COMBINING OUR TALENTS
AS ALWAYS, OUR EMPLOYEES’ SKILL AND DEDICATION WERE VITAL TO WHAT WE ACCOMPLISHED THIS YEAR. OUR PEOPLE EXEMPLIFY OUR BEST ATTRIBUTES EVERY DAY, INCLUDING AN UNWAVERING COMMITMENT TO CLIENTS, FELLOW EMPLOYEES, LOCAL COMMUNITIES AND THE ENVIRONMENT.
HUMAN RESOURCES

AS A PROFESSIONAL SERVICES COMPANY, OUR EMPLOYEES’ KNOWLEDGE, TALEN T AND DEDICATION ARE OUR MOST VALUABLE ASSETS. OUR CULTURE AND PROGRAMS ENCOURAGE ATTRACTION AND RETENTION OF TALENTED, MOTIVATED AND PRODUCTIVE EMPLOYEES.
OLIVIER JOYAL  
REGIONAL DIRECTOR WESTERN QUEBEC - ENVIRONMENT (CANADA)

“As part of Montreal’s Environment group since there were only eight in the team and having seen it grow to over 200 employees, I can testify that within our Company, the only limit is yourself! Our growth has been accomplished through incredible teamwork and we have a particular strength in recognising potential in young, dynamic employees and consequently enabling them to make the most of interesting opportunities. Communication is of the utmost importance as we have considered our growth and interoffice synergies, as are our interpersonal relationships and, perhaps most of all, enjoying what we do!”

SARAH KEIKO LEILANI FERGUSON  
ENVIRONMENTAL ENGINEER (AUSTRALIA)  
2012 GLOBAL STAFF AWARD WINNER UNDER THE CATEGORY “PRIDE & PASSION”

“I am lucky enough to serve on the Australia/New Zealand section of Taskforce, which is a group of early career professionals brought together to improve business performance through knowledge sharing and strategic thinking. Our 2012 regional task was to look into improving staff engagement and improving and enabling resource sharing, and our global task was the organisation of a worldwide virtual meeting of early career professionals in partnership with all the Taskforce groups worldwide. Working with Taskforce is a rewarding experience, enriching my career path and network through interaction with a wide variety of dynamic professionals and the chance to address strategic issues as a team.”
NICK PRYCE
MANAGER, URBAN & RURAL PLANNING – ALBERTA (CANADA)

“A few months ago I moved from Nova Scotia to Alberta as our Planning team expanded services in urban and rural planning out West. It’s very exciting to have this opportunity and recently I was joined by another Atlantic planning colleague, Scott Fash. One thing that has really struck me since the move is our collaborative work within the Company: tools such as Lync really give a boost to our capacity to communicate, particularly for our complex, multidisciplinary projects. There are numerous interesting shifts happening in the planning profession that will affect our future. Having this new geographic network will help us be at the forefront of change!”
RAMA SATYAVANI
PUBLIC HEALTH ENGINEER, DEPUTY GENERAL MANAGER
AT THE INDIA CRC DIVISION (COMPLEMENTARY RESOURCE CENTRE)

“India’s first Taskforce is formed of seven people of different grades and disciplines from Mumbai, Bangalore and Delhi. It’s a fantastic opportunity for us to develop skills with our colleagues in India and the wider global community of WSP and GENIVAR. Not only will we benefit from sharing knowledge and experience between our different disciplines, but we’ll also have the satisfaction of working on strategic research projects which, if implemented, could result in demonstrable value to the business.”

KRISTINA JENSEN
GLOBAL CONNECTIVITY MANAGER

“I am Global Connectivity Manager and a member of the Global Growth Team, a team that assists in the smooth running of our Global Client Management program and a variety of international activities between regions. Following the merger I am spending some of my time in Canada getting to know the Canadian operations, with a view to aligning business communications and collaborations in the combined Company for the benefit of our clients. Through our passion for global connectivity and knowledge-sharing, we aim to provide our clients with a globally connected and seamless service across all our areas of expertise and in all relevant geographies.”

GURMINDER SINGH SAGOO
HEAD OF BUSINESS DEVELOPMENT & MARKETING (MIDDLE EAST)

“Travelling is in my genes! Sitting on my grandmother’s knee, I would hear stories of India, East Africa… When the opportunity came up a couple of years ago to move from the UK with my family to work for the Company in the Middle East, I was delighted. As well as a friendly welcome and the rich cultural experience, my personal development has been furthered as I have expanded my role from supporting one market segment in the UK to covering the breadth of our expertise in the Middle East. In terms of the success of my move, I feel that the Company’s strength and my own interest in communications between regions and connectivity have been essential.”
DANIELA YEN CHONG
MECHANICAL EIT (CANADA)

“I had a positive experience transferring with the Company from Trinidad to a position in Timmins in northeastern Ontario, Canada. It was quite a move for myself and my family but I had great support, understanding and guidance from the HR team. The move has enabled me to meet several personal and career objectives, including the widening of my professional experience to heating design (cooling systems were more called for in Trinidad!), the chance to take part in some enriching interoffice projects and also an introduction to some interesting renewable energy technologies.”
**PER ÅNGQUIST**

**BUSINESS DEVELOPMENT DIRECTOR (SWEDEN)**

"During 2012, I was fortunate enough to be part of the Company’s mentoring program, with Tom Smith, Director, Global Growth as my mentor. In my business development role, I believe it is very useful on a professional and personal level to be able to discuss ideas and challenges with someone with such extensive company and industry expertise. Whilst we are not based in the same office, we met face-to-face at the beginning of the year to set our mentoring objectives and then kept in touch on a more informal basis. Tom’s help has been key in adjusting client programs to our region and he has also shared his wide industry network with me."

