



PARSONS
BRINCKERHOFF

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PARSONS BRINCKERHOFF REPORT SECTION

*In this section of the report, all amounts are expressed in Canadian dollars.

ABOUT US

WSP, through its acquisition of Parsons Brinckerhoff, is one of the world's leading professional services firms in its industry, working with governments, businesses, architects and planners and providing integrated solutions across many disciplines. The firm provides services to transform the built environment and restore the natural environment, and its expertise ranges from environmental remediation to urban planning, from engineering iconic buildings to designing sustainable transport networks, and from developing the energy sources of the future to enabling new ways of extracting essential resources. It has approximately 31,000 employees, including engineers, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals, based in more than 500 offices, across 39 countries, on 5 continents.





CEO'S MESSAGE

I AM DELIGHTED TO PRESENT WSP | PARSONS BRINCKERHOFF'S 2014 ANNUAL SUSTAINABILITY REPORT. WSP ACQUIRED PARSONS BRINCKERHOFF IN OCTOBER 2014, CREATING ONE OF THE LARGEST PURE-PLAY MULTIDISCIPLINARY CONSULTANCIES IN THE WORLD.

The two companies have very similar values and vision, and we are bringing together the complementary expertise of around 31,000 employees in 39 countries. We share similar values, with a commitment to technical expertise, excellent client care and sustainability. The heritage of both firms is rich in exemplar sustainable projects in the built environment and in management consulting. Both firms have taken strides to ensure sustainability is embedded in operations and decision making. We will make the most of the internal expertise, enthusiasm and commitment from both firms in 2015 as we benefit from the merger of the legacy approaches and bring together the sustainability programs of the two companies.

As the Parsons Brinckerhoff acquisition happened late in the year, we have created two separate sections in this report as the performance data could not be merged. The first covers WSP and other acquisitions completed during the year. The second covers Parsons Brinckerhoff on a standalone basis. I am pleased that both companies were aligned with the Global Reporting Initiative ("GRI") sustainability reporting guidelines, and look forward to a combined GRI report next year. You will find commentary on the key events and achievements of WSP and Parsons Brinckerhoff in the introduction to each respective report section.

WSP | Parsons Brinckerhoff wants to be recognised as a

sustainability leader in the professional services sector. Sustainability is enshrined in our values, and it is the right thing for a leading global firm to do, but we also recognise the reputational and financial value that it brings to us and to our clients. Our strategy needs to cover the **projects** we deliver for clients, our own **operations**, and **people** – our own staff and the communities in which we work. As a truly global organisation, we are active in countries with very different sustainability infrastructures and contexts. Experience at WSP and Parsons Brinckerhoff concluded that a "one size fits all" sustainability strategy does not deliver optimal performance. Therefore the strategy will be championed and co-ordinated by a Global Sustainability Steering Group ("GSSG"), which will agree the issues that are important to us and our stakeholders, and set the firm's overall direction. This will be supported through appropriate indicators and metrics, so we can monitor progress. We will also improve and streamline our data gathering processes. The GSSG will support initiatives that would benefit from global co-ordination. Delivery of the strategy will be led by regional and national teams who will determine the best way to achieve progress in their areas, and will agree appropriate targets.

Our major sustainability impacts are indirect, and arise from the **projects** on which we work. We do not undertake construction, >



but the advice we give and the design work we do makes a substantial contribution to the overall sustainability of the projects on which we are engaged. We wish to ensure that sustainability considerations are applied in all projects, and you can see examples of this in action later in the report. To achieve this, we ensure all our staff are suitably skilled and informed on sustainability matters, and you can read about the training and resources available to our staff in the report. But we also have to plan for the future. WSP's teams have started work on our Future Ready initiative, instilling resilience and future proofing into the projects we undertake for clients, and this will continue to be rolled out across the firm in 2015. Key trends that we anticipate will be important to our clients include climate change adaptation and mitigation, resource availability and recoverability, ecosystem capacities, social trends and technological advances. The trends will materialise differently in different countries, and therefore Future Ready will be tailored to be effective in each location. We will report further on this in our 2015 sustainability report.

As a professional services firm, sustainability impacts from our **operations** are limited and primarily relate to office and travel-related activities. You can see our performance on energy, greenhouse gas ("GHG") emissions, water and waste in both sections of the report, and as we bring the companies together in 2015 we anticipate being able to deliver further resource efficiencies as we review our real estate and management practices. One area of work will be to produce central guidance to ensure that all countries are aligned in the criteria they apply when selecting office space, and sustainability will be one of those criteria. We are conscious of energy price fluctuations, carbon and environmental legislation which could affect our offices, and therefore good housekeeping and the engagement of our staff in operational efficiency is important. We will continue to report our performance through the Carbon Disclosure Project ("CDP") annual requests. We are not immune to the risks of the physical impacts of climate change, but they are likely to be limited to specific offices during severe weather events and we have systems in place to address situations where an office is out of action.

