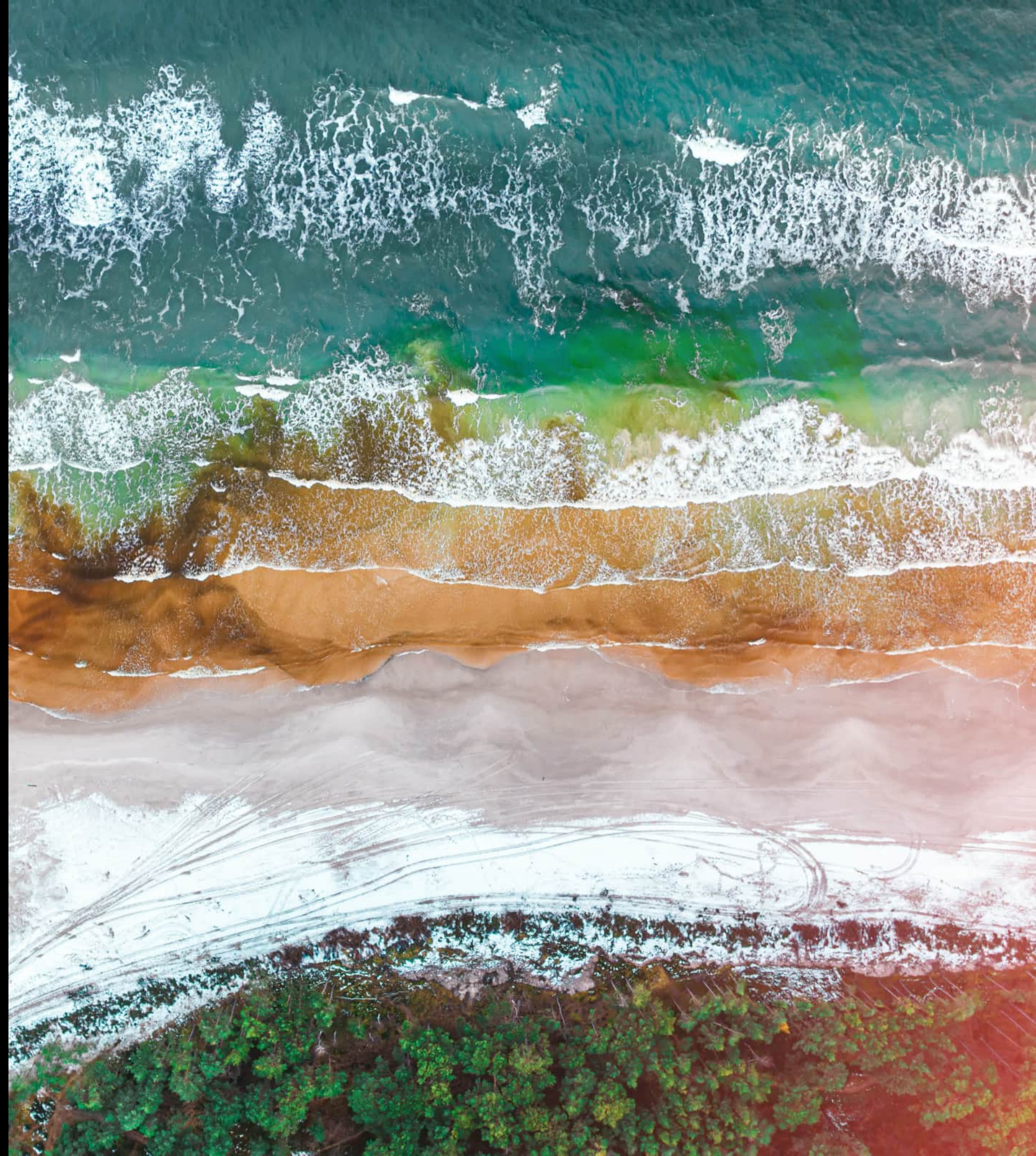




2024 GLOBAL SUSTAINABILITY REPORT

HIGHLIGHTS



OUR LONG-TERM VISION

TO BECOME
A LEADING
BRAND IN THE
PROFESSIONAL
SERVICES
UNIVERSE

AT A GLANCE

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

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

ACCOLADES & ESG RATINGS

ACCOLADES

ENR

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

ENVIRONMENT ANALYST

World’s Leading Environmental and Sustainability Consulting Firm 2024

VERDANTIX

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

ESG RATINGS

ETHISPHERE

Awarded Compliance Leader Verification certification for 2025–2026

DOW JONES²

Included in the Dow Jones Best-in-Class North America Index

S&P GLOBAL

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

CDP

“B” score: 2024 CDP Corporate Questionnaire

SUSTAINALYTICS¹

“12.8 Low Risk”: ESG Risk Rating

MSCI¹

“AA”: MSCI ESG Ratings Assessment

ECOVADIS

“Gold” 2025 EcoVadis Sustainability Rating: ranked in the top 5% of companies

CORPORATE KNIGHTS

One of Corporate Knights’ 2025 Global 100 Most Sustainable Corporations

LONDON STOCK EXCHANGE GROUP^{1,3}

“A”: ESG and ESG Combined Score

ISS¹

“PRIME”: ESG Corporate Rating

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

PERFORMANCE SCORECARD²

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

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

² For additional information, please refer to "Appendix A — Definitions & Methodology" in the [2024 Global Sustainability Report](#).

SUSTAINABILITY AMBITIONS & TARGETS

OUR GLOBAL LONG-TERM SUSTAINABILITY AMBITIONS¹

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

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



ENVIRONMENTAL

Reduce energy consumption and GHG emissions

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

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

SOCIAL

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

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

Deliver positive impacts for people and local communities