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**KAREN STONE**

**HEAD OF LEARNING & DEVELOPMENT (UK)**

“We’re passionate about supporting the Company’s strategic objectives through designing and developing appropriate Learning & Development solutions for our people in order to grow and release our talent into the business. Within our culture of empowerment, employees take responsibility for keeping up with the latest knowledge and we want to provide them with easy access to learning materials, tools and connections available via our online university. Through our various initiatives such as the UK Developing Leadership two-day course and the new structured graduate training program, our aim is to provide pragmatic tools, skills and ways of thinking that individuals can practice and apply in their roles and daily tasks.”
ENVIRONMENT, HEALTH AND SAFETY

WE BELIEVE THAT GOOD SAFETY PERFORMANCE IS ABOUT MORE THAN JUST REGULATIONS. IT IS ABOUT CREATING A CULTURE IN WHICH EVERYONE TAKES PERSONAL RESPONSIBILITY FOR THEMSELVES AND THE PEOPLE AROUND THEM.
JACQUES ANGERS  
NATIONAL DIRECTOR OF HEALTH, SAFETY AND ENVIRONMENT (CANADA)

“Once again, our Canadian division had an excellent year in statistical terms, with a remarkable improvement in both the frequency and severity of the incidents reported. These results will enable us to submit a conclusive qualification statement to our clients as we maintain our position among the best large firms in our operating sector.

In 2012, the Company moved its various Environment, Health and Safety (EHS) teams in Canada under a single nationwide department. In addition to standardizing our approach, this change enabled us to increase the percentage of trained staff and to begin to acquire and develop new communication/training tools. An online training system by job title and an accident management software application are among the innovations that we will be adapting and making available in 2013.

We are proud of these results and the steady progress we have made. We intend to stay the course in order to keep on meeting our clients’ expectations and our employees’ needs.”

KEITH GREEN  
SENIOR PROJECT DIRECTOR (USA)

“As consultants, our most important asset is our employees. Keeping our employees and those with whom we interact safe is the most important thing we can do.

Our approach is to communicate effectively on a regional and global level to share the rich mixture of approaches and continuously update and strengthen our Health and Safety (H&S) programs. For example, representatives from our 11 offices in our US practice keep in contact through monthly communications to discuss programs, training updates and monitor success. On a global scale, each of our world regions has much to learn from the others, as we prepare employees to consider the same issues: environmental protection, chemical and physical hazards, predicting evolutions in site conditions and the outdoor working environment – to name but a few.

In H&S we are always looking to be at the forefront of best practices and in 2013 we will continue to see a major focus on H&S practices in our qualification procedures with clients.”
SUSTAINABLE DEVELOPMENT

SOME PEOPLE THINK OF RESPONSIBILITIES TOWARD OUR ENVIRONMENT AND COMMUNITIES AS OBLIGATIONS, AND THEY ARE, BUT WE ALSO SEE THEM AS OPPORTUNITIES TO LEVERAGE OUR TALENT AND MAKE OUR COMPANY BETTER.
JEAN-BENOIT FOURNIER  
PROJECT MANAGER, ENVIRONMENT (INTERNATIONAL)  
NATIONAL SUSTAINABLE DEVELOPMENT COORDINATOR (CANADA)

“I like to think of our role in fostering sustainable development in projects as one of ‘realist idealists’. First, I think we all understand the necessity for increased sustainability if we are to maintain reasonable economic growth and leave a positive legacy for future generations. After all, ecosystem services, renewable natural resources and our social fabric are at least as important to the world economy as are creative output, infrastructures and trade.

Second, and perhaps more importantly, in our projects we pay equal attention to the constraints under which our clients operate, and propose ambitious yet feasible solutions to mainstream sustainability. This synthesis of passion and pragmatism animates us and drives innovation in our services. This mindset is also represented in our Sustainable Development Policy, as well as in our 2010-2013 Sustainable Development Action Plan. As a new objective for next year, we are considering implementing project indicators that would enable us to demonstrate to investors and stakeholders the Company’s contribution to Sustainable Development in its commercial activities. All this is very motivating for us!”

JANICE TAN  
PRINCIPAL CONSULTANT - SUSTAINABILITY (MIDDLE EAST)

“Our sustainability mission is to ‘restore the natural environment, transform the built environment, decarbonize, waste nothing and enrich people’s lives’. As part of our Global Sustainability Program, representatives from all regions take part in monthly calls to discuss strategies under the leadership of Paul Toyne, Head of Sustainability. We are devoted to embedding sustainability into the technical solutions we provide and we aim to equip our employees with the necessary expertise through various professional development and training initiatives.

Our commitment to sustainability also means that both senior management and employees will have sustainability-related key performance indicators that are tailored to each person’s role. Our Sustainability Standards also provide a framework for our sustainability activity at all levels. In the Middle East region, we are in the process of implementing the Silver Sustainability Standard, with our sights set on meeting the Gold Sustainability Standard by 2015!”
SELECTED EMPLOYEE STATISTICS

EMPLOYEES BY REGION

- Canada: 4,900 employees
- Europe: 3,400 employees
- UK: 2,400 employees
- US: 1,100 employees
- South America: 600 employees
- Africa, India and Middle East: 1,300 employees
EMPLOYEES BY GENDER

70% Men
30% Women

EMPLOYEE AGE DISTRIBUTION

26% 30 Years & Under
32% 31 to 40 Years
22% 41 to 50 Years
20% 51 Years & Over

AVERAGE AGE BY ROLE

BUSINESS SUPPORT

Business Support

ENGINEERS / TECHNICIANS

PROJECT LEADERS

Business Leaders

30 Years
40 Years
50 Years
60 Years