The **people** we employ make our firm what it is and are our greatest assets. We take a robust approach to health and safety and have invested significantly in this during 2014, as we recognise it is a key risk. Career development is a cornerstone of our operations through regular performance reviews and the provision of formal and informal training opportunities.

OUR FIRM CONTINUES TO GROW, AND WE WILL CONTINUE TO INCREASE THE VALUE WE OFFER OUR SHAREHOLDERS, CLIENTS, EMPLOYEES AND COMMUNITIES THROUGH OUR APPROACH TO SUSTAINABILITY.

We are also committed to equal opportunities in governance and employment. Our care for people goes beyond our own; we actively seek to be good citizens in the communities in which we operate, and many of our staff volunteer and raise funds for charitable causes under our local Corporate Social Responsibility initiatives. We intend to report further on this in 2015. The majority of our projects impact people, either as users of the built environment assets we shape, or as citizens in the areas in which the assets are situated. In accordance with our values, the advice we give always takes this into account. We also consult communities in many of the projects we undertake.

Our firm continues to grow, and we will continue to increase the value we offer our shareholders, clients, employees and communities through our approach to sustainability. With the support of our management, employees and supply chain I believe we will continue to progress on our sustainability journey, and deliver on our aspiration to be a sustainability leader in our sector.



PIERRE SHOIRY
President and Chief Executive Officer
WSP | Parsons Brinckerhoff





MISSION VISION VALUES

OUR MISSION

BE A SOLUTION-DRIVEN ADVISOR WITH OUTSTANDING EXPERTISE

We don't just make skyscrapers, arenas and retail parks come to life. We don't just get planes, trains and automobiles moving from one place to another. We don't even just bring unusable land back from the brink. We do all of this and a great deal more - the world over. Thanks to our many skills and disciplines, our fingerprints are all over the built and natural environment.

Working closely with our global clients in a wide range of markets, we don't just solve their problems or meet their briefs - we always exceed expectations and alter people's lives for the better.

In fact, through our engineering, scientific, technical and commercial expertise, we are continually opening doors to the future. A sustainable future. A future that is full of possibility.

OUR VISION

ALWAYS BE THE FIRST CHOICE FOR CLIENTS, PARTNERS AND EMPLOYEES

OUR VALUES

INNOVATIVE

We must constantly look ahead, anticipating and responding to change with agility. We are problem-solvers who explore new ideas and we are driven to find the ideal solution. We challenge the status quo, think outside of the box, and learn from our experiences. We encourage and value informed initiative-taking.

TRUSTWORTHY

All our relationships are built on trust. We are transparent and ethical. We act with integrity, keep our word, and treat everyone with respect. We empower others and we feel empowered.

UNITED

Our strength is in the power of our collaboration and teamwork. We leverage our best-in-class skills, our best practices and our ideas locally and across the globe.

PASSIONATE

We believe in providing quality and value in everything we do, to our clients and to our communities. We seek new project and client opportunities. We have a positive attitude and we flourish in an inspiring and enjoyable atmosphere.

CARING

This is reflected in our attention to client needs, and reinforced in our work environment by the way we support each other. We are socially responsible and have a positive impact on our communities. We diligently ensure that sustainable principles are woven into all that we do. We make health and safety a priority.



SCOPE OF THIS REPORT

On October 31, 2014, WSP acquired Parsons Brinckerhoff, which is recognized as one of the world's leading transportation engineering firms. Parsons Brinckerhoff's expertise enhances WSP by enabling us to provide comprehensive services for all types of infrastructure projects, ranging from transportation and industrial/energy to water/wastewater, environment, mining, community development and buildings.

In 2014, WSP also acquired Focus Group Holding Inc.; Technip TPS S.A.S.; Winward Group; Texas Energy Engineers, Inc. operating under the corporate name of ccrd; Dessau CEI S.A.S., as well as several firms in Sweden (Byggteknik Kurt Fransson AB; Comtest; Teknikfunktion AB and ESC AB). These acquisitions expanded our expertise in various sectors and strengthened our presence worldwide. They also grew our client base and enhanced our presence in Alberta, France, the U.S., Australia, Colombia and Sweden.

As the Parsons Brinckerhoff acquisition happened late in the year, we have created two separate sections in this report. The first section covers WSP and other acquisitions completed in 2014, with the exception of Parsons Brinckerhoff. It contains information on WSP's operational, environmental and financial performance for our 2014 fiscal year ended December 31, 2014. Unless otherwise specified, this information relates to all of WSP's operating companies worldwide but only to employees working in premises leased or owned by WSP. The list of all entities included in the financial statements appears in WSP's [2014 financial results](#) on page 81. The sustainability report will be published annually. The second section covers Parsons Brinckerhoff. The global programs of WSP and Parsons Brinckerhoff are being merged in 2015, and we will produce the first combined report in 2016.

