What we offer our local and global clients extends beyond our service offering. As a strategic partner, we not only deliver what is asked from us, but we take it one step further by shaping perspectives to nurture sustainable societies, connect communities and seize opportunities.
What We Stand For

Our teams bring global expertise to their local communities, dare to challenge the status quo, collaborate with and learn from others, and are empowered to turn challenges into opportunities.

Our Guiding Principles

We value our people and our reputation

We make extraordinary efforts to attract, develop, engage and retain the best professionals in our fields of expertise because this is what makes us great. We put the highest ethical standards at the centre of all we do. Professionalism is inherent in our offering. We are humble and act with moral and intellectual integrity, keep our word, treat everyone with respect, support our colleagues, and embrace diversity. We care about individuals and their progress and offer the most fulfilling career development for our professionals. We promote our young recruits because we believe fresh perspectives bring great ideas and new energy.

We are locally dedicated with international scale

Our strength is our ability to adapt to our client culture and local markets. We provide our clients with the same personalized services as a specialist firm while at the same time leveraging our worldwide expertise to undertake the most complex projects and assist our clients to realize their ambitions. We achieve this by remaining agile, with a common-sense approach, and by keeping our structure and business model simple and lean. Our focus on growth also allows us to better serve our clients by expanding our offering, expertise and geographical reach.

We are future-focused and challenge the status quo

We anticipate trends in order to propose innovative ideas for our clients to meet their business objectives. We ask questions, look at complex problems from different angles and find solutions that break paradigms. We are problem-solvers who evolve, improve, modernize and excel.
Our belief
For societies to thrive, we believe that we must all hold ourselves accountable for tomorrow.

Our purpose
We exist to future proof our cities and environments.

Our role
We plan, design, manage and engineer our communities to thrive.

We know our solutions will shape the communities of tomorrow and help societies thrive sustainably. We embrace change and have an uncompromising determination to achieve excellence.

We foster collaboration in everything we do
Our international agility is founded on our collaborative working environment. Our devotion to teamwork creates unique international networks of outstanding professionals who understand that great achievements come from collaboration. We embrace and support a high-performing culture, always strive to learn from others, and foster a stimulating work environment. We put the interest of our team ahead of our own and joining us is the best way to fully understand the collegiality that defines our firm.

We have an empowering culture and hold ourselves accountable
We are empowered to turn challenges into opportunities while being held accountable to standards beyond the norm. Our proactive leadership empowers us to be client-focused, agile and responsive, while at the same time being accountable to our clients, our peers and our shareholders. The profitability of our firm is essential to our future and this is why we manage our business responsibly as if it were our own.
Financial Highlights

The financial results we achieved in fiscal 2018 across our sectors and geographies are testament to the commitment our professionals have made to succeed.

<table>
<thead>
<tr>
<th>Revenues (CAD)</th>
<th>Net Revenues (CAD)*</th>
<th>Organic Growth in Net Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.9B</td>
<td>6.0B</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjusted EBITDA (CAD)*</th>
<th>Adjusted EBITDA Margin*</th>
<th>Days Sales Outstanding (DSO)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>660.0M</td>
<td>11.0%</td>
<td>76 days</td>
</tr>
</tbody>
</table>

*Non-IFRS measures
Net revenues by market sector

Transportation & Infrastructure: 52%
Property & Buildings: 28%
Environment: 10%
Industry & Energy*: 10%

Net revenues by reportable segment

Europe, Middle East, India & Africa: 36%
Americas: 29%
Canada: 18%
Asia Pacific: 17%

*Includes Industry, Resources, Power & Energy
World Architecture 100 (WA 100) Ranking
WSP is joint 1st in the Service Engineer category and joint 2nd in Structural Engineering, presented in Building Design magazine.

Future Ready Launch in Canada
The launch empowers us to see the future more clearly and design for it today in our Canadian market.

Best 50 Corporate Citizens in Canada
WSP is #7, according to the business and society magazine Corporate Knights.

UnionConsult Acquisition
UnionConsult expands our presence in Norway while increasing our expertise in our Property & Buildings sector.

WSP Senior Leadership Academy
First cohort of the WSP Senior Leadership Academy starts the six-month program, which is designed to increase strategic leadership skills.

#1 International Design Firm in Transportation in ENR
WSP is 1st in transportation among the “Top 225 International Design Firms” in Engineering News-Record.
A Year in Review

In the last year of our 2015-2018 Global Strategic Plan, we are proud to have welcomed four new firms; ranked favourably in our industry; and advanced several of our leading initiatives.

August

Future Ready Launch in Australia and New Zealand
WSP launches our program to help our clients prepare for the future in Australia and New Zealand.

September

Global Cities Index Launch
The WSP Global Cities Index provides insights on how cities are preparing for a future shaped by the major trends of our day.

October

Kontigo Acquisition
Kontigo strengthens our advisory services offering and expands our social sustainability practice in Sweden.

Irwinconsult Acquisition
Irwinconsult bolsters WSP’s presence in Australia by increasing its expertise in Property & Buildings.

December

Board of Directors Appointment
Linda Galipeau’s appointment as a Director and as Chair of the Governance, Ethics and Compensation Committee is announced.

Louis Berger Acquisition
Reinforces our position in sectors including Transportation & Infrastructure and in markets such as the US; enables Spanish market entry.
Chairman’s Message

Looking back at WSP’s 2018 accomplishments, I am proud to be Chairman of this agile and successful global organization. This level of success can only be reached through the diligence and passion of our leaders and employees in all their professional work.

WSP’s 2018 Highlights

With net revenues of $6 billion, an adjusted EBITDA margin of 11% and organic growth in net revenues of 3.5%, our 2018 global financial performance symbolizes both the stability and the growth of WSP.

The end of the year marked the close of our 2015-2018 Global Strategic Plan cycle. We believe the plan was ambitious and are proud that the majority of our key objectives were met. We now have a strong platform to achieve the objectives of our 2019-2021 Global Strategic Plan, announced last January.

We are pleased that Louis Berger, Irwinconsult, UnionConsult and Kontigo joined WSP in 2018. As our largest acquisition since 2015, Louis Berger adds capacity in several sectors and expands our expertise mainly in the United States, but also in other regions such as Canada, Europe, the Middle East and Latin America.

At the beginning of 2019, with approximately 48,000 employees worldwide, WSP sets out on its next strategic cycle with the ambition to become the premier professional consultant in its industry by 2021, serving the built and natural environment.

Our position is reinforced by professional reviews, including recently in Canada where we were named as an industry leader in environmental, social and governance matters by an independent investor research report, and accordingly we are pleased that non-financial measures are considered in our overall performance evaluation by third-party firms.
Chairman’s Message

Christopher Cole
Chairman of the Board
A Strong, Diverse Board

We have seen evolution in our Board membership in 2018 and at the beginning of 2019. I would like to thank Pierre Fitzgibbon and Josée Perreault for their service to WSP, and I am also pleased to welcome Linda Galipeau as a new Board member.

Linda brings her international strengths to WSP as a Director and as Chair of our Governance, Ethics and Compensation Committee. Given the depth of her human resources and professional services experience, we are confident she will bring new ways of thinking to invigorate and strengthen the People & Culture pillar of our 2019-2021 Global Strategic Plan.

Our Board strives to achieve industry-leading levels of diversity; for example, I am pleased that we currently have three women among our seven Board members.

Confidence in Our Leadership

The Board is delighted with the 2018 performance of our executives, management and employees, and I take this opportunity to thank everyone for their dedication and hard work.

During the first quarter of 2019, four people joined WSP’s Global Leadership Team: Ryan Brain, President and Chief Executive Officer of WSP in Canada; Ivy Kong, Managing Director of WSP in Asia; André-Martin Bouchard, Global Director, Environment and Resources; and Alain Michaud, Senior Vice President, Operational Performance and Strategic Initiatives.

The latter two appointments are in line with our 2019-2021 Global Strategic Plan ambitions and our commitment to build and broaden our environmental activities and improve our operational performance.

