



Sustainability 2.0

WSP Canada
Property & Buildings
Sustainability & Energy

Strategic Plan

2019-2021





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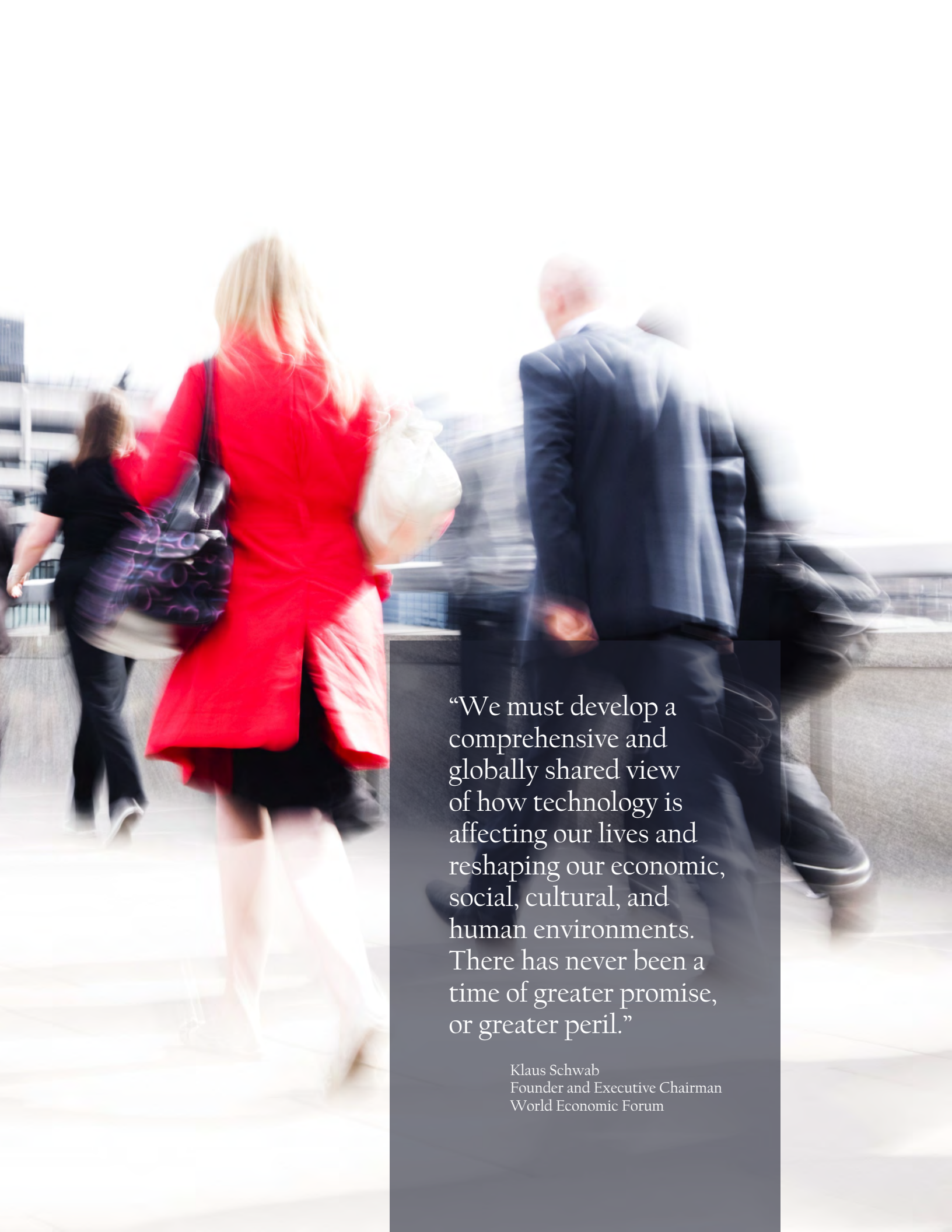
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“We must develop a comprehensive and globally shared view of how technology is affecting our lives and reshaping our economic, social, cultural, and human environments. There has never been a time of greater promise, or greater peril.”

Klaus Schwab
Founder and Executive Chairman
World Economic Forum



Foreword

Andrew Bowerbank

National Vice President, Sustainability & Energy, WSP Canada

It's been about trying to find balance. Social, economic and environmental interests have been fighting for prominence in the marketplace for decades; each have been trying to voice their perspectives louder than the other. About fifteen years ago, it seemed like we were making some headway; these three competing values were beginning to look for ways to stand as a united front through the “triple bottom line” theory. As a result, economic interests embraced environmental and social concerns, giving birth to movements such as green building design and sustainable community development.

Today, issues have become much more complex. According to the United Nations, we are on track for the global population to reach 9 billion by 2050. At the same time, more of us are moving to urban centres with the potential for over 50 “megacities” (pop. of 10 million or greater) around the world. We are going to need land the size of Brazil to meet the Earth's food requirements by 2050. This amount of agricultural land does not exist on Earth, so what are we going to do?

According to the World Bank, the animal agriculture industry is responsible for 51% of annual GHG emissions in our atmosphere. We have not even begun to try addressing this issue, instead we look to tackle the sector silos like buildings and transportation that operate within the agriculture sector. We need to start collaborating across sectors if we are truly going to make an impact on the over-arching industries and social practices driving climate change.

Twenty years ago, I was fortunate to be at the forefront of the green building movement in Canada, working with some of the greatest

architectural and engineering minds in the market. Yet with all the work we accomplished through international rating tools like LEED, BREEAM, Green Star, CASBEE, DGNB, and others, green buildings only make up 20% of current urban development.

Ten years ago, I worked with industry and government leaders pushing the electric vehicle (EV) market. At that time, an automotive manufacturer, home builder, and energy utility never had to work together; yet, the growing demand for EV charging infrastructure required a car to plug into a house and take energy from a grid. Only through progressive leadership efforts and the growing understanding that cross sector collaboration is needed to drive change, will we be able to resolve our resource intensive consumption habits.

In 2012, I began working with some of the largest companies in Canada to push the solar energy market. At that time, early adopters in solar energy were struggling to establish their businesses in response to government incentives and the promise of “cost parity” of renewable

technologies in the energy sector. It was thanks to the leadership of some big companies like Magna International, Canadian Solar, Celestica and Enbridge Gas (to name a few) that the emerging solar industry was able to respond to the interests of the local electric utilities in Ontario. It will be this same type of leadership that will tip our markets to a low-carbon economy.

The latest problem now is that, according to global economic experts, we have entered the “4th Industrial Revolution”, where the rapid evolution of our physical, digital and biological systems are showing such promise (Robotics & A.I., genome research, the Internet of Things and more), but the rapid pace of development is taxing our natural systems like never before. If we are on track for over 50 megacities by 2050, where are the materials, food systems, energy infrastructure, etc. going to come from to meet demand? According to the United Nations Environmental Programme, the global construction industry is running out of usable sand for development (concrete, computer chips, glass, and more). Sand and gravel are the most extracted solid materials in the world. In some regions including China and India, there is an aggressive black market for sand.

So, what are we to do to counteract the rapid and resource intensive development efforts expected over the next 30+ years? How are we to tip markets towards a sustainable future? First, we need to drive a stronger commitment to collaborate; we must better celebrate the successes that are making a difference in the market. Second, we must recognise that project proponents expect a return-on-investment for their efforts.