OBJECTIVES

Our sustainability objectives for 2015 support this process, and are as follows:

TARGETS	DEADLINE
Complete the integration of WSP Parsons Brinckerhoff sustainability technical excellence network so expertise can be identified and shared globally	Jul-15
Combine sustainability indicators and reporting metrics for the two companies and simplify data collection	Jun-15
Set up sustainability champions networks in each of our four regions	Sep-15
Integrate sustainability goals into our combined operations through a regional approach	Sep-2015 onwards
Roll out Future Ready into our combined companies	Jun-15 onwards
Integrate Parsons Brinckerhoff Sustainability Council and WSP Sustainability Primary Network into Global Sustainability Steering Group for the combined firm	Jul-15
Launch Global Sustainability Strategy in all regions	Oct / Nov 2015
Deliver Global Sustainability Strategy through operations and projects	Oct / Nov 2015
Produce combined annual sustainability report for 2015	Jul-16



P A R S O

N S W S P

B R I N C

K E R H O

T F



CHAIR OF THE SUSTAINABILITY PRIMARY NETWORK'S MESSAGE

WELCOME TO THE WSP SECTION OF OUR 2014 GLOBAL SUSTAINABILITY REPORT. DURING 2014, I WAS PLEASED TO CHAIR THE WSP PRIMARY NETWORK, WHICH BROUGHT TOGETHER SUSTAINABILITY LEADERS FROM ACROSS THE GLOBE IN A FORUM TO EXCHANGE BEST PRACTICE AND CO-ORDINATE OUR APPROACH TO CORPORATE AND TECHNICAL SUSTAINABILITY.

I look forward to seeing this further develop as we form a Global Sustainability Steering Group merging our experts with those from Parsons Brinckerhoff in 2015.

I am very pleased that we have delivered on our 2013 commitment to report in accordance with GRI principles, and that we have developed our monitoring and reporting framework to include water and waste as well as carbon. As part of the preparation for this report, we conducted a materiality assessment, taking the views of shareholders, clients and staff as to the key issues we should address in our sustainability strategy and report. This will give an important baseline for our 2015 work program and strategy, which will take our performance a step further.

Alongside reporting on our 2014 operational impacts, we have chosen examples to showcase the way in which we embed sustainability in our projects and the value this brings. We achieve excellence against current standards, but we believe we need to look beyond this to the needs of the future. It is hard to think beyond the present, but think back

ten, fifteen, twenty years. Before mobile phones, tablets, the Cloud... our communications, shopping patterns and leisure activities have changed substantially, but our cities, homes and work-life patterns have not yet changed that much. But they will. Developed in WSP's U.K. operations this year, our Future Ready tool monitors key trends and looks at how they may interact with organisations, cities, industry sectors – and everyday life. We are rolling it out to the rest of the world and our colleagues in Parsons Brinckerhoff during 2015. The future is exciting, and we can be rightfully proud that our work helps to create resilient assets and protects the environmental quality that will support us for years to come.

PAUL DOLLIN

Chief Operating Officer
Chair of the Sustainability Primary Network



INTRODUCTION



REPORT OVERVIEW

WELCOME TO WSP'S 2014 SUSTAINABILITY REPORT, WHICH WAS PREPARED IN ACCORDANCE WITH THE GLOBAL REPORTING INITIATIVE ("GRI") G4 SUSTAINABILITY REPORTING GUIDELINES. THIS IS WSP'S FIRST REPORT WRITTEN IN ACCORDANCE WITH GRI G4 CORE INDICATORS, LEADING TO A GREATER FOCUS ON THE MOST SIGNIFICANT IMPACTS WITHIN OUR OPERATIONS. THE PRIMARY READERS OF THIS REPORT ARE OUR EMPLOYEES, CLIENTS AND SHAREHOLDERS, IN ADDITION TO MEMBERS OF THE COMMUNITIES IN WHICH WE LIVE AND WORK.

This report sets out our commitment to reducing the environmental impacts and enhancing the social impacts of our operations while achieving strong economic growth. The sustainability data contained in our 2014 report have not been externally reviewed; while we acknowledge the benefit of seeking third-party verification, we have not yet pursued this option. We anticipate seeking external assurance in future reporting years.

MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

In 2014, WSP conducted its first materiality assessment, consulting with internal and external stakeholders to identify topics material to our business and those with whom we work. The assessment process was a valuable exercise, allowing us to identify potentially relevant areas of impact and validate those areas through direct engagement with a diverse group of stakeholders. As expected, the topics identified span across social, environmental, and economic aspects. We were also pleased to find that in most cases, the perspectives of our business and our stakeholders are aligned. Topics identified as material during the assessment process directly influenced the content included in this report.