GOVERNANCE

Maintain ethics at the centre of how we operate

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

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

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

2025 – 2027
SUSTAINABILITY TARGETS¹

ENVIRONMENTAL

Maintain above
58%

Reduction in scope 1 and 2 market-based GHG emissions²

Reduce by
27%

Scope 3 GHG emissions²

67%

Annualized revenues from SDG-Linked Revenues

SOCIAL

Decrease by
150 bps

Voluntary turnover

75%

Executive leadership roles filled internally

>30,000

Employee shareholders

Implement

global framework for our philanthropic activities

Enhance

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

GOVERNANCE

>95%

IT operations achieving ISO 27001 for Information Security Management

Maintain

Compliance Leader Verification from independent third-party assessment

>98%

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

Implement

and continuously evolve our AI governance framework

>\$200M

Investments in research & development, innovation and digital

1 We aim to reach our sustainability targets by the end of 2027, unless otherwise specified.

2 By 2027 from a 2018 base year.

SDG-LINKED REVENUES

Companies have an important role to play in achieving the United Nations Sustainable Development Goals (SDGs). WSP primarily contributes to the SDGs through our client work — from connecting communities to critical infrastructure to decarbonizing essential industries and protecting and restoring biodiversity.

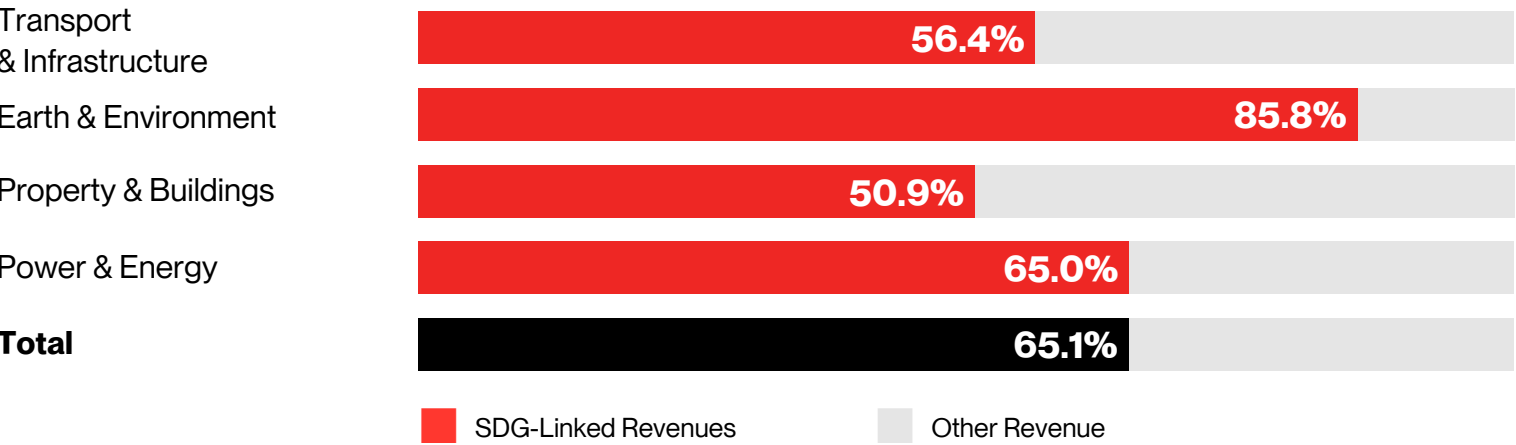
Every project results in multiple types and varying degrees of impact, and therefore WSP has adopted the SDGs as a framework for measuring the impact of our endeavours. We developed a metric called SDG-Linked Revenues, defined as revenues earned from services that support the SDGs, as a way to estimate WSP’s indirect impact on the SDGs across our global project portfolio. In this Report, we highlight examples of projects and programs that illustrate our contributions.