Systems must also integrate. Decarbonization, with digitalization, must become business-as-usual. Intelligent building infrastructure for example, must manage hyper-efficient energy

systems to meet zero carbon targets. We need to look for trends in the market that can make a real difference and then lead these trends as quickly as possible. We need to embrace innovation, accept change, and challenge the status quo. We need to explore the possibilities and ask ourselves some hard questions like:

- Can the resurgence of mass timber buildings offset the global demand for sand?
- Can prefab modular systems be the solution to the waste produced during construction?
- Can buildings that are designed to operate as decentralized net-zero energy/water/waste systems provide the solution to the energy intensity of indoor urban agriculture?

These questions and objectives need to be addressed by market leaders if we are to find real solutions. Governments are striving to set policy and regulation to drive change; academia, NGOs, and advocacy groups are doing what they can to educate societies - but it will take the combined effort of big industry players to ensure lasting change. Large companies like WSP have the opportunity, and some say the responsibility, to lead by example; to invest in the technologies and products that will tip markets to a low carbon, circular economy. Our cities need to be resilient and adaptable to changing climates; and the resources required to put in place the building, communication, and transportation infrastructure will need to be kept in check.

For us to find the real solutions and prepare for a prosperous, low carbon economy, we require a new definition for sustainability that can respond to these new demands and prepare for a world with limited resources. This Strategic Plan presents a new definition for sustainability, one that is rooted in innovation; it will provide WSP Canada with the tools required to build on our existing expertise and lead the market over the coming years.





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Executive Summary

A New Direction for Sustainability at WSP Canada

The purpose of this 2019-2021 Strategic Plan is to provide visionary leadership for the evolution of our Sustainability Service Line at WSP Canada. As we emerge from years of mergers and acquisitions, we have an opportunity to re-evaluate our business model and establish a new collective identity. This Plan offers a high-level strategic approach to guide the development of our financial, operational, and business objectives.

The Plan is divided into two sections:

- Section 1: Development
- Section 2: Operations

Section 1 introduces the Vision and Mission for our Service Line, as well as our Guiding Principles. Section 2 outlines the Business & Operational Objectives to guide our long-term success, along with strategies and action items to accomplish these objectives.

Vision

Our Vision is an aspirational statement that defines our ultimate objective for WSP Canada:

Our leadership in the industry will play a central role in transforming Canada's buildings, businesses, and communities, resulting in a fundamental shift towards a sustainable future.

Mission

Our Mission is a statement that focuses on how we as a Service Line will achieve our Vision:

Through the integration of social, economic, and environmental practices, our Service Line will stand as a Centre of Excellence at WSP Canada, and as the leading authority on sustainability in the built environment.

Guiding Principles

Our Guiding Principles represent the five foundational values of our Service Line:

- Client Fulfilment
- Employee Experience
- More than an Engineering Firm
- Striving for Excellence
- Being "Future Ready"

Our Vision, Mission, and Guiding Principles are the foundational and fixed pillars of our Line. As we continue to build, growth and evolution will inevitably adjust our Business & Operational Objectives; however, these principles and goals will remain the same, acting as our roots and leading our ongoing development.



Leadership Perspective

Grant Markewitz, Boca Raton, Florida

While it is cliché to note that our world is changing faster than ever, as individuals we live in the world of our local community, particular work circumstances, and home life. For our team members, 2018 capped a tumultuous year of change. With changing circumstances comes opportunity, and it is with great pride and pleasure that we share in the development of this strategic plan for the renewal of purpose and direction for the WSP Sustainability team. Over the course of the year, we have been revitalizing our team of trusted advisors that our clients expect to work with and the high standards that we demand of ourselves. As well, we are taking charge of our business by filling key roles to free up our front line staff for client facing work. The resulting transformation is a clear vision of our commitment to our clients and a rekindling of enthusiasm at all levels of the team.

Business & Operational Objectives

We have identified ten objectives to guide our financial, operational, and business development success. These objectives are comprised of short-term and long-term goals for our Service Line, listed based on anticipated priority:


- Unifying our district operations;
- Winning work: a response strategy;
- Enhancing our work culture;
- Building client relations;
- Maintaining our technical skillsets;
- Prioritizing financial health;
- Collaborating across WSP;
- Working across sectors: strategic partnerships;
- Becoming a leading authority in the marketplace; and
- Looking to the future: international opportunities.

Turning Strategy Into Action

To meet our Business & Operational Objectives, we have determined nearly twenty initial action items. Most of these action items introduce internal processes with the purpose of centralizing and uniting administration and communications, as well as response strategies for internal and external business development.

Sustainability at WSP Canada

As the largest sustainability team in Canada, with an unparalleled breadth of project experience and depth of technical knowledge, we are in a unique position to positively impact the industry. This 2019-2021 Strategic Plan is the first step to realizing our full potential. We will work together to nurture our existing skills, evolve our services, and grow our market presence. In order to re-invent ourselves, we will work with corporate to rebrand our Service Line, moving away from our current title of Sustainability & Energy.



We are living in a time of volatility. Climate change, political unrest, and social strife have become heightened with the rapid adoption of unregulated communication networks and technologies. Our race to build things better, faster, and stronger has left us with a broken home: we have lost 50% of Earth's wildlife in the last 40 years; we are projected to have fishless oceans by 2050; we have destroyed half of our planet's forests through deforestation; and 80% of global wastewater goes untreated. We are living in the age of humans – the Anthropocene. The unique qualities that define us as a species have allowed us to flourish for generations, but if left unchecked, our consumption habits and indifference could lead us to a bleak future.

Through our ingenuity, creativity, and resourcefulness we have an opportunity to chart a new path to greatness. Our only way forward is through innovation. When under the direction of sustainability and equity, innovation has the power to be transformative, bridge sectors, foster collaboration, and solve problems. Canadians are ingenious. We have a strong and proud history of innovation. As a nation, we have invented life-changing technology and social standards, including the incandescent light bulb, the propeller, the electric radio, the United Nations Declaration of Human Rights, recycling, the telephone, the compound steam engine, oil pipelines, insulin, and that just scratches the surface. It is this spirit of innovation that will continue to propel us forward.

WSP is one of the largest professional services firms in the world. Canada, geographically, is one of the largest nations in the world. As a country and as a company, we have the resources, the ability, and the influence to effect change. Let us strive for better by delivering innovative solutions and fighting for a sustainable future. This is the essence of the Sustainability Service Line.

Natasha Arsenijevich
Toronto, Ontario



Section 1: Development

Sustainability in the Market

A New Definition

The most frequently quoted definition of sustainability comes from *Our Common Future*, also known as the Brundtland Report, written in 1987. It reads as follows:

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

This definition no longer reflects the complexities and shifting role of sustainability, today. We must now redefine sustainability as it relates to the latest trends and advancements in society, including the Fourth Industrial Revolution, the Low Carbon Economy, and Innovation.

Sustainability 2.0 Exploring a New Definition

The role of sustainability must evolve from conservation and resource management to that of guardian, providing oversight to the market as the pace of innovation and technology rapidly develops, disrupts and reshapes our world.

Given that, sustainability must be recognized as a transcending, interdisciplinary ideology and practice that aims to protect and maintain ecological integrity, indefinitely, through the lens of holistic life-cycle resiliency, social equity, and circular economics. In the context of how we conduct business, sustainability is the overarching mechanism to implement the “triple bottom line” theory, governing responsible operations and growth, while accounting for future resiliency.

Within WSP Canada, sustainability practices would include:

- Implementing holistic, integrated design by working across Business & Service Lines;
- Promoting high-performance, low carbon sustainability benchmarks with clients;
- Prioritizing resiliency and adaptation in design and project delivery; and
- Embracing systems thinking and innovation.