We began our materiality assessment by reviewing GRI G4 aspects and indicators internally and identifying those most relevant to WSP. This step involved benchmarking the materiality assessments of our peers and other sustainability leaders and gathering high-level internal feedback on key topics for reporting in 2014 and beyond. We then validated those topics internally by reviewing past WSP sustainability reports, internal governance, policy and strategy documents, and other public disclosures and by conducting working sessions with company leadership and those involved in our reporting process. Next, we developed, released, and analyzed a series of web-based surveys to stakeholders to communicate and seek input on the topics we had identified. Stakeholders surveyed included employees, investors, clients, business partners, and in some regions, regulatory authorities. We identified these stakeholders as important to our business success, interested in our sustainability activities, and potential readers of this report. Last, we combined all internal and external inputs, synthesizing this feedback to finalize the issues discussed in this report and prioritize for the future.

MATERIAL ASPECTS AT WSP*



- Ⓐ Anti-Corruption
- Ⓑ Non-Discrimination
- Ⓒ Equal Remuneration for Women and Men
- Ⓓ Diversity and Equal Opportunity
- Ⓔ Training and Education
- Ⓕ Local Communities
- Ⓖ Employment
- Ⓗ Occupational Health and Safety
- Ⓙ Products and Services
- Ⓚ Effluents and Waste
- Ⓛ Water
- Ⓜ Emissions
- Ⓝ Energy
- Ⓟ Indirect Economic Impacts
- Ⓡ Economic Performance

As a result of this process, we identified 15 material aspects across social, environmental and economic topics. These topics include how we relate to our employees, the direct and indirect environmental impact of our operations, and WSP's financial performance. We feature these and other material aspects throughout the report and in the GRI Content Index. We consider all identified aspects as relevant to all WSP operating companies; the boundary for this report and for our material aspects is aligned. As we advance in our stakeholder engagement efforts, we will further consider, and communicate, how these aspects are relevant outside our organization.

*All aspects shown are material to WSP and its stakeholders; the graph shows relevant interest in the topics, related to sustainability issues.



OUR OPERATIONS

WSP has developed a multidisciplinary team approach whereby employees work closely with clients to develop optimized solutions on time and on budget. We operate in different market segments: buildings, infrastructure (including transportation and municipal infrastructure), industrial and energy (including mining and oil and gas) and environment. The sectors in which the Corporation is active are described below. For a complete operational overview and financial review, please consult the Corporation's [Annual Information Form](#) and the [Management Discussion & Analysis](#) for the year ended December 31, 2014.

OUR SECTORS OF ACTIVITY

BUILDINGS



We provide comprehensive professional and delivery services on some of the most prestigious buildings across the globe. These cover a wide range of sectors, including commercial, healthcare, education, cultural centres, sports and leisure facilities and major urban regeneration schemes. Our broad range of services encompasses mechanical, electrical and structural engineering, planning, building sciences, energy efficiency, food services, telecommunication solutions as well as other project services. Through our partners, we also provide architecture and landscape architecture services to some of our clients.

INFRASTRUCTURE

INCLUDING TRANSPORTATION AND MUNICIPAL INFRASTRUCTURE



Our expertise is utilized by governments around the world to create sustainable long-term infrastructure-related strategies and we also advise on a national and regional level over the complete life cycle of a wide range of major projects. We have particular strengths in planning, analyzing, designing and managing projects in aviation, bridges, highways, intelligent traffic systems, marine, roads and rail. Municipal assignments relate to rehabilitation and development, water distribution and treatment, wastewater collection and treatment, public utilities, storm water management, road networks, lighting and various municipal facilities. Governments, cities, municipalities, townships and real estate developers are among the major clients of this sector.

INDUSTRIAL AND ENERGY

INCLUDING MINING, OIL AND GAS



We provide project and planning management, as well as front-end management consulting services to private clients of various industries, including the strategic, technical and commercial support required for complex construction projects. We also provide specialist advice on industrial process engineering to major clients in industries such as mining and mineral processing (underground and open pit), oil and gas, metallurgy, chemical and petrochemicals, pulp and paper, wood products, pharmaceuticals and biotechnology, food and beverage, power generation and general manufacturing. The energy sector includes hydroelectric, wind, solar and thermal power generation, nuclear safety, cogeneration and related distribution and transmission systems. Clients in energy include public suppliers of electricity, utilities and energy developers.