“We are pleased that our business is performing well, and attribute that strength to the resilience we have built as a diversified, international consultancy providing a full range of services to our clients.”
Welcoming Stakeholder Contributions

Through 2018, WSP’s leaders looked ahead to position WSP for the next strategic cycle. Decisions were informed by extensive engagement of our investors, clients and employees; this dialogue and the messages received have helped guide our new 2019-2021 Global Strategic Plan. I refer readers to the presentation of the Plan in this report.

Governance of a Complex Organization

In an organization with the size, geography and nature of activities of WSP, the Board is always mindful of our identified business risks. In addition to our industry operational and execution risks, we have oversight of WSP’s global Health & Safety and Compliance & Ethics programs, which we take very seriously. We support a positive culture that gives Health & Safety, as well as high ethical standards, equal importance to other operational items. This empowers our employees to minimize Health & Safety risks and go home safely at the end of each day. Moreover, our culture of integrity provides our employees with the right leadership, tools and support to integrate high ethical standards at the centre of all that we do.

Both topics are regularly discussed at our Board meetings and supported by our annual Risk Management Review.

“WSP sets out on its next strategic cycle with the ambition to become the premier professional consultant in its industry by 2021.”

Positioned for Success in 2019

Whilst we recognize varied and challenging conditions in some world markets, we are pleased that our business is performing well, and attribute that strength to the resilience we have built as a diversified, international consultancy providing a full range of services to our clients.

We would like to thank our shareholders; we recognize that their vital support is the solid base from which WSP can grow.

We look forward to working with and guiding WSP’s trusted leaders to make a dynamic start to our new strategic plan cycle in 2019.

Christopher Cole
Chairman of the Board
Drivers of Success

What has contributed most to WSP’s past and present success?

First, our success can be attributed to the technical expertise and commercial ability of our professionals, forged by their profound understanding of the local markets in which they operate. Through their relentless drive to shape the world of tomorrow, our people keep their expertise relevant by challenging the status quo. Therefore, we make great efforts to attract, develop, engage and retain the best professionals in our fields of expertise from around the world.

Second, the clarity of our strategy guides us successfully. It is critical to establish ambitions our people can comprehend, embrace and identify with, to allow them to realize their potential and deliver on our objectives.

Third, our regionally-focused operating model promotes an agile, high-performance culture that empowers our people to be attentive to clients and succeed in our local markets. In other words, by keeping our structure and business model simple and lean, our people can manage their projects and client relationships in accordance with local realities, leading to the realization of our strategic ambitions and strong results across our geographies.

Finally, our devotion to teamwork creates centers of excellence, enabling us to seize opportunities for our clients as a result of our capacity to cross-sell our local and international expertise; this translates into improved project delivery and higher margins.
Financial Performance

What drives WSP’s strong financial performance?

It all starts with a purpose. We exist to future proof our cities and environment. To fulfill this purpose, our role is to plan, design, manage and engineer our communities to thrive. Taken together, this results in providing forward-thinking advice and unparalleled expertise to help our clients succeed in a changing world. Furthermore, we pride ourselves on remaining profit-oriented. A well-run business, generating industry-leading margins, will enable increased investment in our foundational pillars — Clients, People & Culture, Operational Excellence and Expertise. We believe this will benefit all our stakeholders.

What are WSP’s financial highlights from 2018?

We are pleased with our strong 2018 financial results. Highlights include net revenues of $6 billion, an increase of 12.4% compared to 2017. In line with our expectations and 2018 outlook, consolidated organic growth in net revenues stood at 3.5%, spanning across all reportable segments. We reported an adjusted EBITDA margin of 11%, compared to 10.4% in 2017.

In terms of other metrics, we were pleased to report days sales outstanding (DSO) of 76 days, a three-day improvement compared to 2017. Driven by our continued focus on collection efforts and improved capex management, we reported full-year free cash flow generation of $547.4 million, which represents 220.6% of net earnings attributable to shareholders.

With these results, we met or exceeded the key objectives of our 2015-2018 Global Strategic Plan, providing a strong basis for success during our 2019-2021 strategic cycle.

Growth Strategy

What are the main factors underpinning WSP’s growth?

Growth has always been part of WSP’s identity, whether this has been achieved organically or through acquisitions.

Our people are strong drivers of organic growth. Through global mobility and the strengthening of our global Practice Area Networks (PANs), collaboration increases our capacity to cross-sell our expertise, and improves margins and operational performance.

Our Global Project Management Academy is another example of supporting organic growth, by providing training on the practices that enhance project delivery. Initiatives promoting operational excellence also enhance our potential for organic growth; two examples are our business support systems, and the digitalization of our design services.

On the acquisitions front, we take a disciplined approach and favour acquisition opportunities according to criteria that correspond to our business needs and market conditions. Integration of new organizations is facilitated by selecting partners that have a similar business model and complementary service offering, and are aligned to our culture, Guiding Principles and overall mindset. During this past year, we were pleased to welcome Louis Berger, Irwinconsult, UnionConsult and Kontigo to WSP, adding over 5,500 employees to our workforce.

For our 2019-2021 Global Strategic Plan, we will continue to support growth strategies that are relevant to our clients, people and shareholders.

Why are acquisitions such an important part?

In comparison to other professional services industries, ours is still highly
An Interview with our CEO

"Growth has always been part of WSP’s identity, whether this has been achieved organically or through our acquisitions."

Can WSP continue to grow in the event of a downturn?

A downturn stemming from geopolitical, economic or market factors would undoubtedly be challenging, but would not necessarily affect our ability to grow, or taper our appetite for acquisitions, as our market diversification, balance sheet and access to capital are supporting factors.

In addition, to bolster an ailing economy, governments may opt to inject stimulus funding into investments supporting sectors in which we operate; opportunities we would pursue if aligned with our strategy.

Should a downturn occur in our next strategic cycle, we will have the possibility to further differentiate our offering by seeking out acquisition prospects at more attractive prices, thereby creating long-term shareholder value. Lastly, we have two anchor investors with a long-term view on their investments in our Company.

People & Culture

In today’s global world, what do you think keeps employees motivated?

Firstly, it’s about leadership. Professionals aspire to work for a firm that leads with purpose, where they have the opportunity to learn from the best mentors.

Our 48,000 employees are also driven by projects of varying sizes and complexities from all corners of the world. They are unified under one brand and one name, all working towards the same purpose, which is anchored by our five Guiding Principles. The result: a diverse and inclusive culture where great learning and achievement come from collaboration, empowerment, and accountability towards each other, our clients, communities, and shareholders.

Through our various initiatives aimed at new recruits to seasoned leaders (including our Early Career Professionals, Leadership Forum and Senior Leadership Academy), we constantly strive to provide a stimulating, ethical and safe work environment where our people can flourish personally and professionally, regardless of their position, background or gender.
How do you ensure that your employees are working in a safe environment?

We continue to embrace Health & Safety as a good business practice, which has equal standing to our commercial and operational activities. As our most valued asset, all employees are encouraged to “make safety personal” by contributing to removing the risks associated with our activities.

Reporting through our integrated Safety Management System (iSMS) increased in 2018, enabling us to ensure that our working environment is as safe as possible. We also extended our Health & Safety arrangements to the businesses we acquired during the year, most recently Louis Berger. I am also pleased that in 2018, Total Injuries and Lost Time Injuries were down when compared to 2017. For 2019 onwards, we will continue to focus our efforts on reducing and removing the risks associated with all our activities.

Clients

Has WSP’s relationship with clients changed as the industry has evolved?

Market leadership can only be achieved through our ability to adapt to our clients’ needs, innovate and remain agile in tomorrow’s world. The client relationship on which WSP built its success and reputation is evolving. Projects are increasingly complex due to the dynamic nature of the trends transforming our world and the importance of social acceptability. To bring tangible value to our public and private sector clients, we are continuing to build our service offering to transform clients’ visions into realities that are sustainable in every sense, while also creating long-lasting value for our communities.

This evolving relationship is exemplified by our Future Ready program, demonstrating our commitment to finding sustainable solutions to the challenges the future will bring. Our research and analysis on key trends in climate change, society, technology and resources help us to see the future more clearly and challenge our teams to advise our clients on solutions that are both ready for today and the years to come.