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

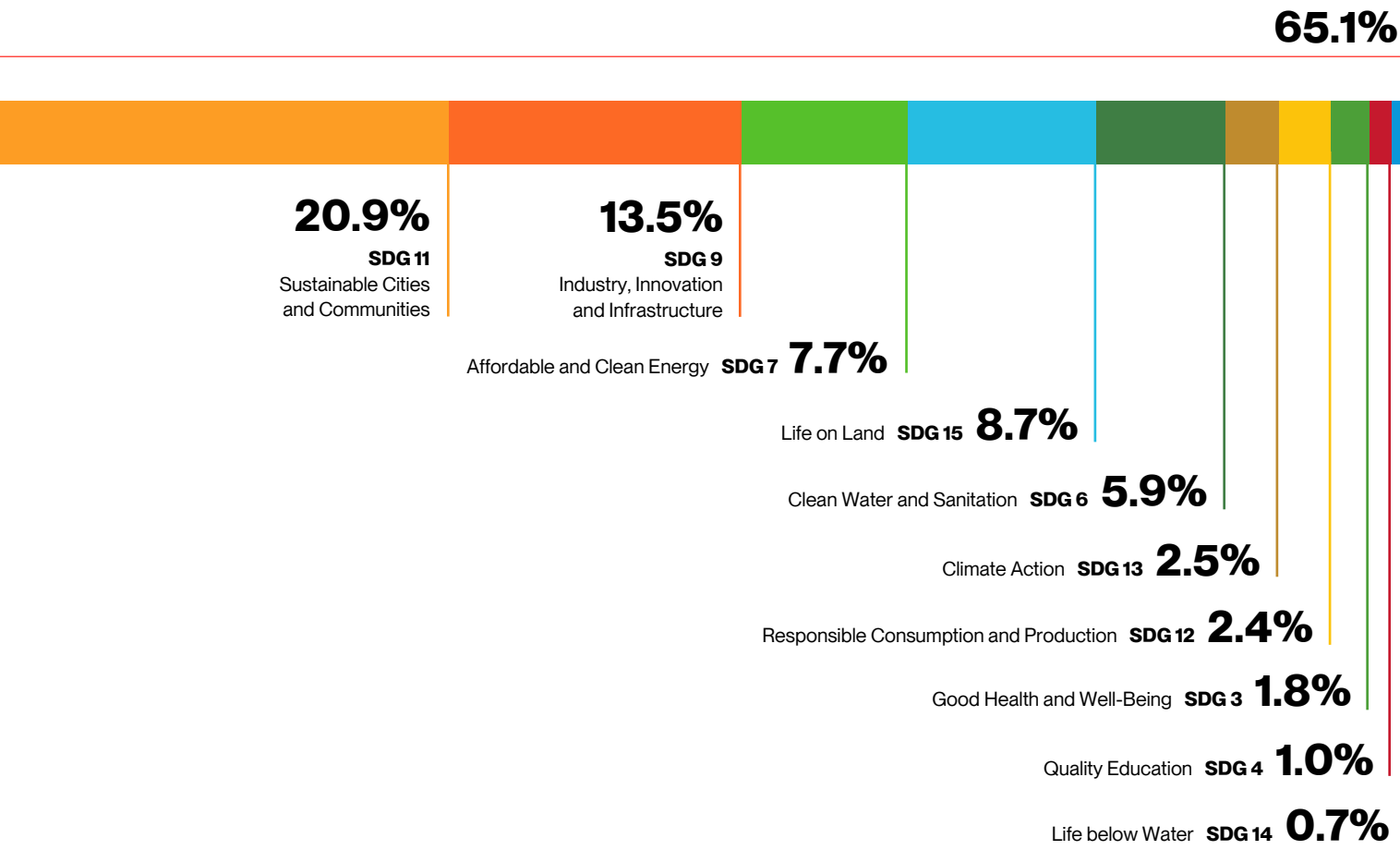
Example projects that do not count as SDG-Linked Revenues include those related to airports and roads that are not specifically designed to be low-carbon or resilient to climate change; building projects where the client is not working towards sustainability certification criteria; coal, unless related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