ENVIRONMENT

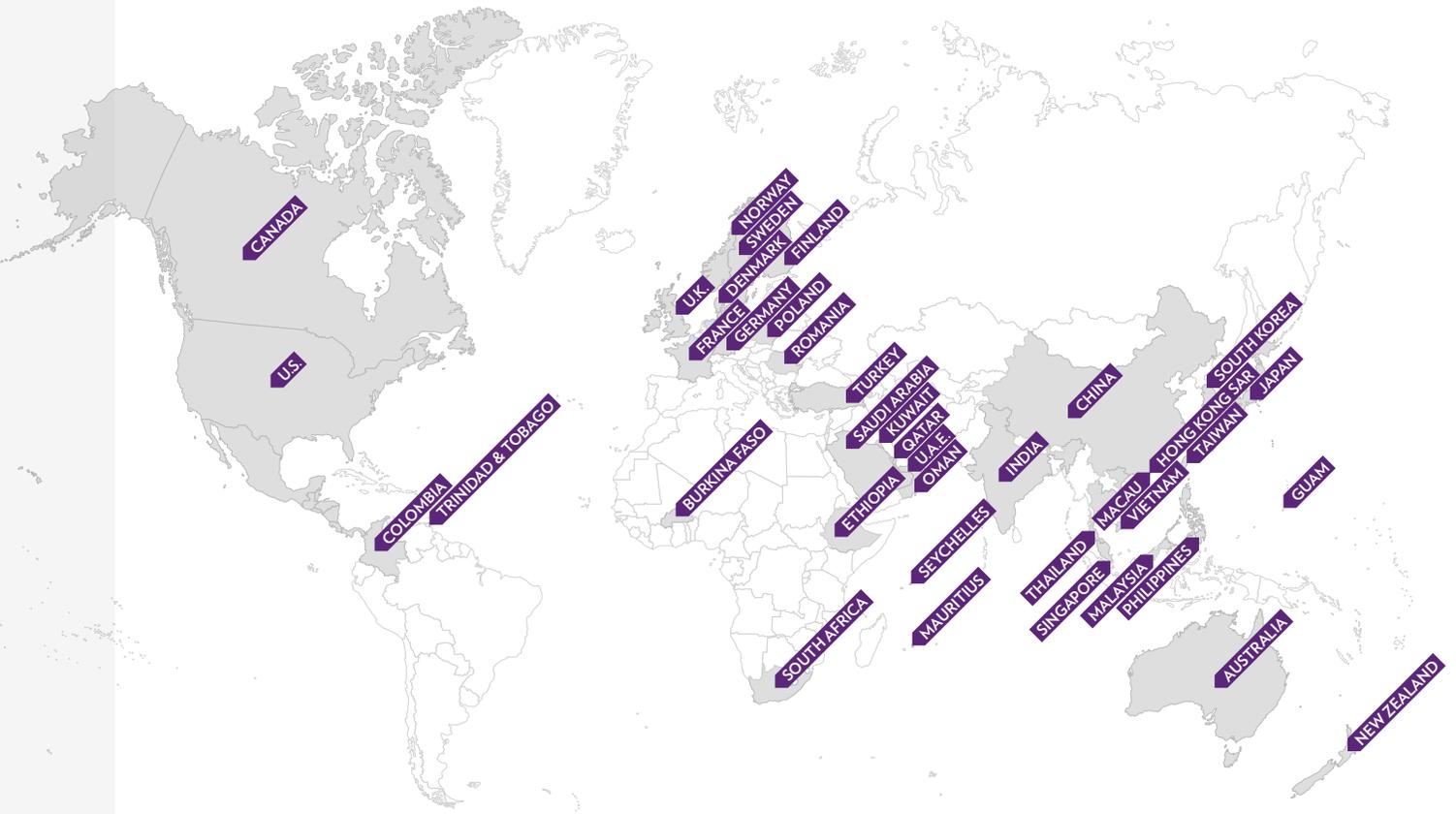


We help organizations around the world to manage risks, reduce costs and create competitive market opportunities related to their sustainability, climate change, environment and health and safety agendas. Our services include impact studies and environmental assessments, ecosystem studies, monitoring surveys and characterizations, management systems, permitting, compliance audits, geomatics and mapping, as well as economic and risk management. Clients in this market sector include organizations from all of the other sectors and typical projects include restoration of contaminated sites, waste management, habitat restoration and site rehabilitation.



