered relevant for both organizations. To validate this decision, our internal team carefully blended the

reporting practices of both companies to ensure we still present relevant and material information to stakeholders for the combined WSP | Parsons Brinckerhoff company. Feedback from external and internal stakeholders received on our 2014 report was also taken into account. In the coming years, we intend to update the materiality assessment to continuously improve the quality of our disclosure and best reflect our evolution as a company.



 **CASE STUDY**

## CALIFORNIA HIGH SPEED RAIL

The California High-Speed Rail Project is one of the largest, most ambitious public transportation programs in US history. We are serving as the rail delivery partner, leading the planning and management of the environmental process through the completion of design, construction, commissioning and final implementation of the project on behalf of the California High-Speed Rail Authority.

 [READ FULL STORY](#)

# ENGAGING OUR STAKEHOLDERS

We take our responsibility to our stakeholders seriously. Reaching out to stakeholders and listening to their opinions is an important corporate value and is crucial in understanding their concerns and seizing upon emerging trends and opportunities for improvement. This table summarizes the Corporation's general engagement with its key stakeholders. In addition, a range of stakeholders were engaged as part of the materiality analysis. These stakeholders were identified as important to our business success, interested in our sustainability activities and as potential readers of our sustainability reports.

STAKEHOLDER <sup>1</sup>	TYPE OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT	ENGAGED AS PART OF REPORTING PROCESS?
EMPLOYEES	Employee survey Townhall meetings Information cascaded from leadership, via team meetings Global internal communications (intranet, emails) and local intranets Annual report Sustainability report	From daily to annually	Yes
INVESTORS, ANALYSTS, SHAREHOLDERS AND PROVIDERS OF CAPITAL	Investor relations activities including: investor days, meetings, roadshows, conferences, discussion with senior executives, conference calls Website postings Financial reports Press releases Annual Information Form Annual report Annual Meeting of Shareholders Media relations	From daily to annually	Yes
CLIENTS	Project communications Thought leadership Conferences Feedback received from clients	On an ongoing basis for client projects	Yes
BUSINESS PARTNERS, INCLUDING SUBCONTRACTORS, JOINT VENTURE AND CONSORTIUM PARTNERS	Project communications	<i>Ad hoc</i>	Yes
SUPPLIERS	Procurement Supplier Scorecards (select regions)	<i>Ad hoc</i>	No
GOVERNMENTS, INCLUDING REGULATORY AUTHORITIES	Project work communications involving government agencies	Regularly or <i>Ad hoc</i>	In some cases
INDUSTRY BODIES	Participation on key industry association committees Attendance at industry functions Sponsorship of industry events and research Trade displays Thought leadership	<i>Ad hoc</i>	No
LOCAL COMMUNITIES	Consultation on behalf of clients within projects Local community involvement/charity work	Within projects and <i>Ad hoc</i>	No

<sup>1</sup> Key topics and concerns raised by each stakeholder group are identified and addressed on an ongoing basis. For 2015, we are unable to aggregate information about specific topics and concerns raised worldwide, however efforts are underway to communicate this information going forward.

# ORGANIZATIONAL MEMBERSHIPS

WE ARE AFFILIATED WITH A NUMBER OF EXTERNAL ORGANIZATIONS AND INITIATIVES, INCLUDING THOSE HIGHLIGHTED IN THIS SECTION. OUR CORE VALUES - INNOVATIVE, TRUSTWORTHY, UNITED, PASSIONATE AND CARING – HELP DRIVE WHICH EXTERNAL EFFORTS WE SUPPORT.

## AFRICA

Consulting Engineers of South Africa  
 Engineering Council of South Africa  
 Green Building Council of South Africa  
 South African Institute of Civil Engineers  
 South African Institute of Steel Construction

## ASIA

Hong Kong Green Building Council  
 Hong Kong's Building Environmental Assessment Method Program

Technical Task Force for Mandatory Building Energy Code in Hong Kong  
 Singapore Green Building Council

## AUSTRALIA

Member of Engineers Australia, sitting on several of its committees including:

- Code of ethics committee,
- Reconciliation Action Plan steering committee, and
- Audit and risk committee.

Sustainable Business Australia

Infrastructure Sustainability Council of Australia  
 Green Building Council of Australia  
 Property Council of Australia  
 Consult Australia's sustainability and diversity roundtables  
 Urban Development Institute of Australia  
 Council for Tall Buildings and Urban Habitats

## CANADA

*Association des firmes de génie-conseil* - Québec  
 Association of Consulting Engineering Companies, Canada  
 Association of Professional Engineers and Geoscientists of Alberta  
 Association of Professional Engineers and Geoscientists of Saskatchewan  
 Association of Professional Engineers of PEI  
 Canada Green Building Council  
 Ontario Society of Professional Engineers  
 Canadian Urban Transit Association  
 Canadian Institute of Steel Construction

## COLOMBIA

*Cámara Colombiana de la Infraestructura*

*Cámara Colombo Británica*  
*Asociación Colombiana de Ingeniería Sanitaria y Ambiental*

## FINLAND

Finnish Wind Power Association  
 Green Building Council of Finland

## GERMANY

German Railway Industry Association  
 German Association of Consulting Engineers  
 Professional Association for Railway Engineers  
 Rail Construction Monitoring Association  
*Deutschen Gesellschaft für Nachhaltiges Bauen – DGNB e.V.*

## MIDDLE EAST

Emirates Green Building Council

## POLAND

British-Polish Chamber of Commerce

## SWEDEN

Swedish Federation of Consulting Engineers and Architects  
 Sweden Green Building Council

## UNITED KINGDOM

Aldersgate Group  
 Environment Industries Commission →


Business in the Community

UK Green Building Council

Association for Consulting and Engineering

Green Construction Board

UNITED STATES

CDP Climate Change and **Water Programs** 

American Institute of Architects

American Society of Civil Engineers

American Society of Heating, Refrigerating and Air-Conditioning Engineers

City of Seattle, Washington: “Deep Green” Pilot Program Technical Advisory Group

Building Commissioning Association

Association of Climate Change Officers

National Association for Women in Construction

Institute for Sustainable Infrastructure (ISI)

- Sat on ISI board reviewing updated assessment and chaired committee reviewing Envision credits

American Public Transportation Association (“APTA”) sustainability committee

American Public Transportation Association’s Sustainability Commitment program


American Association of State Highway and Transportation Officials (AASHTO)

Conference of Minority Transportation Officials and Women’s Transportation Seminar committees or as officers of local chapters

We also presented on sustainability, climate change and transportation at numerous conferences and events, including those for APTA, AASHTO, the Association of Metropolitan Planning Organizations, the American Planning Association, the Women’s Transportation Seminar, the Transportation Research Board, and the Air & Waste Management Association.

CDP CONSULTANCY PARTNER



We support all aspects of the CDP process, including compiling inventory data, developing strategy, policy, and governance programs, setting goals and targets, assessing risks and opportunities, and responding to **CDP’s annual questionnaires**.  In 2015, we provided CDP or related support to over two dozen companies listed on CDP’s leadership indices.



 CASE STUDY

ESPOO, FINLAND

“BUDGET A PARK”

Landscape Architect Tommi Kärki from our Helsinki office was responsible for engaging the community in Suvela, Espoo through a project involving a budgeting game for residents to take part in the planning of a local park. In the online game, the residents were given a budget of €40,000 and could decide how to use it, including how to procure equipment and planting services. Residents taking part also had several options to choose from for eight central features for the park, which were included in the game. The project won first prize for the public sector series of the 2015 Quality Innovation Awards, organized by the Finnish Quality Association.

# GOVERNANCE AND ETHICAL BUSINESS PRACTICES



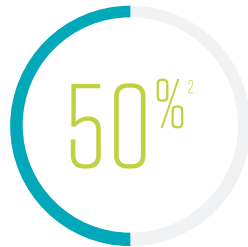
OF BOARD MEMBERS ARE FEMALE



OF BOARD MEMBERS ARE OVER 50 YEARS OLD



OF EXECUTIVE OFFICERS ARE FEMALE



OF MEMBERS OF THE SENIOR MANAGEMENT TEAM ARE FEMALE

## CORPORATE GOVERNANCE

WSP Global Inc.'s Board of Directors has responsibility for the stewardship of the Corporation and has adopted a formal mandate setting out the Board's responsibilities, including overseeing integrity and ethics, the appointment of the CEO, management of the Board, strategic and succession planning, monitoring corporate and financial performance, financial reporting, risk management and oversight of the Corporation's policies and procedures, communications, reporting and compliance with laws.

## BOARD OF DIRECTORS AND MANAGEMENT DIVERSITY

The Corporation amended its Corporate Governance Guidelines in March 2015 to adopt policies with respect to the identification and nomination of female 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. The Committee also considers the level of representation of women on the Board and in executive officer positions in the search for and selection of candidates and, where necessary, seeks advice from qualified external advisors to assist in this search.

Specific targets or quotas for gender or other diversity criteria in appointments to the Board or in executive officer positions have not been included in the Corporate Governance Guidelines or adopted by the Board due to the need to consider a balance of criteria in each individual appointment. The Board will promote its diversity objectives through the initiatives set out in the Corporate Governance Guidelines with a view to identifying and fostering the development of a suitable pool of candidates for nomination or appointment over time. 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. →

<sup>1</sup> As of May 19, 2016, date of the Shareholder Meeting

<sup>2</sup> At April 11, 2016, date of the publication of the [Management Information Circular](#)

## ETHICAL BUSINESS PRACTICES

### CODE OF CONDUCT

On a global level, WSP | Parsons Brinckerhoff has adopted a Code of Conduct, a Gift, Entertainment and Hospitality Policy, a Working with Third Parties Policy and an Understanding Bribery Issues Policy (collectively, the “Code”), which applies to the Corporation’s directors, officers, employees and contract workers. The Code requires strict compliance with legal requirements and sets the Corporation’s standards for the ethical conduct of our business. Topics addressed in the Code include business integrity, anti-corruption, conflicts of interest, insider trading, use of the Corporation’s assets, fraudulent or dishonest activities, confidential information, fair dealing with other people and organizations, political contributions, employment policies and reporting alleged Code violations.

### COMMUNICATIONS AND TRAINING



**THE CODE OF CONDUCT IS ACCESSIBLE TO ALL EMPLOYEES THROUGH OUR CORPORATE AND LOCAL INTRANET SITES AND WEBSITES.**

It is additionally available in several different languages to facilitate its use in regions where the Corporation primarily operates. Each large geographic region of the Corporation has a dedicated Risk, Ethics or Compliance representative to assist with the implementation of the Code.

An ongoing structured ethics compliance training program ensures that on a yearly basis every Director, officer and employee of the Corporation reviews the Code and underlying guidelines in place.

Under corporate procedures, the Code is also to be communicated to our business partners, and tools are available to facilitate this.

Training is aimed at recognizing issues and escalating them in the organization for effective measures to be implemented in a timely fashion. The Corporation provides additional specialized training for employees for matters governed by the Code, where it is determined such training would be beneficial. For newly-hired employees, the training program has been incorporated into the induction process.