A Low Carbon Economy

A low carbon economy is one that aims to minimize the output of greenhouse gases while functioning as a typical economic model for prosperity. Disassociating emissions from economic growth will give us an opportunity to stimulate industry competitiveness, promote research and innovation, create new ‘green’ jobs, and prioritize sustainable development.

According to the World Economic Forum, pathways to a low-carbon future focus on three main actions:

- Improving energy efficiency;
- Producing electricity from low-carbon energy sources (renewable energy); and
- Switching from petroleum to low-carbon energy for powering vehicles (such as electric or fuel-cell vehicles) and heating buildings.

These goals are applicable to our business and achievable through the collaboration of public and private sectors. WSP Canada, driven by our Service Line, has a chance to play a major role in advancing a low carbon economy for Canada by elevating and demonstrating sustainability practices in the built environment.

The Fourth Industrial Revolution

What it Means, How to Respond

Excerpt - World Economic Forum - www.weforum.com

First Industrial Revolution

The First Industrial Revolution used water and steam power to mechanize production.

Second Industrial Revolution

The Second Industrial Revolution used electric power to create mass production.

Third Industrial Revolution

The Third Industrial Revolution used electronics and information technology to automate production.

Fourth Industrial Revolution

The Fourth Industrial Revolution is building on the Third, it is a digital revolution that has been occurring since the middle of the last century. It is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres. [It is marked by emerging technology breakthroughs, including robotics, artificial intelligence, nanotechnology, quantum computing, biotechnology, the Internet of Things, Blockchain, fifth-generation wireless technologies (5G), additive manufacturing/3D printing and fully autonomous vehicles]. The speed of current breakthroughs has no historical precedent. When compared with previous industrial revolutions, the Fourth is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

Sustainability and Innovation:

A United Front

Emerging market trends driven by the fast-paced developments of the Fourth Industrial Revolution will have a dramatic impact on our industry over the coming years; they will disrupt our disciplines, technologies, and tools. We must keep up with the pace of change. The only way we can have a proactive business and operational model is if we embrace innovation. In the context of the built environment, innovation will drive leadership in sustainability; ever increasing energy efficiency measures and performance targets will be dictated by innovative technologies and designs. Our Service Line will work with our clients to anticipate advancements by embedding and prioritizing innovation in our project delivery and business development practices.

Identifying New Market Trends

To embrace these foundational concepts, we must first define their impact on our industry and begin actualizing our Service Line's response strategy. We will need to evolve and expand upon existing services to account for market trends. We have identified initial areas of focus:

- Deep green retrofit market
- Intelligent buildings & the internet of things
- Controlled environment agriculture
- Mass timber
- Life-cycle assessment
- Low carbon economics
- Circular economy
- Accreditation: Envision, Passive House, WELL
- Clean-tech, renewable energy & storage
- Climate change mitigation, adaptation & resiliency

Sustainability at WSP Canada

Aligning our Vision & Mission with the Corporate Directive

Corporate Directive: WSP At a Glance

wsp.com

“We want to play a key role in delivering a sustainable and resilient world. Through our project delivery, our approach lies in our commitment to provide forward-thinking advice and unparalleled expertise locally to help our clients thrive in a changing world. We are actively seeking out the most transformative, innovative solutions to pioneer a more sustainable future.”

Sustainability & Energy

Vision

Our leadership in the industry will play a central role in transforming Canada's buildings, businesses, and communities, resulting in a fundamental shift towards a sustainable future.

Mission

Through the integration of social, economic, and environmental practices, our Service Line will stand as a Centre of Excellence at WSP Canada, and as the leading authority on sustainability in the built environment.



Leadership Perspective

Maeri Machado, Vancouver, British Columbia

Our team was at the forefront of the sustainable building industry in Canada when the market began to gain traction in the early 1990's. We were founding members of the Canada Green Building Council and our team members helped bring the LEED rating system to Canada. We were celebrated for our advocacy efforts to incorporate sustainable design principals across the building industry; our strength came not only from our passion for sustainability but our knowledge of building systems. We grew out of the building sciences restoration team; as such, we knew we were best positioned to help transform buildings.

Our first projects began in the Toronto market and slowly moved across Canada to Vancouver, Calgary and Ottawa. We quickly became market leaders in sustainability; our clients came to rely on us to help anticipate their needs and provide them with the competitive edge sustainability principles could bring to a project. As we grew, our services diversified from our foundations in existing buildings to new areas including new construction, energy modelling and community design projects. Today, as one of the largest sustainability teams in Canada, we are once again poised to drive change for the next generation of development.

Rebranding: A Centre of Excellence, Embracing Innovation

Sustainability at WSP Canada was comprised of several separate departments, consolidated through the acquisitions and mergers of reputable mid-sized engineering firms. Prior to 2019, our Service Line had not defined its cumulative identity. As we work towards merging District operations and centralizing our internal communications, we will create a unified presence by tactfully aligning ourselves with the concepts of innovation, low carbon economics, the Fourth Industrial Revolution, and integrated design principles. We want our brand to be synonymous with sustainability, which means we want our brand to keep up with the pace of change. As outlined in the Corporate Directive, the intention for WSP Canada is to cultivate an identity that embraces innovation. If we aim to be pioneers, we need to invest the necessary time and resources to transform ourselves from a responsive Service Line into a proactive Centre of Excellence.

By adopting a Centre of Excellence model, we will be responsible for supporting our clients, as well as other WSP Business & Service Lines, by becoming a resource for sustainability in the built environment. With that in mind, we have created a Vision and Mission to align with our Corporate Mandate. These guiding statements have set the foundation for our evolution. Going forward, we will need to collectively determine our role as a Sustainability Centre of Excellence at WSP Canada. As we move forward and begin the process of rebranding, we can confidently expect our responsibilities to include:

- Forecasting emerging market trends;
- Educating and training our team on the latest sustainability benchmarks;
- Anticipating clients' needs and ensuring confidence in our work; and
- Bolstering our efforts as a thought leader in the industry.

Guiding Principles

Foundational Values to Drive our Success

As we develop Sustainability at WSP Canada, it is important that we define our Service Line's Guiding Principles. These principles serve as foundational directives while we continue to grow and evolve. As our Business & Operational Objectives change year over year, these Guiding Principles will remain as the pillars of our Line, directing our consistent progress and changing priorities - we have identified five as follows:

Client Fulfilment

The market is increasingly competitive; therefore, it is imperative that we continue to bring value to our clients. The success of our clients determines the success of our business; we must prioritize their satisfaction. As the industry continues to navigate evolving sustainability benchmarks and the Fourth Industrial Revolution, we will build upon our historical reputation of quality performance and strong client relationships by becoming more than a responsive consultant; we will become a trusted project partner.

Employee Experience

As the company continues to settle from mergers & acquisitions, the employee experience must be prioritized. The well-being of our employees, including their career aspirations and workplace experiences, are important to the long-term success of our Service Line. Change will continue; we will be expected to adapt to external market demands and internal operational changes. Given that, we will cultivate and maintain a workplace that is open, proactive, trusting, supportive, and sustainable.

More than an Engineering Firm

Although WSP Canada's foundation is rooted in engineering, we are evolving into a full services provider. We design and deliver quality solutions in the commercial and industrial sectors of:

- Property & Buildings
- Transportation
- Infrastructure
- Oil & Gas
- Environmental
- Geomatics, Geospatial
- Energy, Resources & Industry

As we continue to grow our experiences and presence across private and public sectors, our Service Line aims to become the cross-sector mechanism for industry outreach, cultivating new business development opportunities across WSP Canada. With our Mission to become a leading sustainability authority in the built environment, we must not make the mistake of falling back on past successes; instead, we must utilize our capacity, resources, networks, and experiences to engage all sectors across all Districts. We are no longer an engineering firm, we are a professional services firm, delivering sustainable, innovative solutions for the built environment.