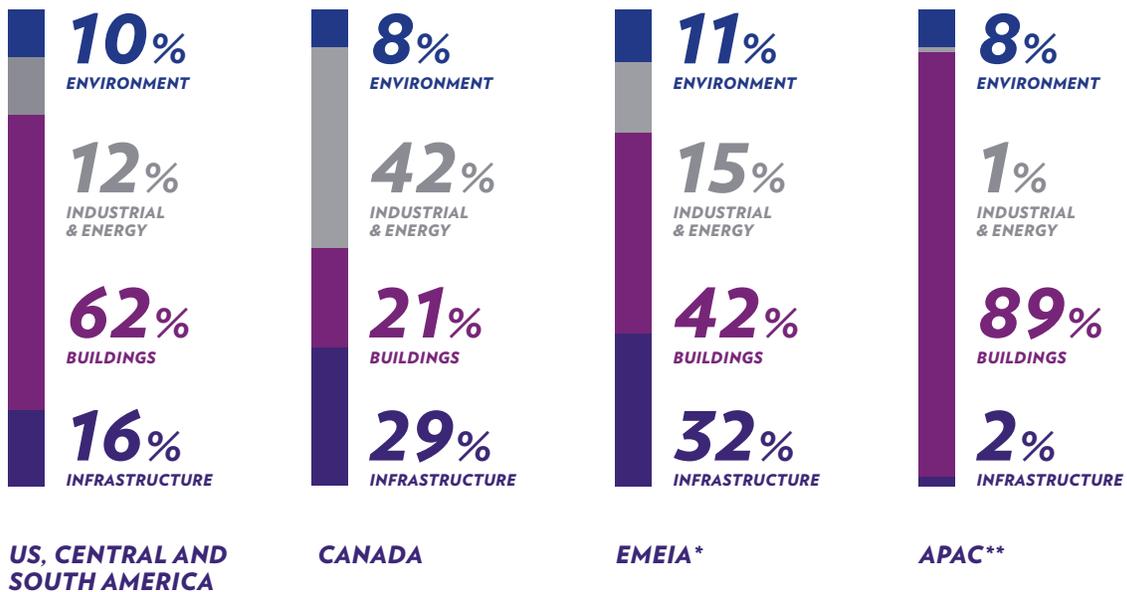
OUR PRESENCE

As at December 31, 2014, we had permanent offices in the following 39 countries:



OUR EXPERTISE AROUND THE WORLD

The table below is based on financial performance for WSP (excluding Parsons Brinckerhoff), for the year ended December 31, 2014.



* Europe, Middle East, India, Africa
 ** Asia-Pacific



SUSTAINABLE DEVELOPMENT

Since innovation and sustainability are woven into our business model, our approach to operational excellence plays a vital role in helping our clients deliver enduring and sustainable projects.

Our initiatives are based on the premise that as a leader, our role is to embrace change and offer our clients the best possible long-term advice to ensure that all projects are forward-looking and future-ready, either through new technologies or new approaches.

OUR APPROACH

We seek to become the leading local and global professional services consultancy for the built and natural environments. We will do this by retaining and reinforcing our strong commitment to sustainability, which we strive to integrate into every part of our operations.

Sustainability can be achieved by designing and advising on solutions that are future-ready, less wasteful of resources and less harmful to the environment; by taking steps to reduce our own carbon, water and waste footprints; by continuously developing our staff; and by engaging in activities that support local communities and charitable organizations.

KEY OBJECTIVES



We will use the growth of the sustainable economy to grow new markets and commercial opportunities. All of our advice will be future-ready and designed to help our clients reduce environmental impacts over the life cycle of their assets.



We will actively manage our own environmental and social impacts by enhancing the positive and minimizing the negative.



We will play an active part in the communities in which we operate.



THE PRIMARY NETWORK

The Primary Network is responsible for the global sustainability program, which drives sustainability initiatives at all levels.

In 2014, WSP published a global sustainability policy that governs its internal sustainability efforts. The policy outlines WSP's sustainability mission, key objectives aligned with the mission and key actions supporting the mission and objectives. This policy, signed by WSP's Chief Operating Officer, is available on our [website](#) and was featured in last year's sustainability report. How we manage and mitigate our own environmental impacts (as well as how we support these efforts for our clients) is a core component of this policy.

WSP's global sustainability policy formalized several years of activity with regard to internal sustainability efforts. Our primary network, comprised of senior leadership responsible for sustainability in each WSP business, has been in place since 2010. Primary network members coordinate internal data collection and reporting needs on behalf of the broader organization.