### 2015 PROGRESS

- As at December 31, 2015, the Code had been communicated to all members of our Board of Directors, and all Board members had received training.
- Following the Board’s review of the Code in 2015, communications were subsequently issued to employees about their responsibilities regarding the policies as well as how and where to access additional information.
- At this time, we do not have consolidated data available on the percentage of our employees who received anti-corruption training by December 31, 2015, due to the multiplicity of learning management systems in place because of recent integration efforts.
- At this time, we do not have data available on the percentage of our business partners who had received the Code by December 31, 2015.

### 2016 PROGRAM

- During 2016, a new communications and training

program for all employees on risk, ethics and compliance issues is being launched. The program includes the addition of a Code of Conduct written specifically for our suppliers.

### CONFIDENTIAL BUSINESS CONDUCT HOTLINE

The Code provides that each employee has an obligation to report violations or suspected violations of the Code and the Corporation will ensure that there is no retaliation against anyone for making a report in good faith.

The Corporation’s “Confidential Business Conduct Hotline” provides a means for employees as well as the general public to raise issues of concern anonymously with a third-party service provider. The service is accessible through the Web, by telephone or by email and is available in local languages. Employees can access information about the hotline through the employee intranets, as well as in the Code.

Any information received is processed by an independent party and the Chief Risk and Ethics Officer, who is required to advise the Chairman of the Governance, Ethics and Compensation Committee or the Audit Committee, as applicable. Pursuant to the Code, the Chief Risk and Ethics Officer is charged with the responsibility for maintaining the Confidential Business Conduct Hotline and ensuring that all alleged Code violations are investigated.

# PRECAUTIONARY PRINCIPLE

THE RIO DECLARATION (1992) DEFINES THE PRECAUTIONARY PRINCIPLE AS FOLLOWS: “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 understanding risk and reducing it as much as possible. 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.
- We provide clients with a full array of solutions that seek to prevent environmental degradation and restore the natural environment.
- As climate change represents the most serious challenge of our time, we rely on the latest science to inform our clients’ greenhouse gas emissions management as well as do our part by striving to reduce our own greenhouse gas emissions.



 CASE STUDY

SYDNEY, AUSTRALIA

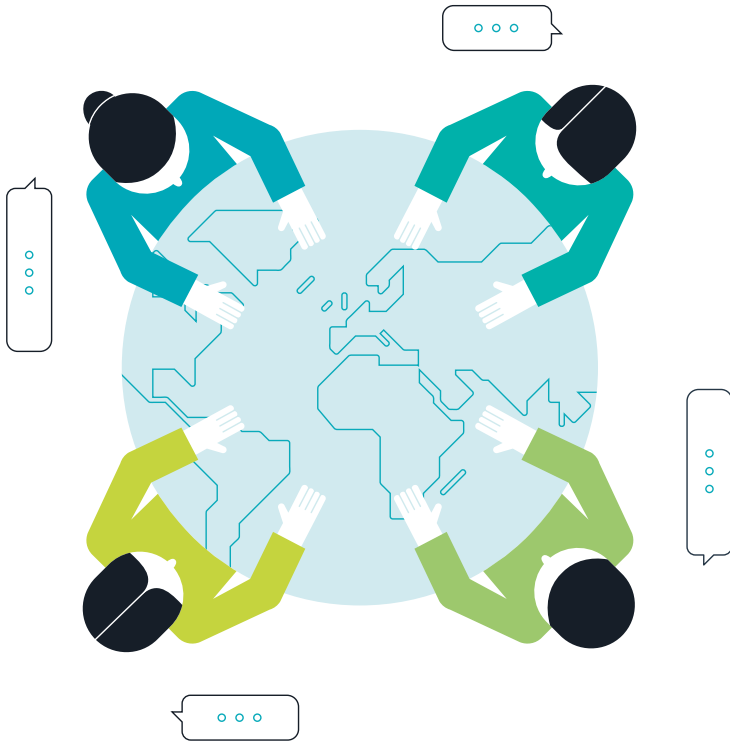
## CENTRAL PARK

This mixed-use urban renewal project in Sydney seeks to provide a blue-print for addressing urban challenges in Australia, servicing increased density with low-impact energy and water systems while improving public amenities and liveability. We were involved from the project’s conception and provided integrated services (with an environmentally sustainable design focus) including mechanical, electrical, hydraulics/plumbing, vertical transportation, fire safety and fire protection, and energy and water assessments.

 [READ FULL STORY](#)

# EMPLOYEES AND COMMUNITIES

# INTRODUCTION



66

Cities are responding to climate change risks that have substantial implications for the future health and well-being of urban populations. By taking action in climate adaptation and water management, cities will become more resilient to the impacts of climate change, severe weather and periods of sudden or long-term climate stress.

SETH SCHULZ, DIRECTOR OF RESEARCH,  
MEASUREMENT & PLANNING, C40 CITIES



Our greatest asset is our people. We value each and every one of our employees and strive to make sure they have what they need to build great careers and be trusted advisors to our clients.

We aim to create an exciting and rewarding work environment that stimulates employees daily and provides concrete career development opportunities to attract and retain the finest talent. Over the past years, WSP | Parsons Brinckerhoff has been benchmarking and maintaining competitive compensation packages, strengthening its internal communication tools, creating career advancement opportunities and providing professional development support.

To allow each employee to take an active part in achieving our mission, we are building an exciting work environment that will bring our highly qualified and diversified international workforce together and celebrate excellence, agility, team work, diversity and global mobility.

# SCORECARD

PRIORITY	OBJECTIVE	2015 ACHIEVEMENT	2016 FOCUS
DIVERSITY	Weave diversity into the fabric of the organization	Updated Global Diversity and Inclusion Policy to reflect the new global company, and attract and retain the best people	Monitor the success of the updated policy
EMPLOYEE ENGAGEMENT	Measure the engagement of our employees across the newly combined business	Global engagement survey completed with 85% response rate	Focus on the Improvement Areas highlighted in the survey, including talent and staffing, performance management, and rewards and recognition
HEALTH AND SAFETY	Foster healthy, safe and sustainable workplaces that promote continuous learning and support great careers	Updated Global Health and Safety Policy to continue to prioritize safe work environments  Reached objective for overall target Accident Frequency Rate (AFR) <sup>1</sup> of 0.1 or below (0.08 in 2015)	Reduce the risks associated with driving, overseas working, geotechnical work and people-plant-vehicle interfaces  Maintain overall target Accident Frequency Rate (AFR) <sup>1</sup> of 0.1 or below
DATA COLLECTION	Report together on sustainability (WSP and Parsons Brinckerhoff legacy businesses)	Global data on employees has been reported for most required indicators	Work to refine our tracking and analytics for certain reporting criteria

<sup>1</sup> Accident Frequency Rate: includes major injuries and injuries requiring more than three days away from work



 CASE STUDY

## ALISON GROVES, SUSTAINABILITY PROFESSIONAL

In November 2015, the Green Building Council of South Africa (GBCSA) announced the 2015 winners of the Green Star Leadership Awards. Alison Groves, Principal Sustainability Consultant for WSP | Parsons Brinckerhoff in Africa, was honoured with the Established Green Star accolade. The Green Star Leadership Awards were started in 2011 to acknowledge projects, project teams and individual professionals for their ongoing contributions to design, build and operate better green buildings in South Africa.

 [READ FULL STORY](#)

# OUR EMPLOYEES

## EMPLOYMENT PRACTICES<sup>2,3</sup>

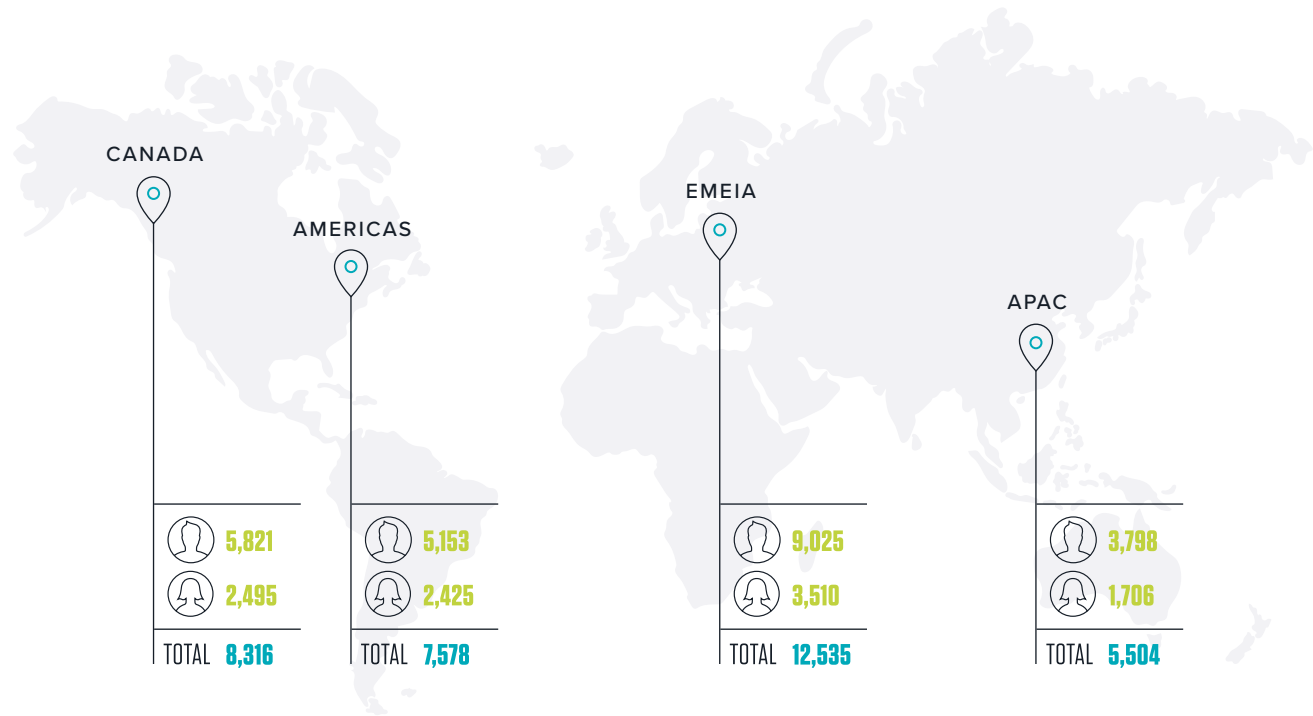
The following information provides an overview of our people by gender, contract type and region, as well as other data including our hiring and employee turnover rates, the benefits provided to employees, learning and development opportunities and performance reviews. →

<sup>1</sup> Data reported cover global employees as of December 31, 2015 including acquisitions completed during 2015. Data on supervised workers are not available.