Leadership Perspective

Jani Loots, Toronto, Ontario

The pursuit of sustainability gives meaning to my work and inspires me every day. I believe our work in the building industry matters and that the outcomes of our work have a positive impact on our world. Our clients continuously aspire to improve their building's performance and they set ambitious goals. In our partnerships we rise to the challenge by presenting innovative options and real-world solutions. The importance of our clients' satisfaction is evident in our commitment to excellence and is a value that I honour.


Our Sustainability team consists of a diverse group of professionals and we all share a common enthusiasm and passion for the work. Our group is a perfect example of being “more than an engineering firm”. We welcome the continual evolution of our services as our understanding of the sustainability implementation challenges deepen, whether it be in climate resiliency, building certification, performance modelling or energy management. I've been part of this team, working in the sustainability field for more than a decade and I still feel like we get to do new things every day. There is so much opportunity ahead: to help our clients reach carbon emission targets, to engage our team through meaningful projects. I see exciting times ahead!

Striving for Excellence

As we increase our market visibility and grow our business, it is important that we continue to prioritize quality. Based on our size and scope of work, we are vulnerable to inconsistent project delivery across Districts. In addition, we must prepare for emerging market trends, requiring new services and skillsets. With that in mind, we must prioritize our respective expertise and skills through ongoing training and knowledge transfer, ensuring that our team has the tools and confidence needed to deliver quality work. We will continue to strive for excellence by dedicating the time and resources needed to evolve our services, hone our expertise, share our experiences, and invest in our people to ensure that we remain informed and in a position of leadership.

Being “Future Ready”

Sustainability is inherently forward-thinking, by definition, it is about being “Future Ready.” As Canada continues to urbanize, decarbonize, and digitalize, our expertise will increasingly be called upon to provide evolving solutions and designs that account for lasting success. This is the basis of sustainability, and that of *Future Ready*. As our global campaign for *Future Ready* continues to unfold, sustainability at WSP Canada has a unique opportunity to become a leading delivery agent of this initiative. Innovation must be at the root of what we do; it takes innovation to create something holistic, effective, enduring, and therefore, sustainable. As the market continues to trend toward sustainability, our Service Line will become an integral part of the company's future success.



“Climate change and its effects, especially flooding, is a major concern in Atlantic Canada. The leadership of our Sustainability & Energy team, supported by our global Future Ready objectives, is well poised to help our clients in Atlantic Canada design for carbon neutrality and resiliency.”

Troy Greene, Dartmouth, Nova Scotia

Building on a Strong Foundation

A Retrospective from Priscilla Chew, Toronto, Ontario

The aspirations of the WSP Canada Sustainability team is still emerging – we came together from our various legacy companies at the end of 2015, and in just three years have gone from a cluster of teams to one amalgamated national team. Although our unified service line is new, we build on individual experiences that date back to the beginning of the sustainability movement in Canada. LEED was just entering the market, energy modelling was done in EE4 for the CBIP program, and retro-commissioning was not yet common practice. The purpose of this Strategic Plan is to build on our collective strengths and to chart a course that allows us to move the market towards a sustainable future.

Strength Through Diversity

One of the strengths we have, and will continue to build on, is our diversity. Our varied experiences in educational and technical backgrounds, as well as previous work experiences, allows each and every one of us to bring a unique perspective to our clients, in turn yielding synergistic solutions. Our team is comprised of individuals specializing in core, and tangential, disciplines related to the built environment, including: mechanical engineers, environmental scientists, architects, energy modelers, project managers, sustainability & climate change specialists.

Strength Through Scale

At almost 140 team members, we are one of the largest sustainability consulting teams in Canada. Our national scope is unrivalled; our ability to collaborate nationally means that we can provide a scale of service that is unmatched. We will use our scale and scope to our advantage.

Strength Through Breadth and Depth

In addition to physical size, our collective reach is both expansive and deep. We are capable of delivering whatever our clients need to set and achieve their sustainability and energy goals; if not within our Canadian team, then through the broader WSP family. We have the ability to provide services related to the entire life cycle of the built environment: sustainability planning at the portfolio level, LEED, energy modelling commissioning services measurement and verification, operational analytics and FM Ready. It is this combination of breadth as a team and depth as individuals that is unmatched in the marketplace.

As a united team, we have the opportunity to be market-movers: to work with the biggest, most forward-thinking clients, and to change the way our built environment is designed, constructed, and operated. By developing this new Strategic Plan, we will be playing to our collective strengths for transformative results.

A New Focus

Defining our Market Identity

We have the largest sustainability team in Canada; combined with our breadth of experience and depth of technical knowledge, we are capable of delivering the most complex, sustainability projects. However, based on our current business model, our Service Line has been competing with small and mid-sized firms. We must evolve our procurement and operational model to reflect the capacity of WSP Canada. We will no longer compete; we will lead.

The journey to becoming the WSP we know today has led to an identity crisis, internally and externally. As a brand, WSP has existed for less than 2 years and our market presence has been inconsistent and limited. Therefore, we must restore confidence in who we are and what we do. We now have an opportunity to re-imagine the kind of work we want to pursue and the kind of work we want to be known for. We need to move away from being seen as an engineering consulting firm to being seen as a full-services solutions provider for the built environment. Our competitive advantage will be our in-house engineering expertise. To achieve this transformation, we must deliver life-cycle services and establish cradle-to-cradle practices across Lines. Sustainability will be the vehicle for delivering holistic, integrated design solutions at WSP Canada.

In order to become a leading authority for sustainability in the built environment, we must:

- Seek out and deliver innovative, complex, and large-scale sustainability projects;
- Collaborate across Business & Service Lines through integrated design practices;
- Bolster our efforts and visibility as a thought leader; and
- Become an integral asset to our clients and partners.

If we want to achieve this Mission, we must first recognize that there is a rapid systemic shift upon us. Our society and economy is evolving to account for sustainability and well-being, which means we too must evolve to respond to these changing demands and anticipate future needs:

- Digitalization and technological advancements are propelling the world into a Fourth Industrial Revolution.
- Canada's economy is shifting to a low-carbon operating model.
- Property owners and developers are recognizing the value of prioritizing sustainability in their assets.
- Consumers are demanding transparency and corporate responsibility.

We cannot afford to limit our potential. WSP is one of the largest firms in the industry and as such, we are in a position of responsibility to provide leading solutions to our changing built environment. Based on our size and abilities, globally and nationally, we can effectively redefine the sector; we can prioritize sustainability, and we can make change.



Section 2: Operations

“The far-sighted amongst you are anticipating broader global impacts on property, migration and political stability, as well as food and water security. Unfortunately, once climate change becomes a defining issue for financial stability, it may already be too late.”

Mark Carney
Governor of the Bank of England

Introducing Sustainability 2.0

A Business & Operating Structure for 2019-2021

It is our intention that the Sustainability Service Line refocuses business and operational efforts to embrace a leadership position in the industry. It's important that we collectively determine our market identity and rebrand. We want to explore how our Service Line can embody the traits of a Centre for Excellence, and will work with corporate to reinvent ourselves, moving away from the title of Sustainability & Energy to one that encompasses the essence of this Strategic Plan.

The Sustainability & Energy Service Line will become a central hub for the latest information on market trends, clean-technologies, and integrated design processes impacting the built environment, both domestically and internationally. Our division will be guided by a proactive outreach strategy, which will emphasize cradle-to-cradle services, systems design, and holistic sustainability principles.

