GLOBAL INCLUSION AND DIVERSITY POLICY

APRIL 2021

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1. INTRODUCTION

WSP is committed to promoting a culture that empowers its people through the provision of a work environment where Inclusion and Diversity ("I&D") are both expected and valued. WSP's approach to I&D is part of our wider commitment to Environmental, Social and Governance matters.

The purpose of this Global Inclusion and Diversity Policy (the "Policy") is to set Inclusion and Diversity standards that are to be observed when conducting business within and on behalf of WSP. This Policy should be read in conjunction with WSP's Code of Conduct as well as all applicable regional handbooks and regional employment policies.

This Policy supports our aim to provide a professional and fair work environment in which all individuals are treated with dignity and respect, free from any Discrimination, bullying, physical and psychological harassment, including sexual harassment.

This Policy applies to all Employees and to the members of WSP Global's Board of Directors.

2. WSP'S APPROACH TO INCLUSION AND DIVERSITY IN THE WORKPLACE

Living by WSP's Guiding Principles and striving for a sustainable work environment involve understanding, accepting and embracing Diversity and ensuring the Inclusion of our Employees of all gender identities, ages, races, ethnicities, national origins, cultures, religious or political beliefs, languages, education levels, socioeconomic backgrounds, family or relationship statuses, sexual orientations, genetics, and/or disabilities. It also means working in a respectful environment as stated in our Code of Conduct.

WSP believes that by supporting and promoting an inclusive and diverse workplace, our Employees can tap into their full potential by feeling valued and knowing that they are an integral part of the organization. Our I&D approach is crucial to foster WSP's innovative capacity and competitiveness, as well as our attractiveness and acceptability as an employer.

WSP's long-term I&D vision is to evolve toward an inclusive mindset that implies:

— FOSTERING A TRUSTING WORKPLACE – We provide a safe and trusting work environment for all our people.

— SPEAKING UP – Abiding by our guiding principles, we accept no compromise when it comes to our ethics and inclusive behaviour, and we enable our people to feel at ease to speak openly.

— MANAGING FAIRLY – We ensure Equal Opportunity and fairness in a consistent manner.

— GROWING STRONGER TOGETHER – As a global community, we celebrate our differences and share our learnings.

We aspire to be recognized for this vision by our Employees, peers, and clients.

Our I&D approach applies to all Employees and WSP business-related processes and practices. This includes project and service delivery, business development, recruitment and internal staffing, onboarding, performance management, learning and development, succession management and supply management.

WSP's intent is to pursue its I&D progress on:

— Awareness and recognition of issues and opportunities;

— Removal of barriers to an inclusive and diverse workplace;

— Provision of a supportive and flexible work environment;

— Development and growth opportunities for all Employees;

— Intercultural and interpersonal communications.

2.1. I&D STANDARDS

Employees and management are responsible for contributing to an open, inclusive and diverse workplace to ensure that all Employees benefit from a sustainable work environment and can feel a true sense of Belonging, recognition, value, and purpose.

2.1.1. LEADERS

People managers and leaders are expected to observe the following I&D standards in all their activities:

— Exercise positive influence conducive to an inclusive mindset, in particular by fostering a trusting workplace, enabling people to feel at ease to speak up, managing fairly, and celebrating the Diversity of our people.

— Offer opportunities for recruitment, advancement, and employee development in a manner consistent with this Policy regarding barrier removal and Equal Opportunity.

— Assist Employees who make good faith reports of violations or of conduct inconsistent with this Policy.

2.1.2. EMPLOYEES

Employees are expected to observe the following I&D standards in all their activities:

— Exhibit professional conduct linked to WSP's Guiding Principles that reflects Inclusion at work, at work functions on or off the work site, and at all other company-sponsored and participative events.

— Acknowledge and welcome other Employees' perspectives and points of view.

— Treat other Employees with dignity and respect at all times.

— Flag behaviour that does not support an inclusive mindset without hesitation.