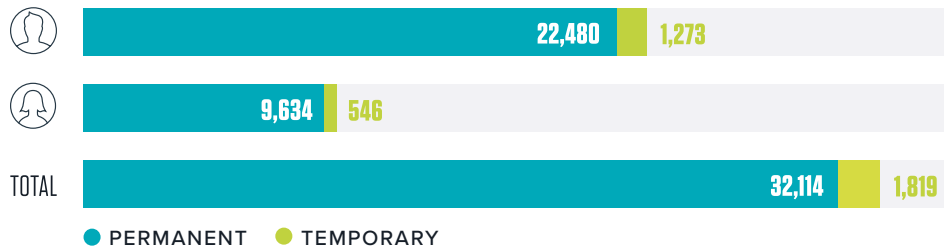
<sup>2</sup> In most regions, WSP | Parsons Brinckerhoff's workforce does not include a significant number of self-employed people, and does not undergo seasonal variations in employment numbers.

<sup>3</sup> In general, our employment practices do not extend to our supply chain unless deemed appropriate.

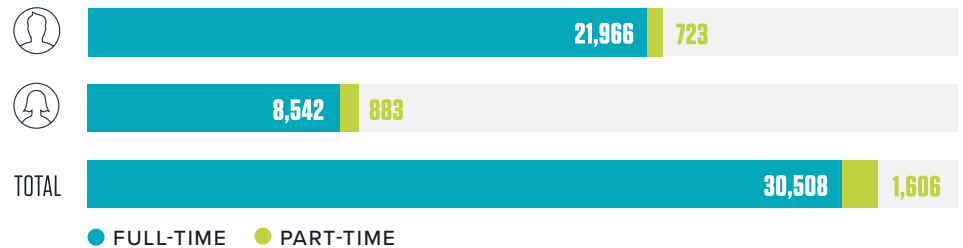
TOTAL WORKFORCE BY REGION AND GENDER (DECEMBER 31, 2015)<sup>1</sup>



TOTAL NUMBER OF EMPLOYEES BY CONTRACT TYPE AND GENDER<sup>1</sup>



TOTAL NUMBER OF PERMANENT EMPLOYEES BY EMPLOYMENT TYPE AND GENDER<sup>1</sup>





TOTAL VOLUNTARY TURNOVER RATE



NEW HIRE RATE

In 2015, we had a total voluntary turnover rate of 13%<sup>2</sup>, which we believe is acceptable compared to our counterparts and favorable compared to one recognized benchmark figure for professional services of 17%<sup>3</sup>. We also had healthy activity in recruitment, with an 18% new hire rate showing our business grew organically in terms of numbers of employees overall.

### COLLECTIVE BARGAINING AGREEMENTS

As of December 31, 2015, employees in Sweden and Finland, representing approximately 10% of the Corporation's total employees, were covered by collective bargaining agreements which are renewable on an annual basis. →

<sup>1</sup> Data on new hires and turnover covers 100% of employees (not including 2015 acquisitions), but is not available by gender and age

<sup>2</sup> In 2014, equivalent figures for WSP and Parsons Brinckerhoff were 14% and 11% respectively

<sup>3</sup> CEB Corporate Leadership Council – 17% is the 2014 voluntary turnover benchmark figure for professional services

<sup>4</sup> Benefits are reported for significant locations of operation, defined as those countries with over 1,500 employees (Canada, USA, UK, Sweden, Australia and China)

<sup>5</sup> Grade-dependent

<sup>6</sup> If employed more than one year

### NEW HIRES AND EMPLOYEE TURNOVER<sup>1</sup>

	CANADA	AMERICAS	EMEIA	APAC	TOTAL
NUMBER OF NEW HIRES	865	1191	2349	750	5155
NEW HIRE RATE	16%	17%	21%	14%	18%
NUMBER OF EMPLOYEES WHO LEFT THE COMPANY	1,032	1,573	1,936	926	5,467
TURNOVER RATE	19%	23%	17%	17%	19%
VOLUNTARY TURNOVER RATE	10%	14%	13%	12%	13%

### EMPLOYMENT BENEFITS<sup>4</sup>

	CANADA	US	UK	SWEDEN	AUSTRALIA	CHINA
LIFE INSURANCE	● ●	● ●	● ● ●	● ●		●
HEALTH CARE	● ●	● ●	● ● ● <sup>5</sup>	● ●		●
DISABILITY AND INVALIDITY COVERAGE	● ●	● ●	● ● ● <sup>5</sup>	● ●	● ●	● ●
PARENTAL LEAVE	● ●	● ●	● ● ●	● ● ● <sup>6</sup>	● ●	●
RETIREMENT PROVISION	● ●	● ●	● ●	● ●	● ●	● ●
STOCK OWNERSHIP	● ●					

● FULL-TIME ● PART-TIME ● TEMPORARY

## LEARNING AND DEVELOPMENT

In 2015, employees spent a total of around 530,000 hours on learning and development activities<sup>1</sup>. This equates to approximately 22 hours for each full time equivalent employee.

Employees around the world have access to a wealth of information and training designed to develop the knowledge and skills necessary for them to excel in their careers. Accessible from online employee communications portals, we offer a variety of flexible learning options, from workshops and webinars to self-paced e-learning modules, within a range of topics and career disciplines.

## PERFORMANCE REVIEWS

Specific data are not available on a global level for employees receiving regular performance and career development reviews in 2015. We are assessing the availability of data to ascertain whether it will be possible to report on a global level in the future.



530,000

HOURS SPENT ON  
LEARNING AND  
DEVELOPMENT  
ACTIVITIES IN 2015

Regional HR leadership has the responsibility and autonomy to review and evolve the local approach to these reviews with employees, and performance management is currently a specific area of focus for all regions.

Several of our regions are evolving towards new initiatives to engage their employees through regular “development conversations” taking place several times per year, which also include the setting of performance goals and development goals. Some of the objectives of these new programs are to ensure our people feel heard and valued, help them realize peak performance through effective goal setting and obtain a better understanding of their career aspirations.

## DIVERSITY

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

Diversity is critical in building a culture of innovation, engagement and performance. It is also fundamental to attracting and retaining the best talent globally. We believe that holding ourselves to the highest diversity standards is the right thing to do and that

embracing diversity will enable us to fully leverage the creativity and skills of our people and ultimately win in the market by delivering the best results for our stakeholders.

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.

## DIVERSITY AND INCLUSION POLICY

In 2015, we published an updated Diversity and Inclusion Policy for all employees, which includes discrimination based on age, disability, equal pay, ethnic or national origin, gender, pregnancy and parental leave, marital status, religion or belief and sexual orientation. This policy, in combination with the regional handbook and any regional WSP|Parsons Brinckerhoff employment policies, is designed to create a framework within which local policies and practices will comply with regional legislative requirements. →

<sup>1</sup> Data reported represent 73% of full time employees. Training hours cannot be reported by gender and employee category.

## EQUAL OPPORTUNITIES

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

We did not record any discrimination incidents across our global business in 2015.

### GENDER DIVERSITY BY EMPLOYMENT CATEGORY<sup>1,2</sup>

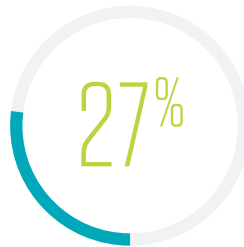
Globally, fewer women are attracted, retained and advance in technical careers<sup>3</sup>. Specific targets or quotas for gender or other diversity categories throughout the organization have not been adopted due to the need to consider a balance of criteria for each individual employee appointment. However, we will assess the effectiveness of this statement at achieving the organization's diversity objectives, monitor the implementation of the policy and report annually to the Board of Directors on the progress made. →

### GENDER DIVERSITY BY EMPLOYMENT CATEGORY<sup>1</sup>

	BUSINESS LEADERS	MIDDLE MANAGEMENT	ENGINEERS & CONSULTANTS	BUSINESS SUPPORT	TOTAL
MALE	88%	79%	73%	41%	70%
FEMALE	12%	21%	27%	59%	30%

### AGE DIVERSITY BY EMPLOYMENT CATEGORY<sup>1</sup>

	BUSINESS LEADERS	MIDDLE MANAGEMENT	ENGINEERS & CONSULTANTS	BUSINESS SUPPORT	TOTAL
30 AND UNDER	0%	3%	39%	21%	24%
31-50	46%	62%	48%	55%	53%
51 AND OVER	54%	35%	13%	24%	23%



OF OUR ENGINEERS & CONSULTANTS ARE FEMALE

We are pleased with this figure in the context of lower rates of women studying and graduating in engineering and science subjects in several of our major regions (19% in Canada - 2014; 19% in the United States - 2012 and 16% in the UK<sup>4</sup>).

<sup>1</sup> Data reported cover global employees as of December 31, 2015 including acquisitions completed during 2015

<sup>2</sup> Diversity by minority group cannot be reported

<sup>3</sup> Breaking down the Gender Challenge, *McKinsey Quarterly*, March 2016


<sup>4</sup> Canada: [The Ontario Network of Women in Engineering \(ONWiE\)](#); US: [Women, Minorities, and Persons with Disabilities in Science and Engineering](#); UK: [Women's Engineering Society](#)

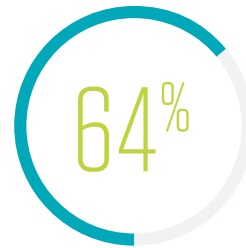


Engineers Australia Industry Blueprint 3 - Women in Engineering National Committee – Attendees at Round Table Discussion

 CASE STUDY

## GENDER DIVERSITY: KATE BORG

Gender diversity and inclusivity are particular challenges for the engineering industry. We are committed to helping the industry move past these barriers between genders. As a part of these efforts, Kate Borg from our Melbourne, Australia team was involved in the development of the **Action Plan for Mitigating Gender Bias**  by Engineers Australia's Women in Engineering. The report was co-presented by David Cruickshanks-Boyd, Engineers Australia's National President in 2015 and our National Director, Sustainability.



“I FEEL THIS ORGANIZATION VALUES DIVERSITY”



“WE HAVE A WORK ENVIRONMENT THAT IS OPEN AND ACCEPTS INDIVIDUAL DIFFERENCES”

### 2015 EMPLOYEE SURVEY HIGHLIGHTS

In our 2015 employee engagement survey 64% of respondents were positive when asked if they felt that the organization valued diversity. This result is below the global average benchmark for this question as provided by our survey provider Aon Hewitt, which is 71%. We are therefore working hard to increase this percentage as we continue to promote, and make more visible, our diversity and inclusion practices across the business.

By contrast 81% of respondents in the same survey were positive when asked if we have “a work environment that is open and accepts individual differences (e.g. gender, ethnicity, sexual orientation, religion, age).” This result is supported by the lack of discrimination cases across the global business during 2015. It is also above both the global average and top quartile benchmarks provided by Aon Hewitt - 65% and 79% respectively. Exceeding the top quartile benchmark places us amongst the top 25% of employers in the Aon Hewitt database for this question.

### EQUAL REMUNERATION

WSP | Parsons Brinckerhoff's Global Diversity and Inclusion Policy calls for the fair and equal treatment of employees free from any discrimination, including specifically pay discrimination as an area of focus. WSP | Parsons Brinckerhoff monitors confidential pay equity data internally. We are working to refine our tracking and analytics, and will disclose this information externally in future sustainability reports.