How do you adapt your client care to the type of client or size of project?

No matter which client, or the size of the project, each of our mandates is important to us. Approximately 56% of our revenues are derived from public sector clients, and 44% from private sector clients. We have more than 100,000 active projects at any given time around the world. Large projects, which we categorize as projects generating more than $1 million in fees, increased by 5% from 2015 to 2018 and now represent approximately 53% of our revenues.

Whether the project is big or small, we take great pride in delivering the best service and value in accordance with our clients’ needs and expectations.

“By the end of 2021, we aspire to set the standard of client experience in our industry, by placing our clients at the centre of everything we do.”
Our reputation is important in every project, and we thrive on building the relationships necessary to be awarded further projects with the same clients. Finally, we always bear in mind that a small-scale assignment can also lead us on the path to a larger one.

Outlook and Strategy

What’s next for WSP?

With the completion of our 2015-2018 Global Strategic Plan, we are a leading pure-play professional services firm in our industry. We have a strong presence in OECD countries (approximately 88% of our net revenues at the end of 2018) as well as in selected emerging economies (12%). We are market leaders in Transportation & Infrastructure and Property & Buildings, representing approximately 80% of our net revenues, with emerging platforms in Environment, Water, Power & Energy, Resources and Industry. Our elite expertise in Engineering & Design is at the core of our activities, accounting for two-thirds of our net revenues, supported by our Strategic Advisory Services.

At the onset of 2019, we presented our 2019-2021 Global Strategic Plan, which outlines how we will be “expanding our horizons” to build the premier professional consultancy in our industry by the end of this strategic cycle. To attain this objective, we will continue to evolve our foundational pillars to bring the best of WSP to our clients.

What does being the premier consultancy in the industry mean for WSP?

For WSP, becoming the premier professional consultancy in our industry means that we have become the partner of choice for our clients. We are able to attract the right people and develop and lead them with passion, while creating long-lasting value for our communities and shareholders.

By the end of 2021, we aspire to set the standard of client experience in our industry, by placing clients at the centre of everything we do. For this to be possible, we must continually focus on providing our people with an environment in which they can succeed. This requires strengthening our organization in ways that are not only beneficial to them, but for our clients and shareholders as well. Becoming the premier professional consultancy also entails driving our core expertise in Engineering & Design towards smart diversification to maintain our recognition as elite experts, while offering increased Strategic Advisory Services to get closer to our clients, further enhancing our reputation as a diversified and resilient consultancy.

Shaping Perspectives

I would like to thank our clients, shareholders and Board of Directors for putting their trust in us and for their continued support. To our 48,000 employees around the world, thank you for your unwavering dedication and commitment to our organization and the work you do for the betterment of our communities. I look forward to continuing this journey together and the opportunities that lie ahead.

I firmly believe in our industry, our firm’s growth potential, and the role WSP will play in shaping perspectives of the world of tomorrow.

Alexandre L’Heureux
President and Chief Executive Officer
### 2015-2018 Objectives

<table>
<thead>
<tr>
<th>Objective</th>
<th>2015-2018</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>45,000</td>
<td>±48,000</td>
</tr>
<tr>
<td>Net Revenues (CAD)*</td>
<td>6.0B</td>
<td>6.0B</td>
</tr>
<tr>
<td>Adjusted EBITDA Margin*</td>
<td>11.0%</td>
<td>11.0%</td>
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<tr>
<td>Cash Flow/Net Income*</td>
<td>100%</td>
<td>220.6%</td>
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<tr>
<td>Days Sales Outstanding (DSO)*</td>
<td>&lt;85 days</td>
<td>76 days</td>
</tr>
</tbody>
</table>

*Non-IFRS measures

<table>
<thead>
<tr>
<th>Objective exceeded</th>
<th>Objective attained</th>
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<tbody>
<tr>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

With a focus on strengthening our technical capabilities, our quality offering, as well as our ability to seize opportunities, our 2015-2018 Global Strategic Plan generated considerable growth while staying true to our pure-play consultancy business model. During this cycle, the emphasis wasn’t about getting bigger, but rather about getting better and becoming recognized leaders in our sectors and in the countries where we operate.
Setting the Stage for Strength and Agility

In 2015, we mapped out our three-year global strategy that was built upon our four foundational pillars, namely our Clients, People & Culture, Operational Excellence and Expertise.

It was about building the momentum necessary to take on the future with unparalleled strength and agility.

With the ambitions of our 2015-2018 Global Strategic Plan successfully realized, we have a proven operating model with an agile, high-performing culture that delivers solid results throughout our geographies. We can tackle projects of any size, anywhere. Distinguished by our bold brand, our engaged talent and leadership are more diverse in expertise and background than ever before. Building on what enabled us to position our firm as a leading pure-play professional services firm, we are entering the next strategic cycle on solid footing and are enthusiastic about our future.

Strategic Cycle Highlights

- 29 companies were acquired, adding over 16,000 people to our workforce.
- Projects generating more than $1 million in fees (large projects) increased by 5% from 2015 to 2018.
- Our client mix shifted from a split* of 66% private clients and 34% public clients to 56% public clients and 44% private clients.
- Approximately 88% of our net revenues come from OECD countries.
- Our two largest sectors, Transportation & Infrastructure and Property & Buildings, account for approximately 80% of our net revenues.
- Our Engineering & Design services in our two largest sectors account for 2/3 of our net revenues.

*Based on revenues
Our 2019-2021 Global Strategic Plan outlines how we will be expanding our horizons to build the premier professional consultancy in our industry by the end of the strategic cycle.

Expanding our Horizons

Our pillars

To attain our 2019-2021 Strategic Plan objectives, we will continue to evolve our foundational pillars. Over the next strategic cycle, bringing the “best of WSP” to our clients will be at the centre of everything we do. It is for this reason that our Clients pillar is at the heart of our strategy.
The client relationship on which WSP built its reputation is evolving. To continue to bring tangible value to our public and private sector clients, we are building our service offering on our ability to understand and adapt to changing needs while creating long-lasting value for our communities. Over this strategic cycle, we will nurture our client relationships, to epitomize the gold standard of client experience in our industry.

WSP's reputation is founded on the work of our people and their devotion to our clients and communities. Our long-term goal remains “to be recognized as the best and most rewarding professional consultancy for which to work;” to achieve this, we must provide our people with an environment to deliver to their full potential. In pursuit of our goal, we will continue to make extraordinary efforts to attract, lead, develop and retain the best professionals.

Operational excellence is about creating value for our stakeholders by strengthening our organization and assessing how we can constantly improve operations, while remaining accountable. In this way, we aim to operate effectively in order to achieve the highest standards of client service and project delivery. A well-run, profitable business that generates industry-leading margins will enable increased investment in our other pillars.

At the end of this strategic cycle, we aspire to be the premier professional consultancy in our industry, consistently bringing value to our clients as their strategic partner. This value can result from many advantages, including our geographic presence, market leadership, global mobility and diversity of expertise. The end result: we are able to meet the most complex needs of our clients - no matter when or where they arise.
A Selection of Key Targets We Aim to Achieve by 2021

Clients

Setting the standard in client experience

— Top quartile satisfaction rating by over 75% of our clients (Net Promoter Score Survey).
— Over 10% growth in net revenues, balanced between organic growth and acquisitions.
— Over 10% growth in net revenues from our portfolio of global clients.

People & Culture

Providing an environment for our people to deliver on their full potential

— Over 75% of Global Leadership positions (and those of their direct reports) will be filled by internal candidates.
— The rate of voluntary turnover will not exceed 12% globally.
— Over 30% of management positions* will be held by women.

*Includes business leaders and middle management.
25% reduction in absolute, market-based GHG emissions across our global operations from 2018 to 2030, with an interim reduction target of 5% by 2021.

On our journey to Zero Harm, all regions to achieve a lost time injury rate (LTIR) of <0.1 per 100,000 hours worked.*

100% of our workforce will have completed ethics onboarding and annual refresher training.