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

2024 SDG-LINKED ANNUALIZED REVENUES BY MARKET SECTOR



PERCENTAGE OF 2024 ANNUALIZED REVENUES BY SDG



OUR WATER SERVICES

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

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

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

AT A GLANCE

6,500+

Water professionals

~23%

Estimated revenues generated from water expertise¹

~80%

Estimated projects require water expertise¹

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

ADDRESSING GLOBAL CHALLENGES

- Water scarcity
- Water access and quality
- Resilience
- Emerging contaminants (e.g. PFAS)
- Nature-based low-carbon solutions

¹ Projects that require water expertise include advisory, planning, program management or design projects that involve interaction with water to various degrees, ranging from substantial water components like hydroelectric dams and maritime projects, to services with a minor water component such as design of fire suppression systems and highway drainage. Please refer to "Appendix A - Definitions & Methodology" in the [2024 Global Sustainability Report](#) for more on the calculation of estimated projects and revenues that require water expertise.



ENERGY & CLIMATE

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

2024 HIGHLIGHTS

OFFICE INITIATIVES

Achieved 100% Renewable Electricity

For the first time, we procured renewable electricity to cover 100% of our offices worldwide, sourced from green tariffs, onsite generation, power purchase agreements and Environmental Attribute Certificates (EACs). The EACs we procured for the US and Canada are both Green-e certified and [EKOenergy](#) certified. EKOenergy-labelled energy must fulfill additional sustainability criteria. Additionally, EKOenergy directs a portion of the purchase to the EKOenergy Climate Fund, which finances clean energy projects in remote communities in developing countries. In certain markets where renewable electricity procurement is challenging or not possible, we procured EACs from a neighbouring country. Please refer to “Appendix A — Definitions & Methodology” in the [2024 Global Sustainability Report](#) for more information.

Electrification and Circular Design in Sydney, Australia

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

[Read more](#)

Spotlight on Biodiversity in Lima, Peru

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

Fitwel and LEED Certifications in Canada and Italy

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

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

Matthew Payne
WSP Sustainability and Climate Change
Director (Australia)

Landfill Diversions in the US and New Zealand

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

Organic Waste Management Pilot in Santiago, Chile

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

TRANSPORTATION INITIATIVES

Global Sustainable Business Travel Guidelines

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

Telematic Technology in US Vehicle Fleet

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

Global Employee Commuting Survey

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

PROCUREMENT INITIATIVES

BSR Engineering Services Roundtable

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

Supplier Engagement

- 107 of our largest suppliers disclosed to CDP.
- WSP developed scorecards based on supplier 2023 CDP responses, with recommendations for suppliers on areas to focus on for 2024.
- We offered pro bono support to suppliers, assisting them in their GHG inventory efforts.
- An improved Excel tool was developed by WSP for our suppliers to accurately track and manage GHG emissions.