# OCCUPATIONAL HEALTH AND SAFETY

## INTRODUCTION

It is essential that we take a robust approach to Health and Safety (H&S). We strive to ensure that H&S remains “front of mind” for employees by means of regular communications and mandatory training. In this regard, our Global Head of Health and Safety champions a strategy to instill a positive safety culture, supported by the leadership teams who ensure we provide visible and tangible safety leadership, wherever we operate in the world.

WSP | Parsons Brinckerhoff complies with applicable laws and regulations and is committed to providing its employees and others who may be affected by its activities with a healthy and safe environment.

Following our joining together with Parsons Brinckerhoff, we embarked on a new health and safety strategy aimed at supporting our regional teams to consistently implement and maintain →

## HEALTH & SAFETY PERFORMANCE<sup>1</sup>

	ACCIDENT FREQUENCY RATE <sup>2</sup>	INJURY RATE <sup>3,4</sup>	OCCUPATIONAL DISEASE RATE <sup>4,5</sup>	WORK-RELATED FATALITIES
	Per 100,000 hours	Per 100,000 hours	Per 100,000 hours	
CANADA	0.08	0.46	0	0
USA & CENTRAL AMERICA	0.08	0.18	0.005	0
SOUTH AMERICA	0.86	1.23	0	0
UK	0.03	0.08	0	0
MIDDLE EAST	0.03	0.06	0	0
INDIA	0	0	0	0
SOUTH AFRICA	0.11	0.32	0	1 <sup>6</sup>
EUROPE	0	0	0	0
NORDICS	0.02	0.11	0	0
AUSTRALIA & NEW ZEALAND	0	0.28	0	0
ASIA	0.03	0.07	0	0

<sup>1</sup> Health and safety rates cannot be reported by gender or for supervised workers (contractors). Lost days cannot be reported; WSP | Parsons Brinckerhoff is working to implement this reporting for 2016. Absentee information is not available for all regions and is not reported.

<sup>2</sup> Accident Frequency Rate: includes major injuries and injuries requiring more than three days away from work

<sup>3</sup> Injury Rate: includes major injuries, lost time injuries >1 day and injuries requiring medical treatment beyond first aid

<sup>4</sup> Injury and occupational disease rates are calculated as per Standard 103, an internal WSP | Parsons Brinckerhoff standard

<sup>5</sup> Occupational Disease Rate: includes new cases of moderate to severe work-related ill health

<sup>6</sup> Due to a road traffic accident involving a male employee

## PROGRESS IN 2015

In 2015 we integrated our arrangements for managing H&S across our global operations and established a new strategy for the effective management of H&S:

- We developed and implemented a clear set of “Expectations for H&S Management” aligned to the requirements of OHSAS18001; this internal document is available to all employees.
- We developed minimum standards for Major Incident Response, Accident and Incident Investigation and Performance Reporting.
- We ensured all regions were effectively supported by H&S resources.
- We rolled out one reporting portal for all Incidents, Accidents and Adverse Events known as ISMS (Integrated Safety Management System).
- We developed and introduced combined overseas H&S and security support arrangements via International SOS.
- We improved and standardized H&S communication to increase awareness of the risks associated with our activities, including serious diseases, in support of our Zero Harm aims.
- For 2015 we set an overall target Accident Frequency Rate (AFR)<sup>1</sup> of 0.1.
  - › During 2015, all regions reported in excess of 61 million man-hours of activity in the year and we confirmed a global year-end AFR of 0.08.

<sup>1</sup> Accident Frequency Rate: includes major injuries and injuries requiring more than three days away from work



0.1

OVERALL TARGET  
ACCIDENT FREQUENCY  
RATE (AFR)<sup>1</sup> FOR 2015

0.08

GLOBAL YEAR-END AFR

our safety management systems. The Corporation’s primary aim is to ensure it is able to effectively monitor, prevent, reduce or remove the risks associated with the work employees and sub-contractors undertake.

Having reviewed the lessons learned from the adverse events reported during 2015, our focus in 2016 is to further reduce the risks associated with driving, overseas working, geotechnical work, and people – plant – vehicle interfaces.

### RECORDING AND REPORTING ACCIDENT STATISTICS

Our “Standard 103 - Health and Safety Reporting” sets out the requirements for consistent safety, health and environmental reporting throughout WSP | Parsons Brinckerhoff and its business units. The minimum requirements of this Standard apply to all business units and corporate functions and to all joint ventures, partnerships and associated companies in which the Corporation has a controlling interest or where, with the agreement of our partners, our Zero major incident aims, the WSP | Parsons Brinckerhoff Expectations for Health and Safety Management and this Standard are adopted.

Each region and business unit is responsible for ensuring that the requirements of this Standard are incorporated into their Health and Safety management system or standard operating procedures.

# INTERACTING WITH OUR COMMUNITIES

RECOGNIZING THE COLLECTIVE RIGHTS OF LOCAL COMMUNITIES, WE STRIVE TO CONTRIBUTE POSITIVELY TO THE COMMUNITIES WHERE WE WORK. IN 2015, THE CORPORATION HAD A NUMBER OF COMMUNITY AND CHARITABLE PROGRAMS ONGOING AT A REGIONAL LEVEL<sup>1</sup>, AND WE ARE PROUD TO PROVIDE THE FOLLOWING EXAMPLES OF OUR REGIONAL ACTIVITIES.



## ASIA

### ① GREATER CHINA

Our volunteer teams contributed over 2,400 hours in 2015 to support local causes and charities including making dolls for children who live in remote rural areas of China through the charity World Vision, participating in a beach clean up in Taipei and visiting and delivering food to the homeless on the streets of Hong Kong with a local charity organization.

### SINGAPORE

More than 250 employees liaised with The Singapore Red Cross to raise

funds to support Nepal Earthquake Relief 2015 (May 2015)

### ② THAILAND

19 volunteers took part in Mangrove Planting at the Sirindhorn International Environmental Park, Phetchaburi province (April 2015)

### PHILIPPINES

20 employees took part in the Red Cross Million Volunteer Run 3 in aid of the Philippine Red Cross (Part 1 in December 2015) →



<sup>1</sup> The percentage of operations with local community engagement programs has not been quantified.



Raising funds for Diabetes UK

### AUSTRALIA – NEW ZEALAND

We are a founding sponsor and ongoing supporter of the Engineering Aid Australia (EAA) Indigenous Australia Engineering Summer Schools in New South Wales and in Western Australia. We are also joint founder of the Indigenous Australian Science and Infrastructure Development Winter School alongside Queensland University of Technology.

We act as gold sponsor and ongoing

supporter of the Property Industry Foundation. This is an organization that supports homeless children in Australia working in association with the Salvation Army. We have been actively involved in fundraising events, have had staff assist in the building of places of refuge, and have provided work experience for some of the graduates from this program. We also:

- Support Engineers Without Borders, Engineering Aid Australia, the Royal Flying Doctor Service,

Wateraid Australia and Conservation Volunteers;

- Host work experience students;
- Participate in Blueshoots, a staff volunteering and fundraising network
- Support key charitable events including REDR Day, Daffodil Day, Red Cross, Starlight Express, Movember etc;
- Support staff fundraising activities.

- Run a schools engagement program, Launchpad
- Host work experience students
- Make charitable donations and support staff fundraising activities
- Support Blueshoots
- Support charities RedR and Article25

### UNITED STATES

Throughout the year, many employees united to volunteer their time and talents to support causes that align with our mission, values and services. For employees championing environmental causes, activities peak in the springtime during the celebration of Earth Week. Sixteen offices participated in Earth Day activities that benefitted local communities including tree planting, cleaning up rivers and waterways, and cleaning parks and other land.

This year, more than 150 employees also participated in events sponsored or coordinated by volunteer groups, which include our Green Team, the Professional Growth Network (PGN) and the Voice program. These groups plan and coordinate community outreach events and social gatherings.

### CANADA

We are proud to support local non-profit organizations, foundations and personal initiatives in order to invest in the communities where our employees live, work and play. Whether it is by giving our time and energy, raising financial donations or sharing our expertise, we believe that our involvement makes a difference.

For example, our Greater Toronto Area hosts an annual golf tournament in support of the charity Dixon Hall Neighbourhood Services. We have raised nearly \$495,000 over the past thirteen years.

### ③ UNITED KINGDOM

We have been a member of Business in the Community (BITC) for over six years and continues to support their Environment Leadership Team. We also:

🔍 CASE STUDY

# ENGINEERS WITHOUT BORDERS

**Brian Putre** is WSP in Canada's first-ever fellow with **Engineers Without Borders** Canada (EWB). We have partnered with EWB because we support their mission to find sustainable, workable solutions to extreme poverty in Africa. Through this partnership, we are committed to going the extra mile to contribute to sustainable change.

A Toronto-based consultant in our Advisory Services group, Brian was selected to contribute his skills and expertise to a social enterprise called Rent to Own based in Lusaka, Zambia from October 2015 to February 2016.



**MEET WSP | PARSONS BRINCKERHOFF'S FIRST PROFESSIONAL FELLOW WITH EWB**


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**Rural Zambians have the skills to become successful entrepreneurs but often lack the means to fully execute on their abilities. Rent to Own's solution tries to address the hurdles they face. Assets required by the entrepreneurs to kick-start their businesses are procured by Rent to Own and then supplied to the clients on hire purchase.**

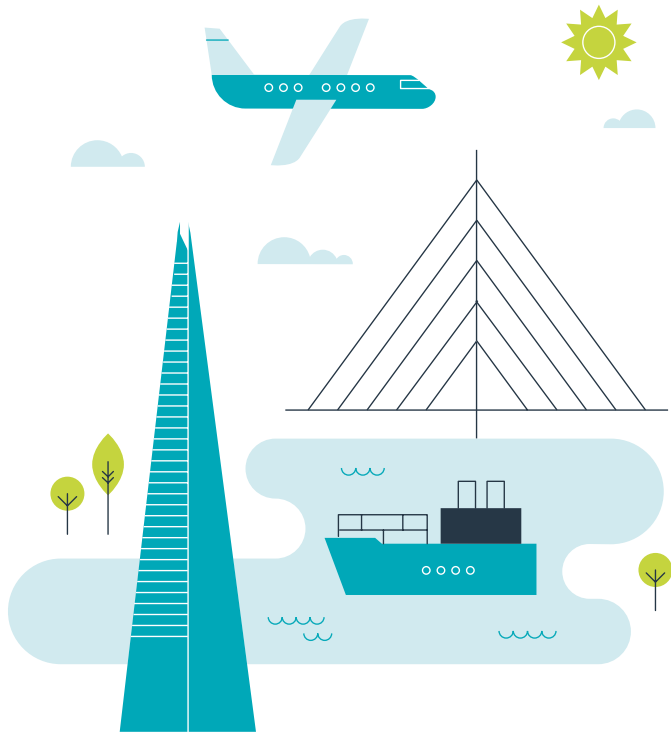
**Rent to Own plans to expand its operations and my role in the team was primarily working on financial modelling. I left Zambia with the impression I had really made a big difference in helping to better position Rent to Own for its next stage of growth.**

BRIAN PUTRE, CONSULTANT, ADVISORY SERVICES GROUP





# CLIENTS AND PROJECTS



# INTRODUCTION

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Our world is going to be redesigned, reshaped, and rebuilt over the next twenty years. How we plan and design the built environment will determine whether climate change is manageable or catastrophic.