By repositioning ourselves as a "Centre," we move away from being branded as just a services provider, to become recognized in the market as an innovation hub and a trusted authority on sustainability in the built environment. This shift in branding and services allows us to expand our market reach and to become seen as an agnostic intellectual source. We will cultivate ideas, embrace new technologies, conduct research, provide information, and become a resource to our internal teams and to our clients.

It is important to note that our core services, will remain; they are fundamental to our Service Line and represent the foundation of WSP Canada's sustainability offerings.

We will build on these services by strengthening and supporting current Business Units through staffing and restructuring as needed, expanding offerings based on market trends, and ensuring nationwide training and knowledge transfer. Our first effort is to stabilize the Service Line's resources, then build on our foundations to support business development, foster innovation, and establish WSP Canada's leadership in the industry to induce market transformation.

The evolution of our strategic focus from Sustainability & Energy into Sustainability as a Centre of Excellence means we will be:

- Strategically hiring
- Evolving existing services
- Expanding our service offerings
- Encouraging cross-sector collaboration
- Diversifying our expertise
- Conducting research to forecast market trends
- Building our presence across the industry

Business & Operational Objectives

Charting the Course for Long-term Success

As a newly amalgamated Service Line, rich in talent and history, we are beginning to assimilate to our collective identity and forming a shared strategic vision. To guide our success, we have identified ten Business & Operational Objectives. As we evolve over the next three years, these objectives will direct our District and National development. Of the following ten objectives, our immediate priorities are to:

- 1) Unify our District operations to streamline and centralize processes;
- 2) Develop an internal and external response strategy for winning work; and
- 3) Enhance our work culture to ensure employee satisfaction and fulfilment.

Unifying our District Operations

Sustainability at WSP Canada currently supports projects across eight Districts:

- British Columbia & Yukon
- Alberta & NWT
- Saskatchewan
- Manitoba & Nunavut
- South Western Ontario
- North Eastern Ontario
- Quebec
- Atlantic

Each District is responsible for localized business development opportunities, procurement responses, and operational procedures. This translated into a fragmented national sustainability response - challenging communications, resources, and client engagement efforts. Moving forward, we will align District efforts through the centralization of national administration and communication procedures, creating a unified response strategy to business development and operations.

Winning Work: A Response Strategy

As a newly consolidated multi-disciplinary firm with a history of strong client relationships, our knowledge regarding relevant project experiences and historical context for existing clients had been disconnected and resided with multiple individuals across Business & Service Lines. The procurement and communication processes are not as effective and efficient as needed to proactively win new work. As we begin to explore new business opportunities based on emerging trends and new clients, it is imperative that we establish a streamlined process to disseminate information regarding procurement opportunities and create a central location to house project data. We will enhance our process for winning work by:

- Refining our approach to bid responses;
- Strategically engaging existing and new clients; and
- Collaborating across WSP Canada's Business & Service Lines.

Enhancing our Work Culture

WSP Canada has gone through a period of adjustment, which proved to be challenging for staff retention. Therefore, with continued changes in our Service Line, employee satisfaction must be prioritized. We will work together to define the kind of work culture that best reflects the team and cultivate an open and trusting environment.

Cognizant that our sustainability professionals are cause driven and motivated by fulfilling and meaningful careers, we will work with Districts to adjust our current operating model and better outline long-term career opportunities. We will also promote consistent communication and feedback with National Business Unit Directors and District Directors to facilitate relationship building.

As sustainability professionals, we recognize that internal sustainability initiatives at WSP Canada are important to our team. We will endorse and support programs and ideas that help to encourage WSP Canada's sustainability commitments in the workplace.

Building Client Relations

Our success as a Service Line is based on the success of our clients. With the amalgamation of notable mid-sized firms in the industry, we recognize that there is already a strong history of existing professional relationships. We intend to build on this by establishing a proactive approach to strengthening these relationships and enhancing client satisfaction. As a trusted advisor, we want to be recognized as more than a responsive consultant; we want to partner with our clients. Through partnerships, we would then be in a position to provide strategic vision and help determine innovative, holistic solutions, demonstrating our industry leadership and fulfilling our Vision and Mission.

Maintaining our Technical Skillsets

As a solutions provider, our expertise drives our business. We are one of the largest firms in the industry, and we have a breadth and depth of technical skills and experiences that are unparalleled - this gives us a competitive advantage in the market. As such, we must invest time and resources into strengthening these existing skillsets, as well as expanding upon our scope of knowledge and services to reflect shifting market demands and evolving sustainability benchmarks.

Thus, we will continue to refine our current skills through training and knowledge transfer across Districts, while actively identifying and acquiring new technical expertise. We will implement a centralized training and communication process to ensure standardization in content and procedures, confirming quality control and consistency of project delivery across Districts. Our intention is to maintain and enhance our team's technical knowledge and skillsets to ensure that we remain unrivalled in the industry.

Prioritizing Financial Health

Our ambitions as a Service Line can only reach it's full potential if we prove that our efforts are financially sound. In order to meet WSP Canada's expectations, we must integrate fiscal objectives and demonstrate economic viability in our business development strategies and operations. The National Director of Operations will work closely with District Directors and National Business Unit Directors to reevaluate current operational procedures, redistribute resources, refine administrative and communication processes, and reexamine our bid response strategies to maximize efficiencies and align with financial and productivity metrics.

Collaborating across WSP

Sustainability is a unique, cause driven initiative that, by its very nature, should not be siloed or compartmentalized. When sustainability principles are applied correctly, efforts are integrated, and solutions are holistic. With that said, we will strive to transcend our siloed Service Line structure by collaborating with other Business & Service Lines. We will foster integrated design principles across Lines through project delivery and client engagement.

Beyond project and client support, we will become a resource by providing direction to Lines as market trends begin to impact their disciplines. Identified trends like the Fourth Industrial Revolution, urbanization, and decarbonization will change the way our industry operates. The increasing market demand for sustainability-led responses will require the augmentation of existing services and we intend to support that evolution for WSP Canada.

Working Across Sectors: Strategic Partnerships

WSP is a globally recognized firm in the industry, with a reputation for quality work, technical expertise, and having the trusted size, scale, and scope to deliver on large and complex projects. As we continue to evolve, we will find ourselves in new markets and catering to new clients. In order to navigate these opportunities and continue to build a trusted reputation, we will partner and collaborate with complimentary firms that are recognized in their respective fields. Examples of identified industry sectors in Canada that we intend to expand our presence in include: energy, agriculture, manufacturing, information technology and natural resources.

In tandem with building collaborative partnerships across industry sectors, we will actively engage the public sector. We recognize that in order to build an identity as a sustainability leader in the industry, we must target and build lasting relationships with academic and government institutions. Given their positions of influence and profile, it is often these institutions that are more receptive to high-performance sustainability targets. Institutions such as these also require sustainability portfolio and asset management, though life-cycle services.

By strategically partnering across private and public sectors, we will build profile, expertise, and relationships that will lead to new opportunities, new clients, new market segments, and a new business development model.

Becoming a Leading Authority in the Marketplace

In order to become a leading authority for sustainability, WSP Canada, through the efforts of our Service Line, must become recognized as a thought leader and a cutting-edge solutions provider. To achieve this, we will strategically pursue projects that are high-profile, innovative, complex, multi-disciplinary, and targeting high-performance sustainability metrics.

By targeting these projects, we will broaden our experiences, expand our expertise, and give confidence to our clients in our capabilities to deliver the most advanced sustainability projects. We will reinforce our industry leading position through purposeful market engagement and strategic outreach initiatives.