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

We plan to drive smart diversification to shift:

- Transportation & Infrastructure and Property & Buildings to a range of 50-70% of our net revenues, with the balance signifying an increase in our Environment, Water, Power & Energy, Resources and Industry sectors.

- Engineering & Design services to a range of 45-60% of our net revenues, with the balance signifying an increase in our Strategic Advisory Services.

Our net revenues generated in OECD countries should continue to fall into a range of 85-95%, realizing our full potential in regions where we have a significant leadership position, and driving opportunities in geographies where continued growth exists.
Our Expertise is Future Ready

WSP’s main contribution to a sustainable economy is through the services we offer and the projects we deliver.

With our global Future Ready program, we aim to see the future more clearly and consider this future, as well as today’s needs, in our designs and our advice.

Future Ready is now launched in several of our large markets and forms an essential element running through our 2019-2021 Global Strategic Plan. It sets WSP apart in our industry, gives strong purpose for our people, and puts our business at the heart of creating a prosperous and resilient economy.

In 2019, we plan to further embed Future Ready across our business with a series of learning, development, research and innovation programs.

Financial Ambitions

8.0B to 9.0B

Net Revenues (CAD)*

>10%

Annual Net Revenues Growth (Organic and Acquisitions)

11.5% to 12.5%**

Adjusted EBITDA Margin*

<80 days

Days Sales Outstanding (DSO)*

1.5x to 2.5x

Net Debt/Adjusted EBITDA*

65,000

Employees

*Non-IFRS measures **Pre-IFRS 16 - Leases
Our Expertise is Digital

Significant advancement through digital technologies offers a unique opportunity to improve the way we live, interact, plan and commute, while shedding new light on how asset owners need to adapt and embrace these changes.

Powered by digital technologies and fuelled by information insights, our solutions provide an enhanced experience for the people using these assets while increasing value. Additionally, our solutions contribute greatly to creating a more sustainable and connected world through the increased life-cycle efficiency of these assets, further supporting our Future Ready vision of the world.

Digital services are embedded in all the assets we design.

By 2021, we aspire to increase our workforce by 35% and our adjusted EBITDA by 50%*.
Enduring Projects Born of Complexity

In presenting a selection of our projects across geographies, we aim to demonstrate the strength of our client relationships and our local knowledge, which is supported by our global expertise. In 2018, we marked the end of several long-term assignments with exceptional results, as well as opened a new chapter on different challenges. Supported by our client-focus and innovations, we believe that our solutions will shape cities and communities, helping societies thrive sustainably for generations to come.
Optimizing Space for Marlow Foods’ Manufacturing Processes
Marlow Foods’ Belasis Site
County Durham, United Kingdom

We have switched the process of manufacturing Quorn from the horizontal to the vertical to future proof Marlow Foods’ new Belasis site in County Durham.

“It’s been a pleasure for me to work with Marlow Foods again on this latest phase of work – the third we’ve worked on together. Twelve years ago, I was the project manager on our first project with the client and we’ve kept in touch ever since.

“It’s also been great to be involved with this project and collaborate with WSP colleagues and the subcontractors, who are all working together to help realize Marlow Foods’ vision. We have not only increased the production of Quorn to meet growing demand, but have also made this possible at one facility, bringing together all the stages of production that have, until now, been at geographically separate sites.”

— Brian Parker
Senior Project Manager
The design for the full-scale plan was modelled in 3D so the client could walk around it virtually. This helped the team to find the ideal layout for the pipework and to balance efficient use of the site with ease of access for operations and maintenance.

We have saved space at the Marlow Foods’ site so that new facilities can be added later for extra production of the sustainable, low-fat protein Quorn. At the same time, we have designed and built – in collaboration with other specialists – a high-specification water treatment plant to remove waste and chemicals, including phosphorous and nitrogen, produced in the fermentation process.

The new production facility will enable Marlow Foods to increase the supply of Quorn across the UK, Europe and North America to meet demand.

The new three-storey factory at the County Durham site is a departure from the usual single-storey, linear production process. Bespoke equipment had been sourced from different suppliers and had to be integrated into a successful end-to-end process.

Excellent Safety Record

With around 150 people constructing a large, complex building consisting of lots of different sections, the atmosphere of collaboration was very positive. As a result, everyone was clear about what was expected, and everyone stayed safe.

Collaborative Improvements

All manufacturing equipment in the process has to be carefully cleaned, and because the Quorn production process is unique, standard cleaning regimes are not always suitable. With input from Marlow Foods’ staff, we were able to automate some processes and configure the layout to make cleaning easier, safer and more efficient.
Our engineers accompanied the client on visits to suppliers to see how different items would affect the building services. This was time well spent, as it helped streamline the design process, ensuring each piece of equipment was factored in individually along with its electricity and water supply requirements.

Cooperation between our team, client, engineers, contractors, suppliers and scientists was a constant positive. Marlow Foods’ personnel shared their knowledge of the production process, which made it easier for us to cater for the specialist equipment and staff at the facility. Together, we could make sure that the layout and design would help them do their jobs more efficiently.

The building was completed on time, and production began in 2018.
Reforma Tower
Mexico City, Mexico

At 246 metres high, the Reforma Tower is currently the tallest building in Mexico and boasts many exceptional features such as superior air quality, natural lighting and a view towards Chapultepec Park and Castle. WSP carried out the earthquake-resistant structural design; structural adaptation for local code requirements and practices; development of construction documents; design of temporary support elements; and site supervision for its client Fondo Hexa. In sustainability terms, the Platinum LEED certification for this office building speaks to the efforts made in its design.

Winner of the International High-Rise Award 2018

100%
100% of wastewater treated on site

25%
25% reduction in energy use
Odense Light Rail
Odense, Denmark

As advisor and long-term delivery partner for its client Odense Letbane P/S, WSP is providing a wide range of services on the tramway, including project management, design assurance and construction supervision. Knowledge continuity has been conserved in WSP’s team from design into the manufacturing and construction phase, enabling us to assist the client in reaching all major milestones to date. The integrated team is able to draw upon WSP’s global expertise, which is a great advantage in our service offering.

“Finding solutions to complex technical challenges allowed us to increase the capacity of the plant as required by our client.”

— Alindor Galarreta Díaz
Engineering Manager

La Quinua Effluent Water Treatment Plant Upgrade
Cajamarca, Peru

Owing to issues in plant capacity, an upgrade was required for La Quinua Effluent Water Treatment Plant. WSP was engaged to provide a range of services including structural, civil, mechanical, process, piping, electricity and instrumentation, for our client Minera Yanacocha S.R.L., a Newmont company. Our colleagues in Chile supported us with quality assurance services. This was the first project delivered by our mining engineering team in this important sector in Peru, and we were proud to deliver a successful upgrade in a timely manner.
Creating a Vibrant and Sustainable Mixed-Use Community for the Gold Coast
The Parklands project provided a purpose-built development to be used initially for the 2018 Commonwealth Games, with a long-term vision as a place for the Gold Coast community to live, work and play.

“With sustainability and community at the core of design, working on Parklands was a true once-in-a-lifetime experience professionally. With the acknowledgement and integration of culture, heritage and community identity in the project design, it was rewarding to feel that a positive impact would be realized in the long term.

“As one of the most significant urban renewal projects to be undertaken in Queensland, a key issue and by far the greatest opportunity was developing the project on a brownfield site. The innovative design breathed new life into the site, providing seven hectares of green and landscaped areas, along with substantial ecological value improvements.”

— Rikki-Lea James
Sustainability Consultant
The project team was recognized with the President’s Award, the Master Planned Development Award and the Consultants’ Excellence Award at the 2018 Urban Development Institute of Australia’s (UDIA) Queensland Awards for Excellence.

Third-Party Sustainability Ratings

The project achieved a 6-Star Green Star Communities v0.2 PILOT rating (the maximum possible), an EnviroDevelopment Mixed Use 6-Leaf certification from the UDIA, and an average NatHERS (Nationwide House Energy Rating Scheme) rating of 6 or above.