ED MAZRIA,  
FOUNDER, ARCHITECTURE 2030



While we will continue to adapt our own business and improve our performance, feedback from our clients and from our materiality assessment has indicated that the greatest benefit we can provide is in the work we do with our clients. While these benefits could be considered to be indirect, as they are combined across projects, clients, regions, and businesses, they have extraordinary potential. We are proud of the designs and advice we provide across the globe, and how WSP | Parsons Brinckerhoff is supporting organizations of all sizes and geographic locations to prepare for the future.

A number of our services offered on a global level can be accessed through the links below:



**GREEN BUILDING DESIGN**



**ENVIRONMENTAL SERVICES**



**SUSTAINABILITY ADVISORY**



**SUSTAINABILITY AND CLIMATE CHANGE**



# SCORECARD

PRIORITY	OBJECTIVE	2015 ACHIEVEMENT	2016 FOCUS
<b>"FUTURE READY"</b>	Provide forward-thinking advice and unparalleled expertise to help our clients thrive in a changing world	Started adapting our "Future Ready" program for regions outside the UK	Make progress rolling out "Future Ready" in Australia, Canada and the Middle East
<b>INTERNATIONAL COLLABORATION</b>	Collaborate globally to offer our latest thinking through astute advice to our clients to overcome the world's most significant sustainability challenges	Productive collaboration between our sustainability experts in Canada, US, UK and Australia	Formalize our global, internal collaboration through the global sustainability technical excellence network
<b>INDUSTRY LEADERSHIP</b>	Become recognized leaders in sustainability	Various awards, including the Guardian Sustainable Business Awards – Consultancy of the Year – Impact Winner	Continue to position ourselves through industry recognition, thought leadership and embedding sustainability into everything we do



 CASE STUDY

## FUTURE OF THE BUILT ENVIRONMENT

We worked with UK Charity, Business in the Community and businesses Pinsent Masons, Walgreens Boots Alliance, Lloyds Banking Group and Cisco to develop a practical guide to the **future of the built environment in 2030**  – bringing future changes in climate change, society, resources and technology to life. As well as sharing the document widely, we held two major events in Birmingham and **Manchester**  in 2015, and will hold further thought leadership events in 2016.



 CASE STUDY

## UK AIRPORT CLIMATE CHANGE

During the last eight years, the UK has witnessed some of the most severe weather events on British record. In 2011, the UK government mandated all reporting authorities<sup>1</sup> to complete a climate change adaptation report. London Luton Airport and Cardiff Airport commissioned WSP | Parsons Brinckerhoff to help them identify how resilient their organizations and operations are to future climate change impacts. The output was a prioritized risk assessment and adaptation action plan that met with the UK Department for Environment, Food and Rural Affairs (Defra) reporting requirements, and supported the UK government with developing its first national adaptation plan.

 [READ FULL STORY](#)

<sup>1</sup> Organizations with functions of a public nature and Statutory Undertakers - companies and agencies with legal rights to carry out certain development and highways works

# CLIMATE CHANGE AND OUR BUSINESS

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**Low-carbon growth is the only way to ensure sustainable profits and employment in the future. Forward-looking companies know this and they are taking ambitious climate action.**

PETER BAKKER,  
PRESIDENT AND CEO, WBCSD



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 is the basis for our business. Climate risks and opportunities are relevant whether we are designing energy efficient buildings, helping de-carbonize transportation infrastructure or developing corporate or municipal climate change mitigation plans.

We are well-positioned to capture climate change business opportunities including designing low-carbon solutions for the built environment, providing expertise in clean and renewable energy, and advising clients on resource management solutions from carbon cap and trade schemes, to water footprint measurement, to changing consumer behaviours and perceptions. 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 our reputation. We manage this risk by cultivating diverse expertise, staying abreast of changing requirements and advising our clients on emerging issues.



For further details, please consult the [Corporation's CDP Climate Change questionnaire responses](#)

# FUTURE READY PROGRAM

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**We know that our future world will be very different from today's in many ways. We believe it is our duty to be able to advise our clients on a range of future scenarios embracing climate, demography, resources, technology and life values. We offer them the opportunity to make better informed investment decisions that deliver more flexible and resilient assets with greater life-cycle cost efficiency and more responsiveness to future markets. Our clients tell us that this approach adds real value to their organisations, so offering Future Ready services makes good business sense to us.**

MARK NAYSMITH,  
UK CHIEF OPERATING OFFICER AND MANAGING DIRECTOR,  
WSP | PARSONS BRINCKERHOFF



The defining challenge of our time is the transition to a sustainable, resilient world.

Many of the projects we work on have long design lives – for example up to 120 years for railways and roads. “Future Ready”, the flagship of our sustainability program, aims to give our experts a consistent understanding of what we believe a future world will look like - including climate, society, resources and technology - and challenges them to offer designs ready both for this future and current design codes.

We are the first global practice to develop such a program. Including future trends in our advice to clients helps them plan for the long term and makes good business sense; this is one of the ways in which we create value for them.

We are already incorporating “Future Ready” principles into our work, and sharing our insights with stakeholders. We will continue to embed “Future Ready” practices in our global operations throughout 2016.



WARRINGTON, UK

## WARRINGTON BRIDGE STREET REDEVELOPMENT

WSP | Parsons Brinckerhoff is providing multidisciplinary design and support for the GBP 100 million Warrington Bridge Street Regeneration Project, which includes the demolition of an old shopping precinct and the construction of a new mixed use scheme including restaurants, retail, cinema, indoor market, Council Offices, multi-storey car park and public realm.

Energy, heating and cooling modelling showed that cooling is a larger requirement overall than heating in the development. The “future trends” we included in the design include the flexibility to retrofit a low carbon energy centre and distribution on the site in the future as costs come down. Additional zones for future renewable technologies are designed into the buildings. The resulting design was a step-up from a standard approach, leaving the possibility to convert to low carbon heating and cooling as future conditions allow.

## EDRINGTON MEGATRENDS

For Scottish distillers Edrington, our advice on whether there would be sufficient water in the River Spey for a new distillery helped their Board make clear, long term investment decisions.

 [READ FULL STORY](#)



## PANTALÉON HOLDINGS

Our long term environmental strategy for Pantaléon – Central America’s largest sugar grower and producer – showed how water issues from sea level rise to water availability and pollution were critical long term issues for future growth. We worked with the firm to address these issues.

 [READ FULL STORY](#)

# CONTRIBUTING TO INFRASTRUCTURE PROGRAMS

Aging and growing populations, rapid urbanization and greater demand for connectivity: governments around the world require more resilient and sustainable urban and transport infrastructure. A country's economy and quality of life depend on well-run and maintained infrastructure and systems.

With more than 14,000 seasoned transport and infrastructure professionals, we are one of the world's largest service providers in the domain.

We also conduct community needs assessments on behalf of some of our clients, to determine the need for infrastructure and other services.

In this section, we have presented a selection of projects where we contributed to infrastructure development in our regions in 2015. Unless otherwise noted, services for these projects were provided by our Corporation on a commercial basis.



NEW YORK, UNITED STATES

## NO. 7 SUBWAY LINE EXTENSION

New York City's No. 7 subway line was extended 2.4 km from its previous terminus at Times Square to a new station at Hudson Yards, a new commercial, residential and recreational development in west midtown Manhattan.

 [READ FULL STORY](#)



CAMEROON

## STRATEGIC ENVIRONMENTAL AND SOCIAL ASSESSMENT (SESA) OF THE ENERGY SECTOR

Cameroon plans to develop a strategy for power capacity improvement and we provided services for the overall strategic environmental and social assessment.

 [READ FULL STORY](#)



BRISBANE, AUSTRALIA

## LOGAN WATER ALLIANCE

The Logan Water Infrastructure Alliance (a public and private sector enterprise comprising Logan City Council, Downer, Cardno and WSP | Parsons Brinckerhoff) is delivering AUD 200 million (CAD 190 million) of water and wastewater infrastructure services to ensure safe and reliable services for the growing city of Logan.

 [READ FULL STORY](#)



PERU

## A MISSION FOR CLEANER WATER<sup>1</sup>

“It was definitely a multicultural experience. Peru’s municipal officials were keen to share their water treatment experience, community traditions and cultural practices.”

CANADIAN WATER QUALITY SPECIALIST  
JUSTIN RAK-BANVILLE

 [READ FULL STORY](#)

<sup>1</sup> Services on the Peruvian mission were provided on a *pro bono* basis, with expenses paid by the organization Global Affairs Canada.



MANCHESTER, UNITED KINGDOM

## METROLINK

The GBP 1.9 bn (CAD 3.6 bn) extension and enhancement program has already seen the Metrolink network triple in size with some 60 km of new tramway now in operation. Our role has recently been extended into 2017 to deliver the Metrolink Second City Crossing, now under construction.

 [READ FULL STORY](#)



BAFFIN ISLAND, NU, CANADA

## PANGNIRTUNG AIRPORT

Pangnirtung Airport serves a fishing community located in a remote mountainous fiord. We developed a comprehensive Airport Relocation Plan in 2003 and, since 2013, have undertaken a series of projects to support the relocation of the airport to a plateau 670 metres above the community.

 [READ FULL STORY](#)



 CASE STUDY

KIGALI, RWANDA

## NOBELIA OFFICE TOWER


The Nobelia Office Tower is a 19-storey tower, of which 16 floors are dedicated to office space. The building aims to set a benchmark in sustainable building design in Rwanda and the greater Central African region and is located within close proximity to commercial, residential, recreational and retail zones. It is constructed on previously developed land to prevent urban sprawl. We provided sustainability consulting and Green Star facilitation services for the tower.

 [READ FULL STORY](#)

# AWARDS


WE ARE PLEASED TO PRESENT A SELECTION OF OUR 2015 AWARDS FOR SUSTAINABILITY WITHIN OUR PROJECT WORK AND MARKET SEGMENTS.