Looking to the Future: International Opportunities

As a global professional services firm, we are fortunate to have opportunities that extend well beyond Canada; our collective sustainability expertise is housed in over thirty-five Regions around the world.

We are in an advantageous position to internally leverage this diversity of experience in the pursuit of knowledge transfer. We have much to learn from other Sustainability Service Lines across WSP's Regional offices. If we can work with other Regions, we will be able to identify emerging trends, technologies, strategies, and

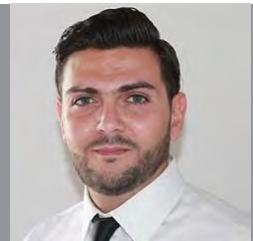
services that are not yet explored in Canada.

It is often the case that sustainability initiatives are adopted at a faster pace on continents like Europe and Asia. If we capitalize on this, through our WSP network, we can have a competitive advantage in our local markets.

Once we have set the foundation of our Strategic Plan at WSP Canada, we will look for ways to collaborate with other WSP Regions and partner on international business development and project delivery opportunities.

Leadership Perspective

Firas Aboukhamis, Ottawa, Ontario



With deep roots and decades of experience WSP's Sustainability team in the National Capital Region has been at the forefront of supporting clients improve the bottom line, transform to resilient assets, and drive innovation in their organization. Our team has creative and innovative diversity in every sense, we have a multiplicity of functional backgrounds, skills and abilities all of which enable us to build meaningful and genuine relationships with our clients. We understand our clients complex problems, extract what is important and engineer sustainable and resilient solutions that not only maximize the return of investment of their real estate but also position them to be global leaders in their domain.

Our team in The National Capital Region is supporting various Government Departments in responding to The Federal Government of Canada's international sustainability commitments, by crafting sustainability and carbon neutral strategies to drive holistic sustainable change and sustain the change over the long-term. Our team provides pragmatic strategies for today's problems and long-term visions of what is possible in the future. We constantly advance the definition of sustainable development as we unlock new and emerging technologies. We have a clear understanding of the future of sustainable development and we are excited to share our knowledge with our clients.

Turning Strategy into Action

Determining Action Items to meet our Objectives

This Strategic Plan has set the foundation for an exciting new chapter in sustainable leadership at WSP Canada. As a Service Line, it is important that we begin the process of turning this plan into quantifiable results. Outlined below are action items in support of our Business & Operational Objectives. These action items are proactive in nature and are subject to change based on the growth and priorities of the Service Line. They are in support of long-term objectives and the fulfilment of our Vision and Mission.

National Management Team

As a first step to unifying District operations, we have established a National Management Team. This Team is tasked with guiding and streamlining District efforts, as well as creating a market identity and sourcing new business development opportunities. We will provide leadership for District management through the implementation of centralized internal processes for financial, operational, and business development objectives. Once internal operations are stabilized, energy will shift to establishing a strategic industry position, evoking confidence, stability, and a unified voice.

- Existing clients
- Project list and capacity
- Local market interests and trends
- Financial targets
- Bid response strategies & win-loss statistics
- Current operational challenges
- Staffing requirements

This assessment process will set the foundation for operations over the next 3 years and will guide the formation of data templates for recording and tracking initiatives going forward.

District Assessments

Before we can unify operations and effectively implement a new strategic direction and operating model for the Service Line, we must first assess our current state. We will accumulate information to develop comprehensive databases and reports that outline the following statistics for each District:

Developing Annual Business Plans

Annualized District Business Plans will be created to actualize this Strategic Plan by outlining detailed operational, financial, and business development procedures and strategies. These plans will be developed based on the findings of our District Assessments, with the purposes of guiding operations in support of our ten Business & Operational Objectives. While this Strategic Plan will remain consistent from 2019-2021, the Business Plans will be reviewed and adapted as needed.

Launching Efforts with a National Working Group

To support the development of Business Plans, the National Team will host an annual two-day workshop, comprised of District Directors, National Business Unit Directors, Business Line associates, and other key stakeholders. Together, we will work on budget forecasting, marketing and communications, operational inefficiencies, client engagement, and more. This working group will help to improve our productivity by showcasing commonalities across Districts, which will then put us in a better position to identify collective experiences, challenges, and opportunities. The annual workshop will also give our Service Line leaders an opportunity to develop closer working relationships, further unifying Districts, and creating cross-District strategies for financial and operational success.

Administrative Tools & Templates

As we evolve our Service Line, the creation of tools & templates will be essential for standardizing performance and tracking progress across Districts. The following existing resources will be modified:

- Rookie checklist
- Career coaching materials
- Team management tool kit
- Project management role & responsibilities
- Project director role & responsibilities
- Technical lead role & responsibilities

New templates and tools will be developed as the need arises and uploaded to Sharepoint. Recognizing that Sharepoint is not utilized as effectively as it could be, we will restructure and update it so that it becomes a valuable, central source for information and communications.

Quality over Quantity: Winning Work

Part of redefining our identity is re-evaluating the work we do. We want to be known for delivering high profile, complex, leading-edge sustainability projects. As such, we want to be selective with the projects we bid on. To support our business development objectives, we need to re-adjust our bid response process to effectively deliver and ultimately win compelling work.

The following will help to achieve this objective:

- Proposal technical lead training
- Strategic responses to the GO-NO-GO process
- Establishing a streamlined bid response team
- Recognizing new opportunities and expanding upon existing client relationships
- commercially reasonable contract terms

Client Portfolios & Feedback

To enhance client relations and establish a proactive approach to winning future work, we must focus efforts on strengthening our existing relationships. To support this effort, and in-line with WSP's "PowerBI" business development tool, we will build a database of regional and national clients. These databases will include an in-depth history of past work, including:

- Win-loss statistics
- Services provided
- Project targets
- Financial figures

We want to understand if our deliverables have met the quality, needs, and satisfaction of our clients; therefore, we will encourage feedback and open communication with clients post-project completion. The purpose of this feedback loop is to provide an ongoing, quantifiable review of results that can be used to re-engage clients. We will demonstrate lessons learned through historical context to build successful long-term relationships, and evaluate project targets in support of future work.



Aptitude au quotidien

Alain St-Amand, ing., Montréal, Québec

Pour moi, la force d'un décideur en développement durable se démontre lorsque celui-ci guide par l'exemple. En partageant ses connaissances, le décideur propulse l'équipe dans la bonne direction en créant de la synergie. Tout comme WSP, je conçois que l'innovation dans nos conseils envers la clientèle permet de faire la différence au niveau de l'impact des visions. Contribuer au développement durable, c'est fournir à l'environnement plus que ce qu'on capte des ressources. L'éco-conception en bâtiment est plus qu'une intervention ponctuelle, c'est une démarche innovante; une façon de vivre. Comme plusieurs endroits dans le monde, le marché du développement durable au Québec nous apporte son lot de défis et pour mener à bien un projet innovant, le décideur doit s'assurer que toutes les parties impliquées aient une compréhension claire et complète du mandat incluant non seulement les risques, mais également les opportunités en conception durable. Je suis convaincu qu'un décideur a autant à apprendre des gens avec qui il travaille que l'inverse. Le travail d'équipe est la clé du succès.

Targeted Client Programs

Projects will always have unique characteristics that will require us to respond through a client focused “bespoke” process. Traditionally, we have identified client needs on a case by case basis. With the National Management Team in place, we now have an opportunity to create over-arching “programs” that address sector interests and identify anticipated project needs.

The National Management Team, with the help of Districts, will develop these sector programs to streamline the business development process and support client relations, as well as guiding supporting initiatives such as: marketing & communications, technology applications, return on investment strategies, and more. Clients will receive an enriched personalized experience and in turn, our team will benefit from standardized information and shared knowledge.