Inclusivity and Community Engagement

A successful Reconciliation Action Plan and an Indigenous Participation Plan were established, as well as community partnerships with several local organizations including the Gold Coast School of Construction, Griffith University, Southport Special School and TAFE (Technical and Further Education) Queensland.

“\nThe sheer number of stakeholders, multiple clients and tight deadlines made this a project where our core team and great relationships with our partners played an exceptionally important role."

— Kevin Sheppard Principal, Building Services and Project Manager

Five kilometres from Surfers Paradise on the Gold Coast, the Parklands development accommodated 6,600 athletes and officials during the 2018 Commonwealth Games.

Our transport, property and sustainability consultants collaborated to deliver all four stages of the Commonwealth Games Village and Gold Coast Commonwealth Games Corporation (GOLDOC) headquarters on behalf of our client Grocon.

After the Games, transformation began to create a mixed-use residential, retail and business community that will be integrated into the adjacent Gold Coast Health and Knowledge Precinct. The visionary masterplan, coupled with innovative approaches to project delivery, has enabled the site to be easily repurposed with minimal adaptations to be made.
WSP provided the following services on this project: Building Services, Sustainability, Transport Planning, Rail, Traffic Modelling, Integrated Transport Systems and GIS. Having played a key role in every stage of the development of the Village, our teams became fully part of the project journey and gained an in-depth understanding of the Games’ overarching vision.

Following its adaptation to legacy mode, the site has been renamed as Smith Collective. It will become one of Australia’s first build-to-rent developments, with 1,252 apartments and townhouses available to rent from early 2019.

52 packages of works delivered during a six-year period

1,252 properties available for rent from 2019
The Polish History Museum
Warsaw, Poland

The Polish History Museum is being constructed in a new complex within the grounds of the Warsaw Citadel. The permanent exhibition space will tell the story of 1,000 years of Polish history, life and culture, through genuine antiques as well as scenography and multimedia displays. The building will also include a restoration department, laboratories, conference and educational centres, restaurant facilities and office space. WSP is providing mechanical and electrical services alongside structural design for our client WXCA Biuro Architektoniczne.

Usine 4.0 Latécoère
Toulouse, France

Groupe Latécoère’s new plant was digital from the start, beginning with its 3D plant-and-equipment model. Using it meant we could fine-tune the design and integrate models of the production process, an enormous advantage since production space needs to be rapidly reconfigurable to accommodate new equipment, processes or products. As owner’s engineer, WSP had to demonstrate tremendous flexibility in producing the front-end engineering design, as well as during compliance monitoring and project management.

6,000

Area of the new plant: 6,000 m²
Lahti University of Applied Sciences (“LAMK”) Campus
Lahti, Finland

Opened in November 2018, the new Lahti University of Applied Sciences campus and restaurant area were developed from a former industrial building combined with newly built sections. From the outset, sustainability considerations prevailed: BREEAM certification is being sought, leading to the selection of carbon-neutral heating and cooling solutions, including geothermal and solar energy. We were responsible for project management and contractor supervision during this fast-paced development for our client Isku Invest Oy (Keskusportti Koy being the parent company).

German Unity Transport Project 8
Nuremberg–Erfurt–Leipzig/Halle–Berlin High-Speed Railway Line, Germany

This major new high-speed rail link connecting Berlin to Munich via Nuremberg is a ten-billion-euro project approved by the German federal government in 1991. We supported the German railway company Deutsche Bahn and dedicated contractors with engineering design services in several sections along the 500 km-long new and upgraded route, through all stages to completion. This included signalling systems; overhead catenary lines; electrical power and point heating systems; and telecommunications and remote-control systems. Trains run with a speed of up to 300 km/hour on the new line, which was inaugurated at the end of 2017.

Enduring Projects

23,000

Campus floor area of 23,000 m²
The Giant Magellan Telescope (GMT) will be a ground-based telescope that promises to revolutionize our vision and understanding of the universe. The telescope is 25 metres in diameter and will consist of seven 8.4-metre mirrors, mounted together in a steel structure. With its unique design, the GMT will offer images with a resolution 10 times greater than those captured by the Hubble Space Telescope orbiting the Earth.

“We are working at altitude, in desert conditions, 600 kilometres north of Santiago,” says Andrés Navarro, Site Manager. “In addition to the remarkable location, the quality requirements for the project are one-of-a-kind. Flexibility in the construction stage is also key, since the technology for the telescope is still under development.”
The Giant Magellan Telescope will be the largest telescope in the world, situated at one of the best astronomical sites on the planet.

The WSP team is undertaking construction management, technical inspection, engineering and constructability reviews and health, safety and environment support services on the telescope site, on behalf of our client the GMTO Corporation (GMTO).

“Working on this global, collaborative project is quite simply a unique experience,” explains Ricardo Glade, Construction Manager. “We were chosen to be part of an initiative that will mark a generation of engineers, astronomers and other scientists. As trusted consultants, we are rising to the challenge of maintaining and continuously raising the quality levels of our work in this complex environment.”

Highlights

- WSP’s team members are based in California and Colorado in the U.S.; Santiago, Chile; and at the project site.
- The GMTO is an international consortium of leading universities and science institutions from the U.S., Australia, South Korea and Brazil.
- Advanced technology is vital, for example the state-of-the-art project information management system.
- The telescope will be housed in a rotating building 60 metres in diameter and 65 metres high.
Canada’s
Largest and Most
Complex Heritage
Rehabilitation
Project
Centre Block is one of Canada’s most iconic buildings and houses the seat of government for the country, including the House of Commons and Senate Chamber.

“Our successful bid for this fascinating project was the result of a combined interdisciplinary effort and collaborative approach that successfully leveraged the strength of our local and global teams. The keywords on this project being innovation, technology and sustainability, we are proud to work with our partners to maximize our support on these aspects.”

— Bruce Carter
Lead Program Manager
The scope of the Centre Block Rehabilitation (CBR) project includes comprehensive restoration of Centre Block and its integrated Peace Tower, along with the completion of the Visitor Welcome Centre Complex, and over 25 enabling and 40 investigative sub-projects. WSP is leading the joint venture partnership, branded as CENTRUS, and is providing all engineering and design management services. HOK, our partner in this joint venture, will lead all architectural and conservation efforts, supported by strategic partners Architecture49 and DFS Inc. architecture & design. The CENTRUS team is located close to the site with the construction management team, our client and user representatives in an integrated project delivery office.

“As design of the building’s rehabilitation and modernization progresses, we will be advising on opportunities to reduce the environmental footprint; optimize energy use; enhance occupant health and well-being; and produce designs which are ready for the future.”

— Bruce Carter
Lead Program Manager

Seismic Modelling

We are performing advanced, analytical, non-linear modelling of this historic building to determine its response to seismic shaking. Various seismic upgrade strategies are being explored, including the use of seismic isolation technology as a means of minimizing the structural intervention and its impact on the building’s heritage finishes.

2019

Multiyear project with the full work schedule to be determined by the end of 2019

400

Up to 400 people will be mobilized in the joint venture at peak
An established team of Building Information Modelling (BIM) experts is providing cutting-edge tools to the design team to deliver this project.

The restoration is a complex blend of heritage conservation with appropriate and sensitive contemporary interventions such as new mechanical, electrical and security systems, as well as a comprehensive seismic upgrade strategy. The joint venture is driving improvements to the long-term durability of the building enclosure at Centre Block, while maintaining and enhancing the prestige of this unique and high-profile cultural asset.

Centre Block was closed for Parliamentary and Senate operations at the end of 2018 to enable the initial investigative work and subsequent refurbishment to commence.
Framework Agreement with Norske tog AS
Oslo, Norway

Becoming part of the current major railway reforms in Norway was a proud moment for our team. Combining our skills with the expertise of our Swedish colleagues, we have been awarded a framework agreement with Norske tog AS, the state-owned company which acquires, manages and leases passenger rolling stock to Norwegian rail companies. The framework includes technical services and advisory, and project management. WSP was recently awarded the first contract related to our agreement, which involves the management of a portfolio of projects for the technical improvement of Norske tog’s existing fleet.