Chair of Sustainability Primary Network

Primary Network

Regional Sustainability Committees



SUSTAINABILITY IN ACTION



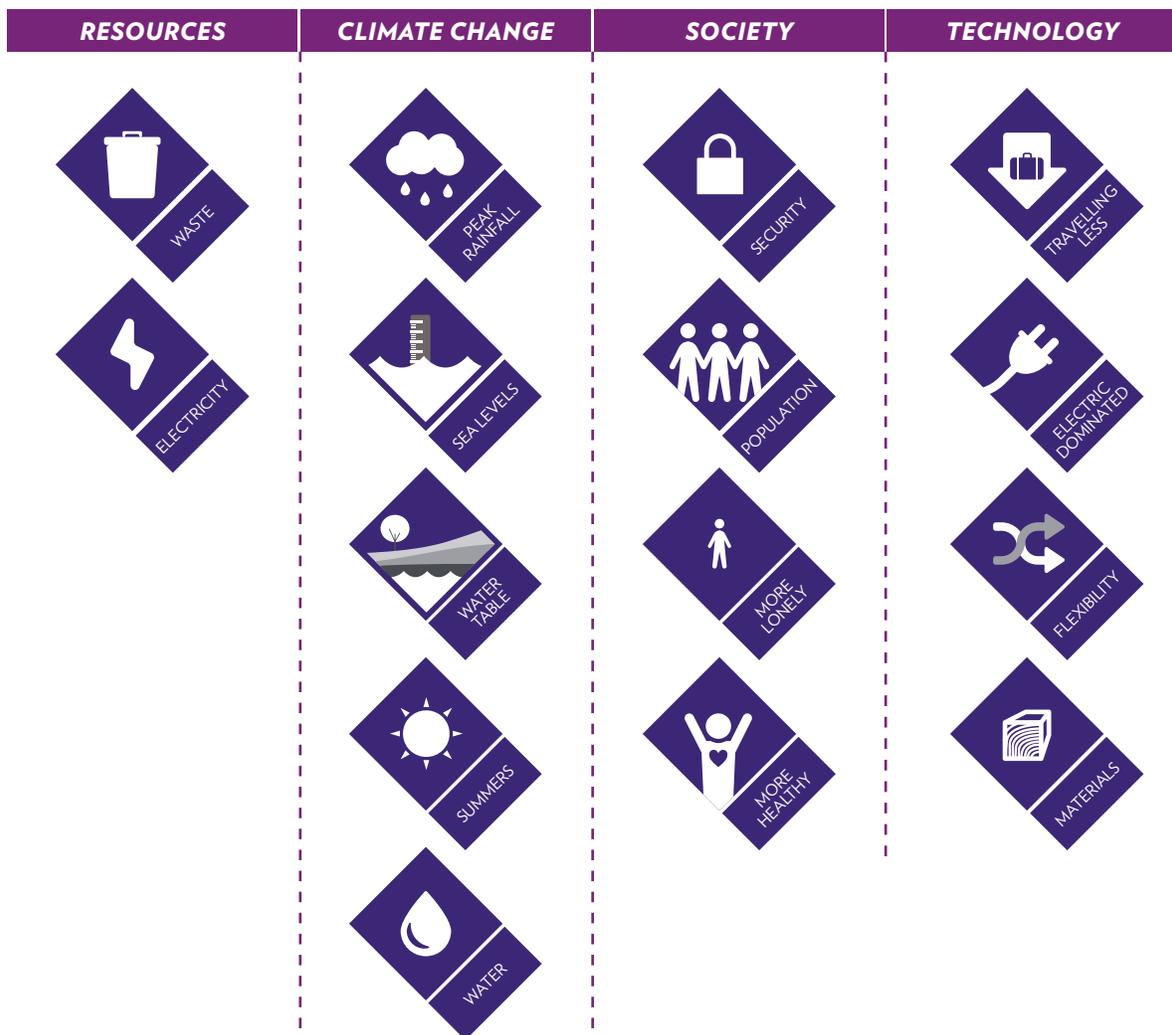
FUTURE READY

PROJECTS

Future Ready is an innovative, client-facing program that was launched by our U.K. business in 2014. Future Ready acknowledges that our collective future will be different from today, particularly in the areas of resources, climate change, society and technology, and organizes our client-facing efforts so that our designs and advice are not only appropriate for today's reality, but also ready for the future. The program enables WSP to serve our clients in new ways, helping them prepare for future realities of increasing energy prices, more severe weather events, growing urban populations, and prioritizing connectivity and flexibility, among many other factors.

The Sustainability in Action section features clients and projects that WSP staff have supported, or continued to support, in 2014, aligned with the key trends of resources, climate change, society, and technology that we have identified as part of the Future Ready program. While we will continue to adapt our own business to become more future-ready, feedback from our clients, and from our materiality assessment, has indicated that perhaps the greatest benefit we can provide is in the work we do with our clients. While these benefits are admittedly indirect, combined across projects, clients, regions, and businesses, they have extraordinary potential. We are proud of the designs and advice we provide across the globe, and how WSP is supporting the world's leading organizations prepare for the future.

FUTURE READY TRENDS



THE PRECAUTIONARY APPROACH

The precautionary approach states that if an action or policy has a suspected risk of causing harm to the public or to the environment, in the absence of scientific consensus that the action or policy is not harmful, the burden of proof that it is not harmful falls on those taking an action. As part of our global business dealings with governmental bodies, entities and agencies in countries such as Canada, the U.S. and in the European Union, including the U.K. and Sweden, WSP and its affiliates must also comply with multiple and complex public procurement laws and regulations aimed at ensuring that public-sector bodies award contracts in a transparent, competitive, efficient and non-discriminatory way in these jurisdictions. These laws and regulations include the federal Integrity Provisions in Canada, the Federal Acquisition Regulation in the U.S., the Public Contracts Regulations in the U.K. and the Law on Public Procurement in Sweden. Our general approach towards applicable international standards and national legislation is to apply the most stringent interpretation thereof.