## AMERICAS

**[2015 Top Ten Plus Award](#)**,   
American Institute of Architects  
Committee on the Environment

**Federal Center South, Seattle,  
Washington**

- Mechanical and plumbing
- High-performance design
- Technology and architectural lighting design

**[People's Choice Phoenix Award](#)**,   
Brownfields 2015 Conference


**The Yards, Washington, DC**

- Remediation plan

**[Best Green Project for 2015](#)**,   
ENR Northwest, Stone34, Seattle,  
Washington


- Mechanical engineering services

## CANADA

**[NAIOP REX Green Award of the Year](#)**,  
NAIOP 

**Cadillac Fairview GREEN AT WORK  
National Sustainability Program**

- Sustainability strategy advisory services

**[Eric Chisholm named emerging leader  
in Canada's 2016 Clean50](#)**,  Delta  
Management Group and the Clean50  
organization →

## EUROPE, MIDDLE EAST, INDIA AND AFRICA

### Winner, Best conceptual design

**Brownfield Briefing Awards 2015,**  
Knottingley ground remediation,  
Yorkshire, UK

- Remediation

**Overall Award, 2015 SAPOA (South  
African Property Owners Awards)**

**Newtown Junction, Johannesburg,  
South Africa**

- Building services (HVAC)
- Sustainability advisory services

### Sustainability Initiative of the Year

**Construction Week Awards 2015**  
Outdoor Thermal Comfort programme,  
Middle East

## ASIA-PACIFIC

**Gold Award, Best Innovative Green  
Building, MIPIM Area Awards**

**Riverside 66, Tianjin, China**

- Mechanical, Electrical and Plumbing  
(MEP) Services

**6 Star Green Star Accreditation, Green  
Building Council of Australia**

**Tonsley Park Precinct Redevelopment,  
Southern Australia**

- Sustainable design

**Winner of the 2015 Asia Best  
Renewable Energy Project, Power  
Engineering International**

**Burgos Wind Farm, Philippines**

- Owner's Engineer, Project Technical  
and Monitoring Support



### CASE STUDY

HONG KONG (HANG LUNG PROPERTIES)

## PEAK GALLERIA COMPLEX

Peak Galleria is a shopping and dining complex with a gross floor area of 12,446 square metres, located at one of Hong Kong's top visitor attractions. The project achieved BEAM Plus Existing Building Version 1.1 Gold Rating by incorporating a wide range of sustainable improvements and practices. We provided sustainability (BEAM Plus Certification) consulting services on the project. One interesting feature is the Green Terrace on Level 3, where a number of environmentally friendly features are on display such as a wind turbine, solar panel system and sunlight sensor canvas.



# OPERATIONAL EXCELLENCE

# INTRODUCTION



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**The challenge of climate change requires building climate-resilient societies through low-carbon growth, with the right financing in place. The scale of work needed to meet the challenge means transforming our economies.**

RACHEL KYTE, WORLD BANK GROUP VICE PRESIDENT AND SPECIAL ENVOY, CLIMATE CHANGE



For 2015, we have successfully combined sustainability information for WSP | Parsons Brinckerhoff's global operations and all acquisitions completed by January 1, 2015. We have more work to do to measure and manage our global sustainability performance, starting with the activities we have identified to focus on in 2016. Among our priorities is setting company-wide energy, greenhouse gas (GHG) emissions, water and waste targets going forward.

The figures presented in this section represent the performance of our global operations in approximately 500 offices across 40 countries.

# SCORECARD

PRIORITY	OBJECTIVE	2015 ACHIEVEMENT	2016 FOCUS
<b>SUSTAINABILITY INFORMATION COMBINATION</b>	Collect environmental, social and governance performance data for our global operations	Received information covering the majority of global operations	Start to implement recommendations to improve data collection processes and data quality, with a view to making future performance improvements
<b>ENERGY AND EMISSIONS MANAGEMENT</b>	Manage potential business and environmental risks and opportunities associated with climate change and prepare for upcoming mandatory energy disclosure and carbon pricing in some regions	Aggregated energy data and completed a GHG emissions inventory for our global operations; achieved a score of 92B on our 2014 CDP Climate Change response	Report on year-over-year performance and management efforts; prepare to set organization-wide energy and emissions reduction targets to guide our actions
<b>RESOURCE USE MONITORING</b>	Monitor and manage our resource use recognizing that, as an office-based business, we do not have significant waste generation or water consumption impacts	Aggregated actual and estimated water and waste performance for our global operations	Report on year-over-year performance and management efforts to reduce our waste generation and water consumption
<b>DISCLOSURE</b>	Share our progress with stakeholders by measuring, managing and disclosing our sustainability performance annually	This report communicates our 2015 sustainability performance	Use 2015 as a baseline year for future reporting on improved performance



 **CASE STUDY**

## WSP | PARSONS BRINCKERHOFF'S HEADQUARTERS IN THE US

In February 2015 our US headquarters at One Penn Plaza in Manhattan, New York was officially recognized with Leadership in Energy and Environmental Design (LEED) Gold certification from the US Green Building Council. This was the 10<sup>th</sup> WSP | Parsons Brinckerhoff US office to earn LEED certification, showing the Corporation's commitment to sustainability in its work environment.

 [READ FULL STORY](#)

# ENVIRONMENTAL PERFORMANCE<sup>1</sup>

## ENERGY CONSUMPTION

In 2015, WSP | Parsons Brinckerhoff's offices consumed approximately 466,000 gigajoules (GJ)<sup>2</sup> - or 129 million kilowatt hours (kWh) - of non-renewable energy, which includes electricity, natural gas, heating, cooling and other fuels. Select facilities purchased renewable energy certificates (RECs) equivalent to approximately 3 million kWh of energy.

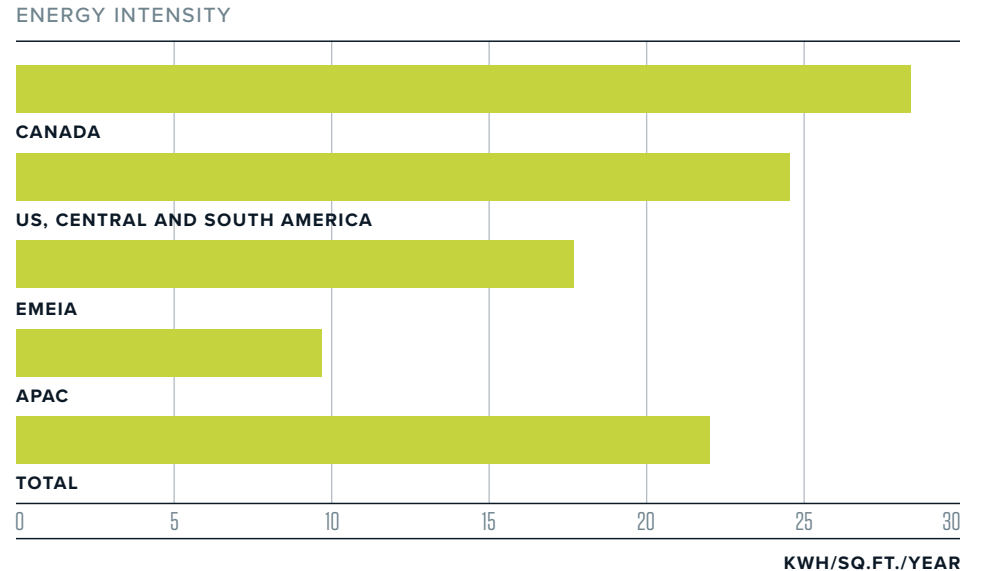
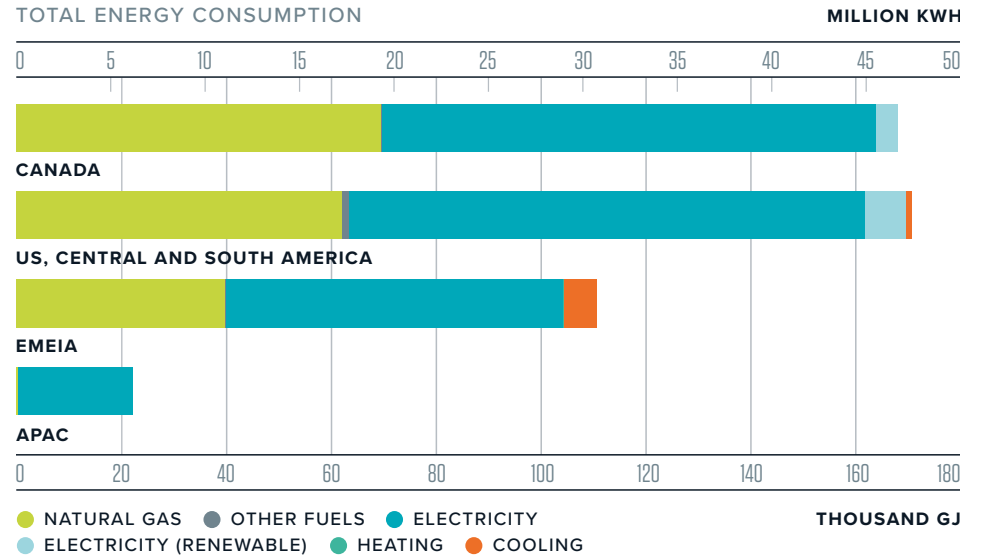
Global average energy use intensity based on the total energy consumed inside our organization was approximately 22 kWh/sq.ft./year. This is below the average energy use intensity we see in typical office spaces in many regions<sup>3</sup>.

Offices in Canada, the US and Central and South America used more energy on average per square foot than offices in Europe, Africa, Asia and Australia. →

<sup>1</sup> Environmental reporting represents our leased and owned offices. Locations where WSP | Parsons Brinckerhoff operates but does not lease space (e.g. client offices) are not included in our environmental reporting.

<sup>2</sup> WSP | Parsons Brinckerhoff collected energy consumption information from our facilities. We did not sell any energy in 2015. 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 Commercial Buildings Energy Consumption Survey (CBECS), pro-rated by office floor area.

<sup>3</sup> 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 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<sup>1</sup>.

In 2015<sup>2</sup>, WSP | Parsons Brinckerhoff's operations emitted a total of approximately 78,000 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) GHG emissions<sup>3</sup>.

We noted that:

- Two thirds of emissions are from office energy use and company vehicle fuel use.
- One third of emissions are from business travel.
- Total emissions are highest for our US, Central and South American offices.
- Emissions per square foot are greatest for Asia Pacific (APAC) offices, as a result of greater business travel emissions in that region. →

<sup>1</sup> 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 EPA EF HUB and the UK Department for Environment, Food and Rural Affairs (DEFRA).

<sup>2</sup> WSP | Parsons Brinckerhoff has established a 2015 emissions base year. See "About This Report" for more information.