One Verdi Park
Bucharest, Romania

One Verdi Park is a mixed-use, twin-tower complex in northern Bucharest, which is currently at the building permit stage. Tower A is a 16-storey office block, and Tower B is a 20-storey residential building with 140 units. Gross building area of the development is 60,000 m², and both towers will have ground floor retail and commercial spaces. Our team is providing a full range of services, including structural and MEP design; schematics; building permit; technical and detailed design; LEED Gold certification; tender assistance and site supervision. Our client is the developer One United Properties and the architect is X Architecture & Engineering.
Sengkang General and Community Hospital
Singapore

This integrated development is Singapore’s largest hospital and was opened in August 2018, offering cutting-edge facilities with community-based care. A green podium roof, highly efficient chilled water plant, heat recovery, low-loss transformers and state-of-the-art UPS systems are among the many features designed for environmental sustainability. WSP was the Mechanical and Electrical Consultant, on behalf of the Singapore Ministry of Health.

1,000
1,000-bed general hospital

400
400-bed community hospital

30%
30% energy savings compared to local building code
Widening of the Rande Bridge: A Unique Challenge

As the first structural widening of a cable-stayed bridge in the world, the project represented an exciting technical challenge. In a joint venture with MC2 Estudio de Ingeniería and Manuel Juliá Vilardell (original designers of the widening), we were selected by our client Audasa to provide structural supervision and advisory services including detailed design, review of workshop drawings and temporary works, and supervision of singular manoeuvres. The team was also in charge of some of the most challenging tasks, including full aeroelastic wind tunnel tests, vibration analysis on old and new cables and evaluation of riding comfort.
Rande Bridge
AP-9 Atlántico Highway linking Portugal’s A-3 highway with Vigo, Santiago de Compostela, A Coruña and Ferrol in Spain

The original Rande viaduct, a 400-metre span cable-stayed bridge, was opened to traffic in 1981. Nearly 40 years later, congestion was a chronic problem and a successful widening solution was implemented.

“Adding two new lanes in separate decks cut time and cost by at least half compared to building a new bridge, and construction work was carried out without interruption to existing traffic flow,” explained Oscar Ramón Ramos, Director, Bridges. “The team is proud to have supported the client to result in high-quality work and successful execution, with the widening being completed in only 18 months.”

The Rande Bridge project was honoured with the Spanish Civil Engineering Foundation’s 2018 Segovia Aqueduct Award (Public Works and Environment). The project was chosen for its technical and functional strengths, its social and cultural importance, the quality of corrective measures and its success in blending into and enhancing the landscape.

Highlights
— The widening took full advantage of the existing structure, with its important heritage value.
— Existing main towers utilized with new decks, new stays and composite box girders.
— Traffic capacity of the bridge extended from four to six lanes.
— Execution respectful of sensitive ecological conditions in the Vigo Estuary.
Replacing an Outdated Structure with a State-of-the-Art Venue
A meeting point where public transit, boats, bicycles, cars and pedestrians come together, the Slussen Bus Terminal structure has reached the end of its serviceable life and is being rebuilt.

“The WSP team is very proud to be part of the complex journey to rebuild the terminal, and is responsible for many different aspects of the project. We look forward to the outcome, where modern planning will allow public transport, pedestrians and cyclists to have more space and enjoy much-improved facilities.

“At the beginning of 2019, we entered an intensive phase of the project, as the two-year task of blasting space for the new terminal in the rock underneath the Katarina Mountain began. Blasting in close proximity to a dense urban area requires highly sophisticated expertise in rock mechanics and structures; the experience and ability of our wider team has allowed us to take this on for our client, the City of Stockholm.”

— Patrik Vännström
Senior Project Manager
Our experience with BIM (Building Information Modelling) plays a crucial role in the project, as the detailed design is delivered almost completely in the form of BIM models.

The new Slussen Bus Terminal will be located in a rock cavern, which is being created under the Katarina Mountain in the city of Stockholm. Once completed, it will provide a modern hub for commuters from the Eastern part of the city. The bus terminal is being developed to seamlessly integrate with commuter train and underground services, allowing for smooth interchanges without having to leave the station. The surrounding Slussen area will be converted into one of Stockholm’s most attractive venues, with new squares, docks and a park.

This project presents many challenges, including fire and risk management; logistics around the construction site; an extremely short time frame for design and construction; high traffic volume; evacuation safety; and initial consensus surrounding the location of the terminal.

Addressing Key Safety Concerns

The gas-fuelled buses used in Stockholm create huge demands for effective ventilation and gas detection systems, as well as a need for both the rock and structural elements to withstand extreme fire and explosion loads should an accident occur.

Preserving a Part of our Cultural Heritage

A small but important part of the rebuilding of Slussen is the restoration of the Lokatten staircase. The staircase has not been used for several decades, and our team is providing the specific expertise required for its restoration.
Based on Foster + Partners’ architectural design, the preliminary design was executed by our team and we are providing a wide range of services within our Transport & Infrastructure, Property & Buildings and Environment sectors. The detailed scope of our services includes rock mechanics; structural engineering; road design; geotechnics; surveying; geohydrology; project management; water and sewerage.

300,000
300,000 m³ of rock to be excavated

12,000
12,000 m³ of concrete for construction
Delivering Transport Benefits on Auckland's North Shore

The Northern Corridor Improvements Project will provide improved links for motorway travellers in Auckland and expand travel choices on the North Shore for freight, cars, pedestrians and cyclists.

Communities will experience easing congestion, improved safety through the separation of local and motorway traffic, and benefit from new walking and cycling links. The project will also support future freight and economic growth.

Providing detailed design, environmental, planning and construction-phase services on behalf of the New Zealand Transport Agency (NZTA), we collaborated across many of our New Zealand offices, and were proud to call on international expertise from our offices in Australia (tunnel fire protection design) and design partners in the U.S. (bridge and tunnel design).
This multimodal transportation project delivers a new motorway-to-motorway connection, increased motorway capacity, a 4-km-long dedicated busway and a 7-km-long shared-use path to support active transportation.

“A key feature contributing to the success of our tender was an overarching concept of prioritizing safety to influence traffic management, and developing the design to facilitate that methodology,” explains Darrell Oosterbeek, Project Manager and Zone 2 Design Manager.

Safety in Design has been integral to the design process, with requirements in the construction, operation, maintenance and decommissioning phases under consideration. Direct consultation with key stakeholders, including the Auckland Motorway Alliance and Auckland Transport, was carried out and requirements incorporated into the design accordingly.

The overall project is being delivered by the Northern Corridor Improvements Alliance for the NZ Transport Agency and is scheduled to be completed in 2022.

Highlights

— IAP2 International Project of the Year at the International Core Values Awards (2018).
— On track to achieve bronze “Greenroads” status (measure of sustainability on highway improvements).
— A dedicated busway future proofed for possible conversion to light rail (LRT).
— Relocation and improvement of international standard field hockey and BMX facilities, and a pony club.
The Shoprite Group Cilmor Distribution Centre project consisted of the construction of multiple buildings including warehouses, a cold storage facility and peripheral buildings. WSP was appointed for a range of services, including structural design of warehouse floors and superstructures, HVAC and vertical transportation. Having previously delivered five similar projects for our client, our internal teams were able to ensure smooth project coordination. Despite tight timelines, the client relationship made it possible to foresee requirements and accurately assess risks, allowing for highly successful delivery.

Cilmor Distribution Centre
Cape Town, South Africa

Shoprite Group’s Cilmor Distribution Centre was honoured in the ‘Factory and Warehouse’ and the ‘Global Roofing Solutions Metal Cladding’ categories at the 2018 Southern African Institute of Steel Construction (SAISC) Awards.
Southwest Reinforcement Project
Colombia, South America

The Southwest Reinforcement Project comprises upgrades to substations and transmission lines to strengthen the transmission of electrical energy to Colombia’s central and southwest regions. WSP was commissioned to complete detailed designs of the transmission lines and the environmental impact studies. Through an optimal design that minimized the project’s environmental impact, we supported the electrical interconnection of two large areas for economic growth, supplanted the need for energy generation based on thermal sources, and attained social acceptance for its construction and operation.