Examples of target client programs include:

- Academia client program
- Government client program
- Property developer client program

Councils for Emerging Trends

As opportunities for sustainability consulting continues to emerge across Canada, our Service Line must obtain the knowledge and skills required to lead the industry and provide our clients with low carbon, high performance building solutions. To support our Vision and Mission, we must continue to evolve our knowledge base and take stock of our existing in-house expertise so that we can support bid responses and project delivery. Councils will be comprised of selected experts from across WSP Business & Service Lines who have a vested interest and expertise in particular emerging trends. These councils will be developed and altered as required, based on priorities and market trends. Emerging trends under consideration for council formation, includes:

- Urban Agriculture
- Mass Timber
- Life-Cycle Assessment
- Smart Building Infrastructure

Committees for District Operations

Committees will be in place to facilitate proactive discussions and open communication between Districts, National Business Units, and the National Management Team in an effort to oversee processes and recommend changes in line with our objectives. These committees will be comprised of Directors, Managers, and other Business Line personnel. Two initial committees:

- Operations Committee
- Business Development Committee

Restructuring Business Units

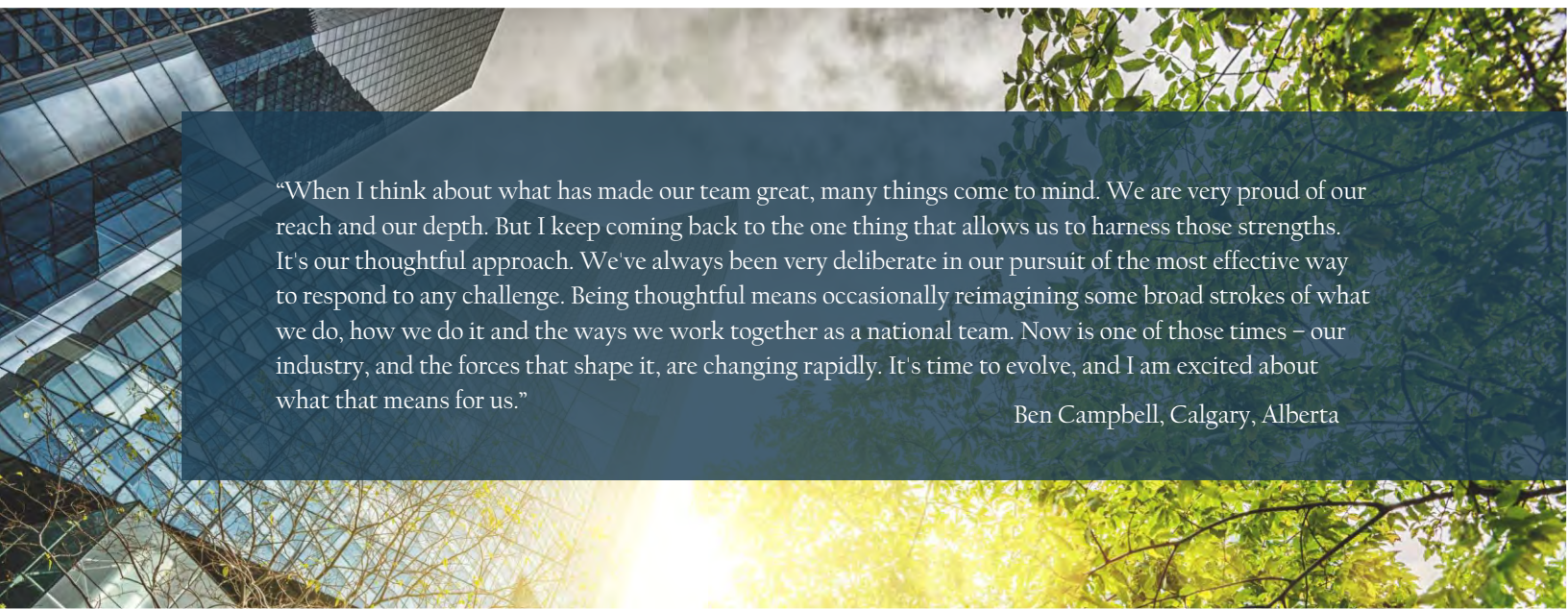
Prior to 2019, our employees were fixed to assigned Business Units. We will evaluate this existing operating structure and provide individuals the option to work across Business Units. Removing the present silos in our operations will encourage our team members to grow their talent by expanding their expertise and learning new skillsets. This will aid in enhancing our work culture, talent retention, career advancement and succession planning. Adjusting our operating model will also lend to greater collaboration across the country, attracting new quality talent, and promoting holistic project delivery.

Facilitating Knowledge Transfer

Recognizing that our expertise drives our business, we must continue to invest in existing talent by dedicating time and resources to supporting ongoing job skills training. We currently have talented employees who are specialized in emerging skills, such as life-cycle assessment; however, we do not have an effective process in place to easily transfer these skillsets from District to District. In order to effectively work across Districts, we will develop a comprehensive plan for training and knowledge transfer, supporting information sharing and skills training among our employees.

Managing Consistent Project Delivery

The National Management Team will work with District Directors and National Business Unit Directors to evaluate previous Practice Management operations and communication methods, identify priorities and objectives, and build upon successful past processes to develop a new plan. Together, we will facilitate easy and effective information dissemination, keeping our team informed, unifying our service offerings, maintaining quality service control, and honing our existing technical expertise.



“When I think about what has made our team great, many things come to mind. We are very proud of our reach and our depth. But I keep coming back to the one thing that allows us to harness those strengths. It's our thoughtful approach. We've always been very deliberate in our pursuit of the most effective way to respond to any challenge. Being thoughtful means occasionally reimagining some broad strokes of what we do, how we do it and the ways we work together as a national team. Now is one of those times – our industry, and the forces that shape it, are changing rapidly. It's time to evolve, and I am excited about what that means for us.”

Ben Campbell, Calgary, Alberta

Opening the lines of Communication

New competitors in the market are looking at our team's proven expertise to fulfill their business interests. We need to be proactive by opening the lines of communications with colleagues and management to foster a trusted, transparent, and safe work environment. We want our employees to feel comfortable with voicing their opinions. This is critical to enhancing our work culture. We will achieve this by:

- Creating anonymous feedback loops;
- Providing people managers with training;
- Conducting more check-in meetings; and
- Establishing the Emerging Leaders Forum.

Legacy Assets

Over the past few years, the consolidation of firms has left WSP Canada with a number of "legacy" projects. Resolving our legacy commitments as efficiently as possible will be crucial to achieving financial health for the Service Line. We will work with District Directors and National Business Unit Directors to determine the time and resources needed to complete these projects and collectively determine strategies for completion.

Solutions could include:

- Assigning a team for a dedicated time period to complete legacy work; then reassigning them to integrate with new project efforts.
- Collaborating with academic institutions to strategically hire new graduates with the purpose of focusing on legacy projects. This would be cost effective for project delivery and assist with on-boarding and job training.
- Work with international expertise in India through our iCRC program to complete projects.

Multi-Disciplinary Bids:

Incorporating Sustainability

When a new project opportunity arises with a sustainability component, regardless of how large the scope is, our team should be consulted at the initial stage. To become a resource across WSP Canada, our Service Line must guide project delivery through integrated design practices by collaborating with Business & Service Lines. Other WSP Lines are our clients too, representing new project opportunities. Therefore, we need to communicate our willingness and ability to support the procurement process across the company. If successful, we will be able to demonstrate how our Service Line can become an umbrella group, benefiting WSP Canada as a whole.