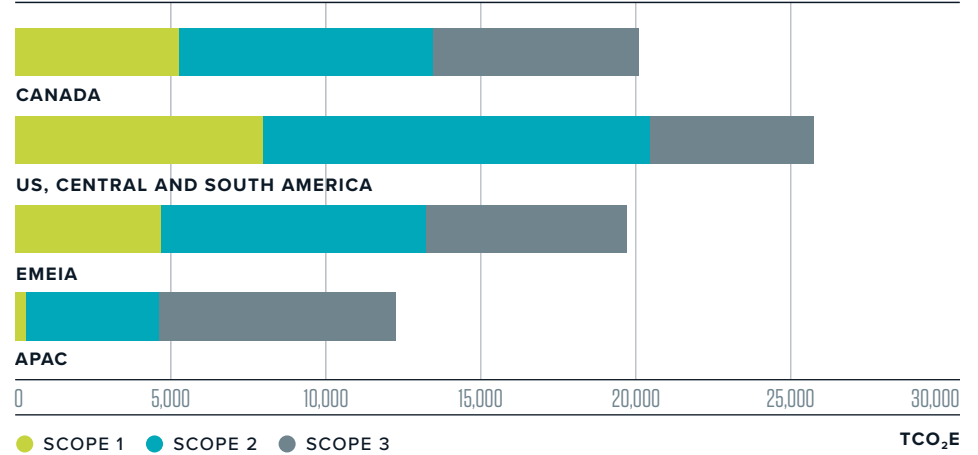
<sup>3</sup> WSP | Parsons Brinckerhoff relied on the Greenhouse Gas Protocol, made available by the World Business Council for Sustainable Development and the World Resources Institute, to develop our 2015 GHG inventory. We employ the operational control approach in compilation of our inventory. Reported GHG emissions include all six greenhouse gases (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, NF<sub>3</sub>). WSP | Parsons Brinckerhoff does not produce significant biogenic emissions. Global warming potentials used to convert emissions into CO<sub>2</sub>e are sourced from the Intergovernmental Panel on Climate Change Fourth Assessment Report.

**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.

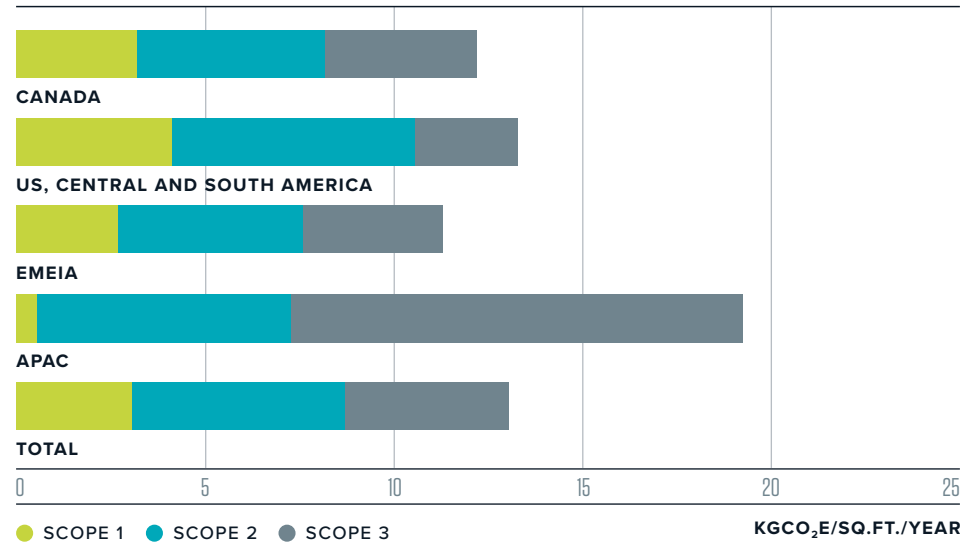
**SCOPE 2** Energy generated by others and purchased for use by offices such as grid electricity, district steam for heating, and chilled water for cooling.

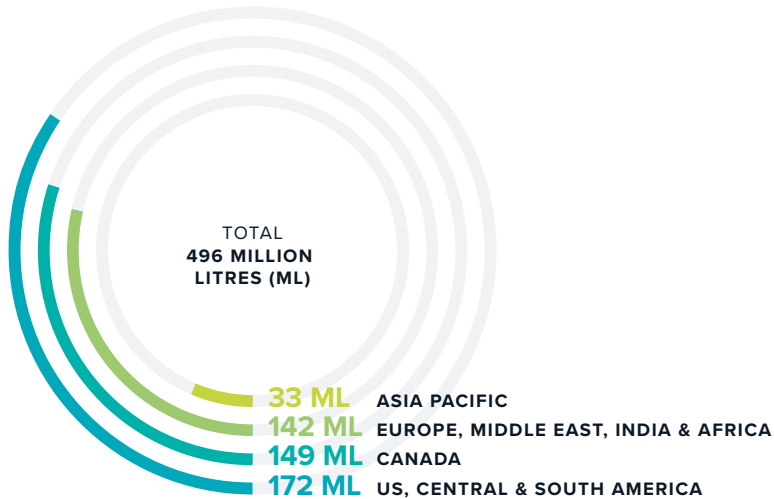
**SCOPE 3** Other indirect emissions such as business air travel, rental vehicle use, and train travel

## GHG EMISSIONS



## GHG EMISSIONS INTENSITY





## WATER

In 2015, the Corporation’s offices consumed approximately 496 million litres (ML) of water<sup>1</sup>, which is equivalent to approximately 198 Olympic swimming pools. All water used was from municipal sources. We note that our offices in the US, Central and South America consumed the most water in 2015. →

<sup>1</sup> We collected water withdrawal information from our facilities. Actual water consumption information was available for approximately 5% of total office space globally, comprising 10 million litres. Remaining water consumption was estimated from the average water use intensity for our offices with actual data, pro-rated by office floor area.

<sup>2</sup> WSP | Parsons Brinckerhoff’s market-based emissions include the emissions reduction effect of renewable energy certificate purchases, as well as the use of residual mix factors for our European operations to better account for the emissions intensity of those grids after green power purchased by others is accounted for.

## SCOPE 2 EMISSIONS ACCOUNTING

33,600 tCO<sub>2</sub>e

2015 LOCATION-BASED SCOPE 2 EMISSIONS

33,700 tCO<sub>2</sub>e

2015 MARKET-BASED SCOPE 2 EMISSIONS<sup>2</sup>

In 2015, the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) released the GHG Protocol Scope 2 Guidance to advance consistency in calculations and reporting, set minimum quality standards for green power purchases, and recommend additional best-practice quality criteria for contractual products.

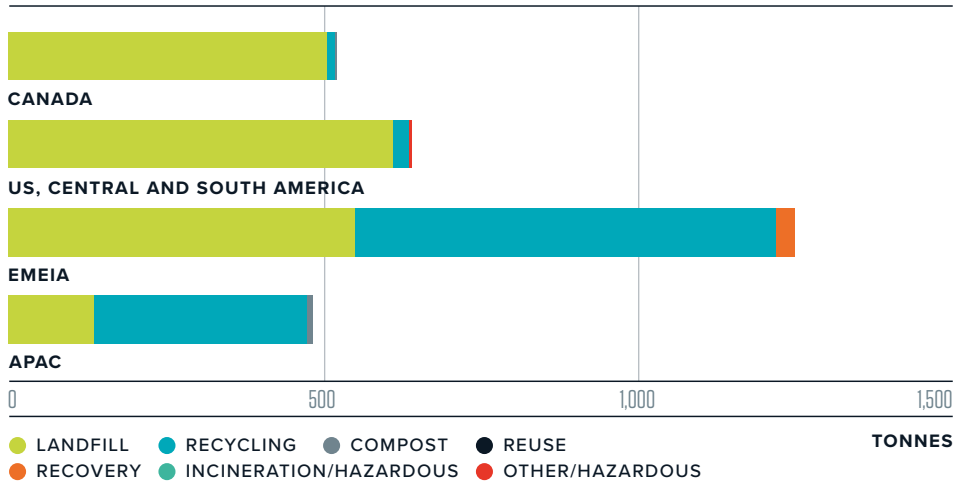
WSP | Parsons Brinckerhoff played an instrumental role in crafting this guidance as part of the Technical Working Group.

WSP | Parsons Brinckerhoff operations in some regions have set emissions reduction targets. Our UK operations are targeting a 9% reduction in Scope 1 and 2 emissions by 2020 relative to a 2015 baseline. This target applies to both absolute emissions as well as emissions intensity by floor area.



**FOR FURTHER DETAILS, SEE OUR WHITEPAPER “NAVIGATING THE GHG PROTOCOL SCOPE 2 GUIDANCE: IS YOUR ORGANIZATION PREPARED?”**

TOTAL WASTE



WASTE

In 2015, our offices produced approximately 1,800 metric tonnes of non-hazardous waste sent to landfill<sup>1</sup>. Approximately 1,000 metric tonnes of non-hazardous waste were diverted through recycling and composting, with small amounts of reuse and recovery. Where actual landfill and recycling information was available, our average diversion rate was approximately 64%. Our South American operations produced approximately four metric tonnes of hazardous waste, which were disposed of by incineration and other means.



**SEE SUSTAINABILITY IN THE UK FOR OUR UK REGION'S SUSTAINABILITY GOALS AND ACHIEVEMENTS**

<sup>1</sup> We collected waste output information from our facilities. Waste disposal methods and amounts were determined through reports from waste disposal contractors, or through waste audits (bag counts). Actual waste output information was available for approximately 16% of total office space globally, comprising 221 tonnes of waste to landfill. Remaining landfill waste was estimated from the average waste output intensity for our offices with actual data pro-rated by office floor area. Recycling and other waste output were not estimated if not available.



## SUSTAINABLE MASS PASSENGER TRANSIT SYSTEM

As part of its ongoing provision of environmental services to an organization responsible for delivering a large city's Mass Passenger Transit System, WSP | Parsons Brinckerhoff was commissioned to design and develop a toolkit for collecting and analyzing sustainability data from its construction contractors.

The toolkit incorporates a series of data reporting tabs aligned with the commitments made by the organization to sound sustainable practice in project delivery. The thirteen tab topics include, among others, those for: dust and air quality, energy, habitat protection, heritage and archaeology and employee diversity. WSP | Parsons Brinckerhoff also developed a master toolkit, in which contractor performance across different delivery areas of the programme of works can be easily monitored, compared and benchmarked.

The commissioning and implementation of the toolkit is part of a suite of initiatives the organization is spearheading to incentivize sustainable best practice. The toolkit is currently being applied on a number of project sites, and data are quality-assured by the client once received. The advice and expertise we provided on this commission has resulted in a functional, user-friendly and comprehensive sustainability data management system for site works. It has also been designed in full accordance with the organization's own branding.

## "GO TO GREEN" INITIATIVE AT OUR HEADQUARTERS

**INTERVIEW WITH CLAIRE HAYEK,  
PROJECT DIRECTOR, ENVIRONMENT**



TELL US ABOUT YOUR WORK IN SUSTAINABILITY AT THE CORPORATION'S HEADQUARTERS IN MONTREAL

My involvement has primarily been as the leader of the "Go to Green" ("Vers le Vert") initiative launched by the Montreal employee sustainability committee about three years ago. The goal is to create sustainable practices in our daily office operations. This includes reducing our carbon footprint by diminishing waste and promoting sustainable commuting practices. We also focus on knowledge-sharing conferences and awards to recognize employees for their efforts to integrate sustainability at the workplace.

WHAT ACCOMPLISHMENT ARE YOU MOST PROUD OF?

I would have to say the drastic transformation of our kitchens and conference rooms (on a total of nine floors) as well as our cafeteria. We eliminated all Styrofoam cups, coffee sticks, paper towels, milk/cream capsules and changed the type of sponge and liquid soap we use. We then replaced these items with sustainable materials such as mugs, dish towels, reusable utensils and compostable sponges. This required buy-in at all levels of the organization.