Partnership with Steelcase

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

DESIGN AND ADVICE INITIATIVES

Reducing Embodied Carbon in Structural Design

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

International Accreditation for Carbon Management

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

[Read more](#)

FIDIC Carbon Collaboration Initiative

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

[Read more](#)

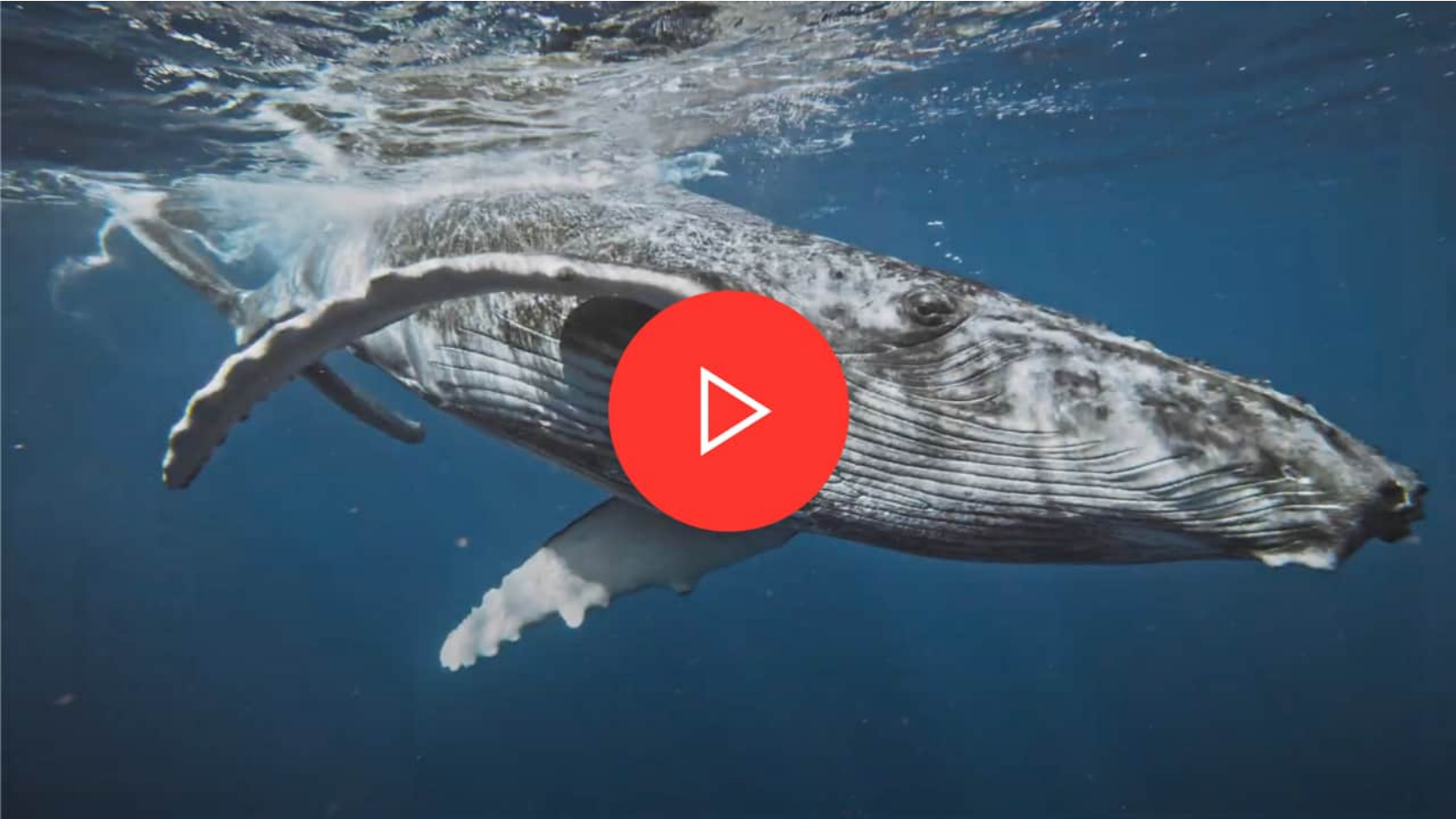
PARTNERING WITH OUR INDUSTRY
TO DELIVER FASTER CHANGE

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

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

BIODIVERSITY & NATURAL CAPITAL

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



2024 HIGHLIGHTS

TNFD Assessment

WSP conducted its first global Task Force on Nature-Related Financial Disclosures (TNFD) assessment for our operations and value chain. This assessment followed the Locate, Evaluate, Assess, Prepare (LEAP) approach to understand WSP’s reliance and impact on nature. WSP’s nature-related impacts, dependencies, risks and opportunities were assessed by using best practice tools, internal expert analysis and stakeholder engagement. Please refer to the “Biodiversity and Ecosystems” section of the Disclosures in the [2024 Global Sustainability Report](#) for more information.