Market Presence

A key component to becoming recognized as a leading authority in the built environment is to increase our market presence and cement our branding. Strategies to achieving this includes:

- Delivering workshops & seminars
- Speaking at notable conferences
- Featuring project successes in industry magazines and newsletters
- Producing white papers and reports
- Developing a marketing campaign for social media
- Strategically sponsoring and/or collaborating on events
- Partnering with industry associations
- Participating in pilot projects and programs
- Becoming technical advisors for government initiatives and programming

Research & Development

To stay ahead of the industry, our Service Line will commit resources to a new Research & Development (R&D) strategy; this will be an important initiative in support of our new brand and the expansion of our service offerings. Sustainability, as a movement and practice, is constantly evolving. To become an industry leader, our Service Line must develop a mechanism to remain innovative and pioneer market leading designs and performance solutions.

Launching a R&D initiative in the Service Line will be coordinated in phases to effectively maintain the right balance between budget commitments and product delivery. We will research emerging market trends, new sustainability targets in the built environment, and innovative clean-tech solutions to support project delivery. As we work to expand our resources and scope of R&D initiatives across all Districts in the coming years, we must assess the return-on-investment and align efforts with *Future Ready*. Additionally, we will look for opportunities to develop collaborative and strategic partnerships with academic institutions, NGOs, and complementary firms. The full scope and timelines of our R&D efforts will be explored through the development of our annual business plans.

Annual Publication: The Pulse of Sustainability across Canada

In order to position WSP Canada as a market leader, we must first become recognized as a thought leader. With new advancements in energy, technology, low carbon materials, efficiency standards, and market trends, staying ahead of the changing market has become increasingly difficult. To ensure that our team and clients are kept abreast of the latest innovative

technologies and practices, our Service Line will publish a WSP Annual “Pulse” report. This publication is meant to inform the market, and WSP Canada, on sustainability initiatives across the country. We will research the latest solutions and trends and gauge the market’s commitment to a low carbon, circular economy. This report will be the result of collective action; it will be an inclusive opportunity for every individual on our team to contribute. This Pulse report will advance our team by:

- Supporting research & development;
- Cultivating internal education;
- Engaging clients;
- Building market reputation;
- Staying ahead of trends & technology; and
- Presenting a national and unified vision.

Engaging Industry Associations

It is important for WSP Canada to build relationships with industry associations in order to access new clients, establish market presence, identify upcoming market trends, expand expertise and knowledge, and create a collaborative approach to market transformation. We will do this by:

- Establishing a definitive ROI for membership and sponsorship by outlining WSP Canada’s goals and expectations;
- Engaging clients through membership;
- Attending workshops and seminars for ongoing training; and
- Evaluating existing memberships for ROI.



Fiscal Responsibility

Given our Business & Operational Objectives, we recognize that we need to manage our overhead resources, which includes market outreach initiatives and the investment in training and knowledge transfer across Districts. Over the next 3 years, we will establish a balance between these necessities and the profitable workload required to meet budget targets.

Year over year, our aspirations as a Service Line will need to be managed with realistic targets that can satisfy corporate expectations. We will streamline our operational processes and look for projects that can provide us with the scale, scope, and complexity deserving of our services, capacity, and expertise.

Our clients deserve the best service possible and we can only provide that if we focus on quality over quantity. We also need to work closely with the greater WSP Property & Buildings Business Line to complete legacy projects. Once we resolve our commitments to these projects, we can dedicate our efforts on the future of Sustainability at WSP Canada.

Each operating year under this Strategic Plan will have set financial targets, managed by appropriate oversight and shared expectations.

The following efforts will put us on a path for success:

2019 will focus on stability

We will focus our efforts on stabilizing our resources and unifying our District operations. Employee engagement and evaluating our bid response model will be prioritized. We will create a balanced approach between profit and strategic growth.

2020 will focus on alignment

Our operations must meet or exceed expectations of the greater WSP Property & Buildings Business Line's financial targets.

2021 will focus on growth

The National Management Team will support new growth across our Districts by evaluating local markets and look for opportunities to expand our services.

3.0 Planning for the Future

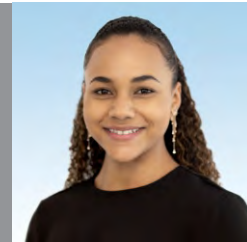
Preparation for the next Strategic Plan: 2022-2024

We are looking forward to a successful 3 years under our Strategic Plan, but we need to think about and prepare for what's next if we are to stay leading edge. Starting in 2022, the next 3-year plan will focus on refining and expanding our service offerings to clients, creating a new marketing campaign & promotions strategy, and adjusting our operating structure as required. We expect the 3.0 Plan to focus on growth and market penetration across identified new sectors. We will look for ways to create a closer alignment with *Future Ready* and other Service Lines by moving away from a siloed approach to sustainability solutions and offering full life-cycle services and turn-key solutions for our clients.

Stay tuned! Exciting times ahead!

Emerging Leader Perspective

Tiphany Monplaisir, Toronto, Ontario



In my short time at WSP, I've come to hold a greater appreciation for the meaning of sustainability. On a daily basis, I interact with colleagues, clients and industry experts who are all extremely passionate about what they do and what they want to see for our future. Operating within such a dynamic team has accelerated my career development through exposure to a variety of innovative endeavours. I am constantly encouraged to push the boundaries, whilst remaining fully committed to clients from planning to execution.

WSP has provided me a platform to advocate for a sustainable, low carbon future. Sustainability is no longer a theme in business and politics, or a mere platform to demonstrate an environmental commitment. As a team, we fully recognize society's challenges, and strive to solve these by exceeding client expectations through leadership and innovation on every project. But as the concept of sustainability evolves, so must we evolve with it. At WSP we have the talent, the expertise and industry connections to drive positive change. The opportunity to solve some of the world's greatest sustainable challenges lies in front of us and with these key ingredients, we can significantly impact people's lives. That is the future that I want to be a part of.

Appendix

Definitions

Region

A Country in which WSP is operating.
i.e. WSP Canada, WSP South Africa

Districts

Provincial/Regional/Area offices.
i.e. Vancouver, BC; Calgary, Alberta

Business Line

A sector-based service.
i.e. Buildings, Transportation, Infrastructure

Service Line

A division within a Business Line
based on discipline.
i.e. Mechanical & Electrical

Business Unit

A division within a Service Line
based on project requirements & expertise.
i.e. Performance Analysis, Advisory Services

Lines

Service Lines and Business Lines.

Utilization Rate (UR)

The rate (%) at which an individual has
billed their time to projects.

Certification (Green Buildings)

A 3rd party verification system that guides
the development of a building project to meet
an expected level of environmental design
excellence. Examples include: LEED,
BREEAM, Energy Star.

Practice Management

Development of the internal processes and tools
that support our team in delivering consistent,
efficient, and high-quality services on all of our
projects.

Contributions & Acknowledgements

This Strategic Plan was made possible thanks
to the contributions and insight provided by
our team across Canada. Beginning with a
“Roadmap” document that presented our initial
thoughts and objectives for this Plan, everyone
came together to provide the feedback needed
to create a strategy we can all be proud of.

Thank you to our S&E District Directors and
National Business Unit Directors who
contributed the leadership perspectives, quotes
and content presented in this Plan; and to the
WSP Property & Buildings Business Line
executives for their comments and support.

Notable thanks to **Natasha Arsenijevich**. This
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tireless efforts co-authoring the content of this
Plan, interacting with our teams, and assisting
with layout design.

Andrew Bowerbank
National Vice President
Sustainability & Energy
WSP Canada

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