“...We are innovating with a sustainable energy concept for the new building, which will include geothermal heat pumps and probes, plus a photovoltaic system on the roof.”

— Feer Konrad
Project Manager

Sennhof Nursing Home (Pflegeheim Sennhof)
Vordemwald, Switzerland

Situated in a beautiful park, Pflegeheim Sennhof is a retirement and nursing home for long-term and chronically ill residents. The project consists of reorganizing the layout and building an extension to the historical core, while increasing natural light in all rooms. Our team is responsible for providing HVAC services, as well as building automation, for our client Pflegeheim Sennhof AG, Vordemwald. This involves the installation of a new control system including switchgear assemblies, and enhancement of the building systems to optimize functionality.
Opening the East Coast’s Largest Seaport to New Panamax Ships
Raising the roadbed of the Bayonne Bridge by 19.5 metres allowed huge New Panamax ships to reach ports in New York and New Jersey.

“The expansion of the Panama Canal and the emergence of New Panamax ships has been a game changer for the global movement of goods. Without raising the Bayonne Bridge to accommodate these new vessels, our ports would have diminished access to global markets.

“When the first New Panamax ship passed under Bayonne Bridge to enter the Port of Newark-Elizabeth it was an amazing moment, not only because of the impressive size of the ship, but because of how this improvement will benefit our community.”

— Beth DeAngelo
Project Director
This project was honoured with the 2018 Grand Conceptor Award from the American Council of Engineering Companies, signifying the “year’s most outstanding engineering achievement.”

“Raising the roadbed of the bridge without completely shutting the bridge to traffic posed an extremely complex engineering challenge. This is not only the largest project of my career, but also the project that has had the most impact on the community in which I live and work.”

— Beth DeAngelo
Project Director

The expansion of the Panama Canal, completed in 2016, and the emergence of New Panamax cargo ships placed the Bayonne Bridge at a crossroads. The once ample clearance for the bridge that connects Bayonne, New Jersey and Staten Island, New York, was now too low to permit passage of these huge ships.

The solution was an ambitious plan to strengthen the arch and raise the roadway to a height of 65.5 metres over the waterway, followed by the demolition of the original roadbed. Our team provided design services in a joint venture with HDR, on behalf of our client, the Port Authority of New York and New Jersey.

- Bridge roadbed raised by 19.5 metres
- More than 4,000 tons of steel plates
- New clearance of 65.5 metres
Future Proofing

Raising the roadway of the bridge allows it to accommodate current (New Panamax) and future marine traffic, and the bridge will be able to accommodate light rail in the future. Stainless steel reinforcing bar was used in the roadway deck to ensure a 100-year design life.

Bridge Reinforcement

More than 4,000 tons of steel plates were used to strengthen the bridge and accommodate higher wind loads. This reinforcement brought the bridge into compliance with the American Association of State Highway and Transportation Officials’ load and resistance factor design standards.

With USD 200 billion worth of goods flowing through the ports annually, 3.5 million vehicles crossing the bridge and limited alternative routes for traffic, it was not practical to close either the bridge or the shipping channel during construction. With carefully planned staged construction coordinated among numerous project partners, the bridge successfully remained open to traffic during peak hours, with lane closures usually limited to weekends and nights. The shipping channel remained open throughout construction.

As of February 2019, both of the bridge’s roadways are open to traffic, marking the first time since 2013 that four lanes of traffic are traversing the Bayonne Bridge. Completion of the Bayonne Bridge Navigational Clearance Project is targeted for mid-2019.
Designing the World’s Largest Ferris Wheel

As Lead Designer and Architect of Record on this unparalleled project, WSP oversees the design of the wheel structure and is responsible for detailed design of the terminal building, in close collaboration with the internationally renowned architect Snohetta. We are also responsible for coordinating the multitude of other international consultants and suppliers on this record-breaking project.

With no precedent for an observation wheel this tall, much of what our team is accomplishing with the client is highly innovative. For example, for the ride time on the wheel to remain similar to other wheels, we are introducing a travellator on the boarding platform to ensure passengers can safely enter and exit the moving capsules.
The Ain Dubai is located on the Bluewaters Island complex in Dubai Marina and will give a spectacular view over the Jumeirah Beach Residence and Palm Jumeirah.

Specialist access provisions have also been designed to ensure maintenance can be carried out as efficiently as possible.

We have an excellent relationship with our client Hyundai, and our ultimate client, Meraas, has also realized the value we are providing. Indeed, we are involved to a greater degree than would be normal practice for a design-build project, a fact that is appreciated by Hyundai and Meraas alike.

“We are proud that the client has really come to trust and rely on the WSP team for our specialist skills, our timely delivery and our management of challenging situations as they have arisen,” states Darren Brooke, Project Director.

The highly anticipated inauguration of the wheel will take place in time for Expo 2020.

**Highlights**
- WSP led the Hazard Identification Analysis and the Safety Case.
- Advanced structural monitoring to prolong the life of the structure.
- Full-time safety advisor upholding excellent standards on the construction site.
- Strong relationships between all partners, contributing to project success.
Bringing a Vision to Reality: InterContinental’s Shanghai Wonderland
The InterContinental Shanghai Wonderland Hotel is located 35 kilometres from Shanghai city centre in an unusual spot for a 5-star hotel – an abandoned quarry.

“Working on such an unusual project in a fascinating location was highly enjoyable and a wonderful professional challenge. True to our brand, this project gave us the opportunity to ‘design the unthinkable.’ As the MEP Consultant Engineer, we provided comprehensive advice and solutions to our client, Shimeo Group, and also to the InterContinental Hotel team to address the unique challenges of this project.”

— Ming-Kwan Yeung
Senior Associate
Onwards and upwards? Not necessarily. In this project we headed below ground level with the project team to work on this 18-storey hotel, with two floors above ground and sixteen floors below ground – two of which are situated below the water level of the lake in this former quarry.

By building the hotel where it is, the developer intends to impact the surrounding environment positively. The design of the hotel reflects the natural landscape of the quarry and the rocky cliff faces, waterfalls and nearby hills. All rooms have a balcony with view of the lake, and the two underwater levels are home to a restaurant, guest rooms, and an aquarium where guests can watch schools of fish swim by.

Project honours include Winner of “Asia's Leading Hotel Development Project” at the 2018 World Travel Awards.

Sustainable Features

A green roof has been created on the hotel, and many other interesting features have been included, ranging from geothermal to solar energy. The green roof allows the hotel to blend into the surrounding environment as a natural element, and there are considerable benefits from the related energy savings.

Future Proofing

As part of the flood risk control design, extensive analysis of historical and projected rainfall data for the Shanghai and Songjiang districts was carried out alongside a study of water run-off and seepage from the quarry cliff face.
We resolved some captivating technical challenges during the design development stage. Mitigation of flood risk was clearly of the utmost importance; in the event of exceptionally heavy rainfall for example, emergency pumps are activated to reduce the level of the lake under a controlled environment to prevent flooding. We performed extensive computational fluid dynamics analyses to model the microclimate of the quarry under different scenarios.

The WSP team shared a proud moment with its client and partners at the grand opening of the hotel on November 15th, 2018.
Canada

Tree for Life Award and Award of Excellence
Canadian Consulting Engineering Awards (ACEC)
Vancouver International Airport (YVR)
Flywheel Energy Storage and Airfield Power System
Vancouver, British Columbia

Award of Excellence
Canadian Consulting Engineering Awards (ACEC)
Town of Ladysmith Wastewater Treatment Plant Upgrade
Ladysmith, British Columbia

National Award of Excellence
Canadian Society of Landscape Architects (Large Public Landscapes)
Charest/Robert-Bourassa Interchange
Quebec City, Quebec

Americas

2018 Outstanding Civil Engineering Achievement Award
American Society of Civil Engineers
Second Avenue Subway, Phase 1
New York, New York

2018 National Project of the Year
American Society of Highway Engineers (ASHE)
Dominion Boulevard Improvement Project
Chesapeake, Virginia

2018 Excellence in the Constructed Project Award
United States Society on Dams
Chilhowee Dam North Embankment Remediation Project
Blount and Monroe counties, Tennessee

48,000
Approximate number of employees worldwide

7,900
Employees

12,400
Employees

48,000
Approximate number of employees worldwide
Our Regions in 2018

We are pleased to present a selection of honours conferred on some of our outstanding projects worldwide last year.