2.1.3. REGIONS

WSP Regions are expected to implement and observe the following I&D standards in all their operations:

— Implement relevant Inclusion, Diversity, Equal Opportunity policies and guidelines, aligned with the Global I&D long-term vision, as well as other necessary measures to reflect local legislation and cultural realities.

— Implement and sustain the conditions for Employees to have a trusting and psychologically safe work environment.

— Appoint, train, develop, reward, and promote Employees fairly, solely based on their merit, ability, and performance.

— Provide periodic relevant I&D training to give all Employees a fluency of language to understand and talk about Inclusion, and to behave accordingly.

— Set, communicate, and monitor I&D priorities and targets relevant to their business context in addition to those defined as global priorities.

— Share regional I&D practices and tools.

3. REVIEW AND REPORTING

3.1. This Policy is under the governance of WSP's Global President and Chief Executive Officer and the WSP Global Sponsor for Inclusion and Diversity. The WSP Global Sponsor for Inclusion and Diversity and Global Human Resources are jointly responsible for crafting and updating the I&D global vision, strategy and priorities in line with this Policy. Consequently, the standards set out in this Policy will be monitored and reported on annually.

3.2. This Policy will be periodically reviewed following its implementation, and the process will be overseen by WSP's I&D Sponsor. This Policy has been reviewed and recommended for approval by WSP Global's Governance, Ethics and Compensation Committee and approved by WSP Global's Board of Directors. Any revision thereof will be reviewed and approved as such.

4. NON-COMPLIANCE

Any violation or conduct that goes against the standards set out in this Policy may be subject to disciplinary measures, up to and including termination.

5. WHERE TO TURN FOR HELP

For more information or for questions about this Policy, please contact your manager or your Human Resources representative. All concerns related to I&D may also be reported through WSP's confidential Business Conduct Hotline or the ethics@wsp.com mailbox.

6. DEFINITIONS

6.1. **Belonging** refers to Employees' sense that they are welcome, accepted, valued, and empowered for their diverse backgrounds and experiences. An inclusive work environment helps to foster a sense of belonging.

6.2. **Discrimination** occurs when an Employee is denied equal treatment with respect to their employment (including hiring, staffing, training, promotion and benefits) for reasons related to their race, perceived race, ancestry, ethnic origin, citizenship, creed, colour, religion, age, sex, sexual orientation, gender identity, gender expression, marital status, family status, physical or mental disability, political belief, affiliation or activity, social condition, lawful source of income, association, or pardoned conviction.

6.3. **Diversity** is the collective mixture of differences and similarities that includes individual and organizational characteristics, values, beliefs, experiences, backgrounds, preferences, and behaviours.

6.4. **Employee** means any person employed by WSP with permanent or temporary status, including WSP Employees on leave without pay, students participating in a WSP Student Employment Program, WSP interns, WSP part-time workers, and WSP officers and executives.

6.5. **Equal Opportunity** means giving every Employee the same opportunities for employment, pay, and promotion, without discriminating against groups that have historically faced disadvantage and who continue to face disproportionate levels of barriers in the workplace. Such groups (collectively "Designated Groups") may be identified either by WSP Global and/or by WSP Regions to reflect local legislation and realities.

6.6. **Inclusion** is the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Without inclusive practices, a diverse environment cannot be achieved.

6.7. **WSP** includes WSP Global and its subsidiaries.

6.8. **WSP Global** refers to WSP Global Inc.

6.9. **WSP Regions** include Australia and New Zealand, Asia, Canada, Latin America and the Caribbean, Middle East and India, Nordics and Continental Europe, United Kingdom and Africa, and United States of America.

7. APPROVAL

Version	Owner	Approver	Approval Date
1.0	Global Sponsor, Inclusion and Diversity	Review and recommendation: Governance, Ethics and Compensation Committee of WSP Global Approval: Board of Directors of WSP Global	February 23, 2021