Supporting Businesses with TNFD

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

Joined the [Science Based Targets Network](#)

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

Developed a Power Plant Guidebook

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

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

André-Martin Bouchard
Global Director, Earth and Environment

ABOUT OUR PEOPLE

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

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

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

CREATE A FULFILLING ENVIRONMENT

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

INVEST IN CAREER AND PROFESSIONAL DEVELOPMENT

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

LEVERAGE OUR COLLECTIVE TALENT

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

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

Examples of our actions are described in the ensuing pages of the [2024 Global Sustainability Report](#).



INCLUSION & BELONGING

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

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

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

Examples of regional efforts include:

- WSP partnering with the UK National Centre for Accessible Transport on a research study to better understand and mitigate the transportation barriers disabled people face. The study findings were turned into a searchable, [public dashboard](#) designed to educate industry professionals and policymakers.
- Celebrating Cultural Day across our Middle East offices, where our employees shared food from their homelands and wore traditional attire.
- 20 years of our Developing Professionals Network, a 6,000-employee-strong group in the US that fosters the growth and development of early career professionals through mentorship, training and networking opportunities. In 2024, the network launched ‘Cup of Joe with Joe’ as an interview-style chat with the WSP US President Joe Sczurko.
- Parents@WSP in Australia was established in 2024, as an employee-led support network for parents and carers of children across the caregiving lifecycle, offering the opportunity to connect and share their experiences through morning tea events.

2024 HIGHLIGHTS

Strategic Planning

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

I&B Training

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

Global I&B Community of Practice

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

Campaigns and Spotlights

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

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

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

Jane Grant
Global Director, Inclusion & Belonging

INDIGENOUS RELATIONS

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

Learn more about our Indigenous Relations work in “Affected Communities” in the Disclosures section of the [2024 Global Sustainability Report](#).

2024 HIGHLIGHTS

Global Indigenous Relations Network

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

Strengthening Our Relationships

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

Building Cultural Awareness

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

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

Marie-Claude Dumas
President, Canada

HEALTH & SAFETY

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

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

At WSP, we manage health and safety together with environment and quality, forming our HSEQ program. We discuss our environmental activities in “Environmental Management” in the Disclosures section of the [2024 Global Sustainability Report](#).

2024 HIGHLIGHTS

Global HSEQ Excellence Program

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

Global HSEQ Manual

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

Global HSEQ Orientation

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

Leadership Engagement

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

COMMUNITY ENGAGEMENT

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

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

The stories in this section of the [2024 Global Sustainability Report](#) reflect the impact of our community engagement in 2024. A more resilient, sustainable world is possible when people come together with purpose and determination – one project and one community at a time.

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

\$3.6M

Charitable donations

\$2.6M

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

41.6K

Paid volunteer hours



ETHICS, INTEGRITY & HUMAN RIGHTS

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

2024 HIGHLIGHTS

Maintain Strong Ethics and Compliance Governance

- Completed annual review of the Code of Conduct and the Business Partner Code.
- Completed annual review of the following supporting policies: Anti-Corruption Policy; Fair Competition Policy; Reporting, Investigations, and Anti-Retaliation Policy; Human Rights Policy; and High-Risk Countries and Sanctions Compliance Policy.
- Maintained our Ethisphere Compliance Leader Verification certification.

Empower Leaders to Better Understand and Communicate Ethics-Related Issues

- Expanded our “Manager’s Toolkits,” which provide leadership with tools for handling ethics-related topics in the workplace.
- Provided leadership with “ethics share” slides for an easy way to share tips and reminders about our ethics program in team meetings.

Provide Ongoing Training, Learning and Feedback Opportunities to WSP Employees

- Maintained onboarding and annual refresher training for WSP employees.
- Increased the number of ethics questions in the employee feedback platform, WSP Listens.