19,100
Employees

8,300
Employees

EMEIA*

Transport Project of the Year
British Construction Industry Awards
London Bridge Station
London, United Kingdom

Security Retail Project of the Year
Intersec Security, Safety & Fire Middle East Awards
Dubai Mall Fashion Avenue Expansion
Dubai, UAE

Winning Project, Rural Development Category
2018 SAPOA Property Development Awards for Innovative Excellence
Bambanani Junction Retail Development
Johannesburg, South Africa

*Europe, Middle East, India & Africa

Asia Pacific

2018 People’s Award
Institution of Civil Engineers (ICE)
The Kaikōura Recovery Project (NCTIR)
South Island, New Zealand

Special Contribution Award
Poly Australia Annual Gala Awards 2018
Susan Huang, Associate Director,
Property Structures – NSW
Various Poly projects, Australia

Grand Award in the Consulting Firm Category
Hong Kong Institute of Building Information Modelling (HKIBIM)
WSP’s commitment to cutting-edge technologies
Hong Kong
Corporate Governance

Board of Directors

01
Christopher Cole
Professional Non-Executive Director
Director since 2012
Independent
Chairman of the Board of Directors

02
Pierre Shoiry
Vice Chairman of the Board of Directors
Director since 2006
Non-independent

03
Alexandre L’Heureux
President and Chief Executive Officer, WSP Global Inc.
Director since 2016
Non-independent

04
Louis-Philippe Carrière
Senior Advisor, Saputo Inc.
Director since 2017
Independent
Chair of the Audit Committee

05
Linda Galipeau
Professional Non-Executive Director
Director since 2019
Independent
Chair of the Governance, Ethics and Compensation Committee

06
Birgit Nørgaard
Professional Non-Executive Director
Director since 2013
Independent
Member of the Governance, Ethics and Compensation Committee

07
Suzanne Rancourt
Professional Non-Executive Director
Director since 2016
Independent
Member of the Audit Committee
Global Leadership Team

Corporate

01
Alexandre L’Heureux
President and Chief Executive Officer

02
Bruno Roy
Chief Financial Officer

03
Paul Dollin
Chief Operating Officer

04
Robert Ouellette
Chief Corporate Services Officer

05
Isabelle Adjahi
Senior Vice President, Investor Relations and Communications

Regions

07
Ryan Brain
President and Chief Executive Officer, Canada

08
Greg Kane
Managing Director, Middle East

09
Gregory A. Kelly
Chief Executive Officer, USA

Sectors

10
Ivy Kong
Managing Director, Asia

11
Magnus Meyer
Managing Director, Nordics

12
Mark Naysmith
Chief Executive Officer, UK and South Africa

13
Guy Templeton
President and Chief Executive Officer, Australia and New Zealand

14
André-Martin Bouchard
Global Director, Environment and Resources

15
Dave McAlister
Global Director, Transport and Infrastructure

16
Tom Smith
Global Director, Property and Buildings
Annual Meeting of Shareholders
The annual meeting will be held at 10:00 am, Eastern Time (EDT), on May 15, 2019 at:
Holiday Inn & Suites
Stanley A Room
1390 René-Lévesque Blvd W.
Montreal, Quebec
H3G 0E3

E-delivery of Shareholder Documents
We invite you to sign up for electronic delivery of information. The benefits of e-delivery include access to important corporate documents in a convenient, timely and environmentally friendly way that also reduces printing and mailing costs.

Registered Shareholders
Registered shareholders may enroll for the electronic delivery service by visiting https://ca.astfinancial.com/edelivery.

Beneficial Shareholders
For shareholders who hold their shares with an investment dealer or financial institution, access www.investordelivery.com or contact your investment advisor to enroll for the electronic delivery service.

Request for Corporate Documents
Registered and Beneficial Shareholders
If you want to receive an annual report and/or quarterly reports, you may do one of the following:
— Telephone 1-800-387-0825
— Visit AST's website at https://ca.astfinancial.com/financialstatements and input code 8548a

If you need help with the following:
— Additional financial or statistical information
— Industry and corporate developments
— Latest news releases and investor presentations

Contact Investor Relations at WSP Global Inc.:
Isabelle Adjahi
Senior Vice President, Investor Relations and Communications
+1 438-843-7548
isabelle.adjahi@wsp.com

If you need help with the following:
— Dividend Reinvestment Plan
— Change of address and e-delivery of shareholder documents
— Dividend payments or direct deposit of dividends
— Transfer or loss of share certificates and estate settlements

Contact the transfer agent and registrar:
AST Trust Company (Canada)
2001 Robert-Bourassa Blvd, Suite 1600
Montreal, Quebec
H3A 2A6, Canada
Filings
The Corporation files all mandatory information with Canadian securities commissions. This information is available on the SEDAR website at www.sedar.com and at www.wsp.com.

Certifications
Certifications by the Corporation’s Chief Executive Officer and Chief Financial Officer in compliance with the Canadian Securities Administrators’ National Instrument 52-109 related to the Corporation’s annual disclosure are filed in Canada on the SEDAR website at www.sedar.com.

Corporate Governance Practices
The Corporation's governance practices are set out in its Management Information Circular, which is filed with Canadian securities authorities and is available on the SEDAR website at www.sedar.com, and on the Corporation’s website at www.wsp.com. The Corporate Governance Guidelines of the Corporation are also available on the Corporation’s website at www.wsp.com.

Business Conduct Hotline Service
WSP is committed to promoting ethical and honest behaviour and ensuring that WSP employees feel safe and secure in their work environment. In support of this commitment, WSP operates a confidential Business Conduct Hotline service through an independent third party, Expolink, to facilitate reporting of potential misconduct or breaches of the WSP Code of Conduct and underlying policies. The confidential email address for this service is wsp@expolink.co.uk. Further details of the service and international free phone numbers are available on the Corporation’s website at www.wsp.com.

Corporate Information
WSP Global Inc.
1600 René-Lévesque Blvd W., 11th Floor
Montreal, Quebec
H3H 1P9, Canada
+ 1 514-340-0046

Stock Exchange Listings
WSP Global Inc. is listed on the Toronto Stock Exchange under the symbol WSP.

Common Shares Outstanding
At March 13, 2019, there were 104,766,228 common shares outstanding.

Dividend Policy
The Corporation declared, for 2018 and 2017, dividends of $1.50 per share. The Board of Directors has determined that the current level of quarterly dividend is appropriate based on the Corporation’s current earnings and financial requirements for the Corporation’s operations. The dividend is currently expected to remain at this level subject to the Board’s ongoing assessment of the Corporation’s future requirements, financial performance, liquidity, outlook and other factors that the Board may deem relevant. The actual amount of each quarterly dividend, as well as each declaration date, record date and payment date is subject to the discretion of the Board of Directors.

Independent Auditors
PricewaterhouseCoopers LLP,
Chartered Professional Accountants
WSP is one of the world's leading professional services consulting firms, bringing together approximately 48,000 talented people globally. We are technical experts who design and provide strategic advice on sustainable solutions, engineering projects that will help societies grow for lifetimes to come.

Pour obtenir une version française du rapport annuel, veuillez communiquer avec le service des relations avec les investisseurs.

This Annual Report contains “forward-looking” statements that reflect our expectations regarding our future growth, results of operations, performance and business prospects and opportunities. Forward-looking statements are subject to a number of risks and uncertainties. Actual events or results may differ materially from those anticipated in these forward-looking statements as a result of certain factors, including, but not limited to, those set forth elsewhere in this Annual Report and listed under the heading “Risk Factors” in the Management's Discussion and Analysis for the year ended December 31, 2018. The discussion of the Corporation's financial position and results of operations contained in this Annual Report should be read in conjunction with the financial statements for the year ended December 31, 2018.