WHAT ARE THE RECENT HIGHLIGHTS OF THE "GO TO GREEN" PROGRAM?

Recently our Montreal head office qualified for "level 3 – Performance" of RECYC-QUEBEC's "ICI On Recycle" program ("Here, we recycle"). This is the highest level of this program, which aims to encourage responsible behaviour within organizations through the reduction, re-use, recovery and recycling of containers, packaging, materials or products, and the promotion of resource conservation. This qualification is a result of a week-long audit carried out by waste management students from the University of Sherbrooke, Quebec. The results came with recommendations to further enhance our recycling efforts, as well as tools and suggestions to help employees achieve this.

# GRI CONTENT INDEX

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This report has been prepared in accordance with the Global Reporting Initiative (“GRI”) G4 Sustainability Reporting Guidelines – Core option. This index allows GRI report users to quickly find the disclosure information they are seeking.

GENERAL STANDARD DISCLOSURES		
	SECTION	EXTERNAL ASSURANCE
<b>STRATEGY AND ANALYSIS</b>		
G4-1 CEO statement	Overview, <a href="#">p.5-7</a>	No
<b>ORGANIZATIONAL PROFILE</b>		
G4-3 Organization name	<a href="#">Cover</a>	No
G4-4 Primary brands, products, services	About Us, <a href="#">Back Cover</a>	No
G4-5 Location of headquarters	Overview, <a href="#">p.10</a>	No
G4-6 Number and names of operating countries	Overview, <a href="#">p.12</a>	No
G4-7 Nature of ownership and legal form	Overview, <a href="#">p.10</a>	No
G4-8 Markets served	About Us, <a href="#">Back Cover</a> ; Overview, <a href="#">p.10-12</a>	No
G4-9 Organization scale	About Us, <a href="#">Back Cover</a> ; Overview, <a href="#">p.12-13</a>	No
G4-10 Employee demographics	Employees and Communities, <a href="#">p.31</a>	No
G4-11 Percentage of employees covered by collective bargaining agreements	Employees and Communities, <a href="#">p.32</a>	No

**GENERAL STANDARD DISCLOSURES**

	SECTION	EXTERNAL ASSURANCE
G4-12 Supply chain description	Overview, <a href="#">p.13</a>	No
G4-13 Significant changes during the reporting period	Overview, <a href="#">p.13</a>	No
G4-14 Precautionary approach	Strategy and Governance, <a href="#">p.27</a>	No
G4-15 External charters and principles endorsed	Strategy and Governance, <a href="#">p.23</a>	No
G4-16 Association memberships	Strategy and Governance, <a href="#">p.23-24</a>	No
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4-17 Entities included in the organization’s consolidated financial statements	Overview, <a href="#">p.4</a>	No
G4-18 Process for defining report content	Strategy and Governance, <a href="#">p.20</a>	No
G4-19 Material Aspects	Strategy and Governance, <a href="#">p.20</a>	No
G4-20 Aspect Boundaries within the organization	Strategy and Governance, <a href="#">p.21</a>	No
G4-21 Aspect Boundaries outside the organization	Strategy and Governance, <a href="#">p.21</a>	No
G4-22 Restatements	<b>Back Cover</b>	No
G4-23 Significant changes from previous reporting in Scope and Aspect Boundaries	Strategy and Governance, <a href="#">p.21</a>	No
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24 Stakeholder groups engaged	Strategy and Governance, <a href="#">p.22</a>	No
G4-25 Basis for stakeholder identification and selection	Strategy and Governance, <a href="#">p.22</a>	No
G4-26 Approach to stakeholder engagement	Strategy and Governance, <a href="#">p.22</a>	No
G4-27 Key topics and concerns raised through stakeholder engagement	Strategy and Governance, <a href="#">p.22</a>	No
<b>REPORT PROFILE</b>		
G4-28 Reporting period	Overview, <a href="#">p.4</a>	No
G4-29 Date of most recent previous report	<b>Back Cover</b>	No
G4-30 Reporting cycle	Overview, <a href="#">p.4</a>	No

**GENERAL STANDARD DISCLOSURES**

	SECTION	EXTERNAL ASSURANCE
G4-31 Contact	<u>Back Cover</u>	No
G4-32 'In accordance' option chosen	GRI Index, <u>p.60-66</u>	No
G4-33 Policy and practice on seeking external assurance	Overview, <u>p.4</u>	No
<b>GOVERNANCE</b>		
G4-34 Governance structure	Strategy and Governance, <u>p.25</u>	No
<b>ETHICS AND INTEGRITY</b>		
G4-56 Values, principles, standards and norms of behavior	Strategy and Governance, <u>p.25-26</u>	No

**SPECIFIC STANDARD DISCLOSURES**

MATERIAL ASPECT	DMA & INDICATORS	SECTION	OMISSIONS	EXTERNAL ASSURANCE
<b>ECONOMIC PERFORMANCE</b>	G4-DMA Generic Disclosure on Management Approach	Clients and Projects, <u>p.43</u>	No	No
	G4-EC1 Direct economic value generated and distributed	<u>2015 Annual Report p.4; Fiscal 2015 Results</u>	No	No
	G4-EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change	Clients and Projects, <u>p.44</u>	No	No
<b>INDIRECT ECONOMIC IMPACTS</b>	G4-DMA Generic and Specific Disclosure on Management Approach	Clients and Projects, <u>p.47</u>	No	No
	G4-EC7 Development and impact of infrastructure investments and services supported	Clients and Projects, <u>p.47-49</u>	No	No
<b>ENERGY</b>	G4-DMA Generic and Specific Disclosure on Management Approach	Operational Excellence, <u>p.54</u>	No	No
	G4-EN3 Energy consumption within the organization	Operational Excellence, <u>p.55</u>	No	No
	G4-EN5 Energy intensity	Operational Excellence, <u>p.55</u>	No	No

<b>SPECIFIC STANDARD DISCLOSURES</b>				
<b>MATERIAL ASPECT</b>	<b>DMA &amp; INDICATORS</b>	<b>SECTION</b>	<b>OMISSIONS</b>	<b>EXTERNAL ASSURANCE</b>
<b>WATER</b>	G4-DMA Generic Disclosure on Management Approach	Operational Excellence, <a href="#">p.54</a>	No	No
	G4-EN8 Total water withdrawal by source	Operational Excellence, <a href="#">p.57</a>	No	No
<b>EMISSIONS</b>	G4-DMA Generic and Specific Disclosure on Management Approach	Operational Excellence, <a href="#">p.54</a>	No	No
	G4-EN15 Direct greenhouse gas (GHG) emissions (Scope 1)	Operational Excellence, <a href="#">p.56</a>	No	No
	G4-EN16 Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Operational Excellence, <a href="#">p.56</a>	No	No
	G4-EN17 Other indirect greenhouse gas (GHG) emissions (Scope 3)	Operational Excellence, <a href="#">p.56</a>	No	No
	G4-EN18 Greenhouse gas (GHG) emissions intensity	Operational Excellence, <a href="#">p.56</a>	No	No
<b>EFFLUENTS AND WASTE</b>	G4-DMA Generic Disclosure on Management Approach	Operational Excellence, <a href="#">p.54</a>	No	No
	G4-EN23 Total weight of waste by type and disposal method	Operational Excellence, <a href="#">p.58</a>	No	No
<b>EMPLOYMENT</b>	G4-DMA Generic and Specific Disclosure on Management Approach	Employees and Communities, <a href="#">p.30-31</a>	No	No
	G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region	Employees and Communities, <a href="#">p.32</a>	No	No
	G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Employees and Communities, <a href="#">p.32</a>	No	No

<b>SPECIFIC STANDARD DISCLOSURES</b>				
<b>MATERIAL ASPECT</b>	<b>DMA &amp; INDICATORS</b>	<b>SECTION</b>	<b>OMISSIONS</b>	<b>EXTERNAL ASSURANCE</b>
<b>OCCUPATIONAL HEALTH AND SAFETY</b>	G4-DMA Generic Disclosure on Management Approach	Employees and Communities, <a href="#">p.30</a>	No	No
	G4-LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Employees and Communities, <a href="#">p.36-37</a>	Yes*	
<b>TRAINING AND EDUCATION</b>	G4-DMA Generic Disclosure on Management Approach	Employees and Communities, <a href="#">p.30</a>	No	No
	G4-LA9 Average hours of training per year per employee by gender, and by employee category	Employees and Communities, <a href="#">p.33</a>	Yes*	No
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>	G4-DMA Generic Disclosure on Management Approach	Employees and Communities, <a href="#">p.30</a>	No	No
	G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Employees and Communities, <a href="#">p.25</a> , <a href="#">p.34</a>	Yes*	No
<b>EQUAL REMUNERATION FOR WOMEN AND MEN</b>	G4-DMA Generic and Specific Disclosure on Management Approach	Employees and Communities, <a href="#">p.34</a>	No	No
	G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Employees and Communities, <a href="#">p.35</a>	Yes*	No

\*See report section for details of omission.

<b>SPECIFIC STANDARD DISCLOSURES</b>				
<b>MATERIAL ASPECT</b>	<b>DMA &amp; INDICATORS</b>	<b>SECTION</b>	<b>OMISSIONS</b>	<b>EXTERNAL ASSURANCE</b>
<b>NON-DISCRIMINATION</b>	G4-DMA Generic Disclosure on Management Approach	Employees and Communities, <a href="#">p.34</a>	No	No
	G4-HR3 Total number of incidents of discrimination and corrective actions taken	Employees and Communities, <a href="#">p.34</a>	No	No
<b>LOCAL COMMUNITIES</b>	G4-DMA Generic and Specific Disclosure on Management Approach	Employees and Communities, <a href="#">p.38</a>	No	No
	G4-SO1 Percentage of operations with implemented local community engagement programs, impact assessments, and development programs	Employees and Communities, <a href="#">p.38-39</a>	Yes*	No
<b>ANTI-CORRUPTION</b>	G4-DMA Generic Disclosure on Management Approach	Strategy and Governance, <a href="#">p.25-26</a>	No	No
	G4-SO4 Communication and training on anti-corruption policies and procedures	Strategy and Governance, <a href="#">p.26</a>	Yes*	No

\*See report section for details of omission.

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## ABOUT US


As one of the world's leading professional services firms, we provide technical expertise and strategic advice to clients in the Property & Buildings, Transportation & Infrastructure, Environment, Industry, Resources (including Mining and Oil & Gas) and Power & Energy sectors. We also offer highly specialized services in project delivery and strategic consulting. 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 34,000 talented people in 500 offices across 40 countries, we are uniquely positioned to deliver successful and sustainable projects under our WSP and WSP | Parsons Brinckerhoff brands, wherever our clients need us.



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WE WELCOME AND ENCOURAGE  
YOUR FEEDBACK ON OUR  
SUSTAINABILITY REPORT

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WSP and Parsons Brinckerhoff's **most recent global sustainability report**  was published in August 2015.

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