Maintain a High Level of Awareness of the Business Conduct Hotline

- Enhanced our leadership “Speak-up” reports, which benchmark the effectiveness of our reporting channels and awareness campaigns.
- Surveyed a representative cross-section of investigation participants to assess the effectiveness of current processes and identify enhancements.
- Continued our efforts to promote awareness, compliance and enforcement of our anti-retaliation commitments.

Increase Awareness of Ethics and Compliance

- Engaged with employees and management on ethics roadshows, led by the Chief Ethics, Compliance and Sustainability Officer and her team, including in Asia, Australia, Central Europe, Latin America, the Nordics and New Zealand.
- Published internal ethics-related communications and reminded employees of our policies regarding business courtesy exchanges.
- Highlighted Anti-Corruption Day, World Day Against Trafficking in Persons and Global Ethics Day with internal and external messaging.

Enhance Human Rights Due Diligence

- Completed the UN Global Compact Canada [Business & Human Rights Accelerator Program](#).
- Developed an action plan through joint efforts by our Procurement and Ethics and Compliance teams, including a questionnaire to assess potential human rights risks within our operations and supply chain, which we plan to deploy in 2025.

More information on our actions to prevent modern slavery is provided in our [2024 Modern Slavery Report](#).

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

—
Julianna Fox
Chief Ethics, Compliance and
Sustainability Officer

SUPPLY CHAIN

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

2024 HIGHLIGHTS

Business Partner Code of Conduct

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

Low-Carbon Supplier Engagement Plan

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

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

UK Supplier Inclusion

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

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

Rahul Patalia
Head of Urban Regeneration (UK)

INFORMATION SECURITY & PRIVACY

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

2024 HIGHLIGHTS

Consistent Global Approach to Regulatory Standards

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

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

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

Launch of the Cyber Transformation Program

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

Projects delivered in 2024 include:

- Automating document encryption and access control through mandatory document classification and sensitivity labelling.
- Enhancing the security around our collaboration and information sharing.
- Implementing processes and technologies to continually evaluate the security of third parties we work with.
- Renewing our suite of Information Security policies and standards to continue to align to international best practices such as ISO 27001 and NIST.
- Testing and updating our cyber response processes.

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

Expanding our ISO 27001 Certification

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

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

Sana Duncan
Global Chief Privacy Officer

FORWARD-LOOKING STATEMENTS

Certain information contained in this presentation is not based on historical or current facts and may constitute forward-looking statements or forward-looking information (collectively, “forward-looking statements”) under Canadian securities laws.

These forward-looking statements relate to future events or future performance and may include, but are not limited to, estimates, plans, expectations, opinions, forecasts, projections, guidance or other statements that are not statements of fact, and reflect the expectations of management of the Corporation regarding, without limitation, its long-term sustainability ambitions and targets which include, without limitation, its objectives concerning measuring and disclosing its sustainability performance (including with respect to the objectives and targets described in its 2025-2027 Global Strategic Action Plan and its Biodiversity Statement); earning 67% of total annualized gross revenues from SDG-Linked Revenues; reducing its energy consumption and GHG emissions in accordance with established scope 1, 2 and 3 reduction targets; sourcing 100% renewable electricity; decreasing by 150 bps voluntary turnover by 2027; filling 75% of leadership positions by internal candidates by 2027; having more than 30,000 employee shareholders by 2027; implementing a global framework for its philanthropic activities; enhancing maturity of regional HSEQ management systems under its Global HSEQ Excellence Program; having over 95% of its IT operations achieve ISO 27001 for Information Security Management; and maintaining compliance Leader Certification from independent third-party assessment; achieving over 98% completion rate of the Code of Conduct training (onboarding or refresher)/year; implementing and continuously evolving its artificial intelligence governance framework; reaching \$200M investments in research and development, innovation and digital by 2027;

aiming to grow key markets and services and help clients achieve their sustainability ambitions; enhancing its resilience to climate-related risks and maintaining its position as a leading professional services firm for the world’s energy transition; evaluating and managing nature-related risks and opportunities; empowering its people for limitless opportunities and growth through its culture of continuous learning; elevating HSEQ standards and drive proactive cultural transformation; delivering positive impacts for people and local communities; maintaining ethics at the centre of how it operates; continuing to enhance the security of its systems and the information in its care; enabling responsible artificial intelligence innovation that aims to achieve positive outcomes for people and the planet; promoting an empowered workplace culture where respect and belonging are both expected and valued; engaging with Indigenous communities in a respectful and mutually beneficial manner; maintaining a high degree of health, safety and compliance; maintaining the highest ethical standards in its business practices; and striving to maintain a high degree of information security and privacy.

Forward-looking statements, by their very nature, are subject to inherent risks and uncertainties and are based on several assumptions, both general and specific, which give rise to the possibility that actual results or events could differ materially from our expectations expressed in, or implied by, such forward-looking statements and that our business outlook, objectives, plans and strategic priorities may not be achieved. Forward-looking statements contained in this presentation for periods beyond 2025 involve longer-term assumptions and estimates than forward-looking statements for 2025 and are consequently subject to greater uncertainty. Such assumptions also include those described in the “Forward-Looking Statements” section of our 2024 Global Sustainability Report. If any of these assumptions prove to be inaccurate, the Corporation’s actual results or events could differ materially from those expressed or implied in forward-looking statements.

In evaluating these forward-looking statements, readers should specifically consider various risk factors, which, if realized, could cause WSP’s actual results or events to differ materially from those expressed or implied in forward-looking statements. Such risk factors include, but are not limited to, the rising complexity of the geopolitical landscape and macro-economic developments; the failure to maintain our competitive positioning in rapidly changing competitive market; the failure to effectively adopt, integrate, and leverage existing and emerging technologies in our operations; the failure to implement sufficient corporate and business initiatives; challenges associated

with the continued implementation of our global ERP system; difficulty in accurately measuring, evaluating and disclosing our sustainability performance; our inability to collect environmental, social and governance (“ESG”) data from acquired companies, including for historical years; our inability to collect energy, water, waste and GHG emissions data from external data providers, including landlords, fleet managers and business travel vendors; the unwillingness of suppliers to disclose GHG emissions data and reduce emissions, including for historical years; acquisitions of companies with higher health and safety risk exposure compared to WSP; failure to attract and retain qualified staff to support capturing opportunities associated with the low-carbon transition; failure to accurately estimate the sustainability benefits of our project work; negative stakeholder perception or reaction to our sustainability performance or initiatives; failure to identify climate-related opportunities as well as assess and manage climate-related risks; changes made to regulations that may affect our business and the development of ESG requirement regulations; failure of our internal data systems to track disclosures required by new ESG regulations; failure to retain the services of a qualified external GHG emissions verifier; failure to audit suppliers, as well as other risks detailed from time to time are discussed in greater detail in reports filed by WSP with securities regulators or securities commissions or other documents that WSP makes public, which are available on SEDAR+ at www.sedarplus.ca and may cause events or results to differ materially from the results expressed or implied in any forward-looking statement.

These and other risk factors that could cause actual results or events to differ materially from our expectations expressed in, or implied by, our forward-looking statements are discussed in greater detail in section 20, “Risk Factors” of our management’s discussion and analysis for the fourth quarter and year ended on December 31, 2024, which section is incorporated herein by reference into this cautionary statement.

The forward-looking statements contained in this presentation describe WSP’s expectations as of April 30, 2025 and, accordingly, are subject to change after such date. Except as required under Canadian securities legislation, WSP does not assume any obligation to publicly update or to revise any forward-looking statements made in this presentation or otherwise, whether as a result of new information, future events or otherwise. The forward-looking statements contained in this presentation are expressly qualified in their entirety by this cautionary statement. Readers should not place undue reliance on forward-looking statements.



WSP is one of the world's leading professional services firms, uniting its engineering, advisory and science-based expertise to shape communities to advance humanity. From local beginnings to a globe-spanning presence today, WSP operates in over 50 countries and employs approximately 72,800 professionals, known as Visioneers.

Together they pioneer solutions and deliver innovative projects in the transportation, infrastructure, environment, building, energy, water, and mining and metals sectors. WSP is publicly listed on the Toronto Stock Exchange (TSX:WSP).

wsp.com/sustainability-report

This Highlights document is provided as part of our 2024 Global Sustainability Report. Please refer to the [full report](#) for more information.

We welcome and encourage your feedback on our 2024 Global Sustainability Report:

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