WSP understands the precautionary principle as per the definition in the Rio Declaration (1992): *“Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation.”* Our own operations are highly unlikely to incur risks of this nature. The work that we undertake for clients has a focus on understanding risk and reducing it as far as possible. Our experts adopt a risk assessment based, context driven approach to all decision making and recommendations to clients, with particular respect for environmental and health and safety risks.



MAJOR RISK ANALYSIS MANDATE ON MARINE SPILLS IN CANADIAN WATERS CANADA, NATIONAL

CLIENT

Transport Canada

MAIN SERVICE

Risk analysis, production of maps and GIS tools

This risk assessment and mapping exercise will enable policy-makers, departments and communities to better assess some of the risks associated with the opening up of the Arctic ocean caused by receding summer ice coverage. The future of the Arctic will arguably include more economic activity, and WSP is contributing to making it safer for the environment and for communities.



WSP, PEOPLE AND COMMUNITIES

OUR EMPLOYEES

Our people are our greatest asset. WSP's strategies provide clear direction and our systems and structures leverage our strength, but our people are the real guarantors of consistent and quality growth. They are the ones who deliver projects and work side-by-side with our clients. They are the ones whose individual efforts ultimately generate the returns we provide to our shareholders, the projects we deliver to our clients and the benefits we provide to the community. This section explains our approach to looking after and developing our own people, and gives some project examples showing the benefits we provide to communities through our work.

EMPLOYEE DATA

As at December 31, 2014, WSP (excluding Parsons Brinckerhoff) had approximately 18,000 employees, mainly engineers, technicians, scientists, architects, planners, surveyors and other design professionals, as well as environmental experts and support staff. While WSP relies on subcontractors for some business functions, the majority of our workforce is employed by WSP.

REGION	TOTAL STAFF	PERMS %	TOTAL PERMS	TEMPS %	TOTAL TEMPS	MALE %	TOTAL NUMBER OF MALES	FEMALE %	TOTAL NUMBER OF FEMALES
CANADA	6,238	93%	5,803	7%	435	69	4,304	31	1,934
U.S., CENTRAL & SOUTH AMERICA	2,315	90%	2,093	10%	222	74	1,713	26	602
EMEIA	8,247	93%	7,658	7%	589	72	5,938	28	2,309
APAC	1,414	98%	1,388	2%	26	70	990	30	424
TOTAL	18,214	93%	16,942	7%	1,272	71	12,945	29	5,269

Headcount based on December 2014 data - Gender based on March 2015 data

COLLECTIVE AGREEMENTS

As at December 31, 2014, employees in Sweden and Finland, amounting to approximately 10% of WSP's total workforce, were covered by collective bargaining agreements, renewable on an annual basis. We believe that we have good relations with our employees, having developed a culture focused on empowerment, agility and growth. In recent years, we have paid attention to our resources by continually benchmarking and maintaining competitive compensation packages, strengthening our internal communication tools, emphasizing teamwork, creating career advancement opportunities throughout our geographical network and providing professional development support.





EMPLOYEE BENEFITS

We value the contributions that each employee brings to our firm. None of the work that we perform would be possible without the dedication, talent, knowledge and skills of our thousands of employees around the world. Every day, our employees produce fresh ideas and innovative work that help WSP maintain our reputation across a variety of sectors and geographies. We believe in rewarding our employees for a job well done. In addition to competitive compensation, employee benefits include health insurance, retirement savings plans, income protection and financial support for continuing education.

CANADA

In Canada, both the federal and provincial levels of government offer social services such as universal healthcare and unemployment insurance for parental leave. Benefits are offered to permanent employees working more than 22.5 hours per week. These employees are offered different levels of coverage for elements not covered by governmental plans such as prescription drugs, dental care, vision care, life insurance, short and long term disability, as well as voluntary Registered Retirement Savings Plans, the stock option plan and professional development support.

UNITED STATES

In the U.S., benefits are offered to all permanent employees working more than 30 hours per week. These benefits include medical insurance, dental insurance, vision insurance, healthcare flexible spending arrangements, life insurance, long-term and short-term disability, 401(k), commuter benefits (transit and parking), gym membership discounts and parental leave.

EUROPE, MIDDLE EAST, INDIA AND AFRICA

In the region, part-time employees are offered broadly similar benefits to permanent full-time staff; however the level of benefit provided on a state or mandatory basis varies significantly. With the exception of cases of very low/irregular hours of work, all staff, whether part-time or full time, are offered various levels of cover supplemented where appropriate by company plans, which depend on the level of mandatory cover required. This includes life insurance, healthcare, disability and invalidity coverage, parental leave and retirement provisions. Flexible (salary sacrifice) benefits are also often available.

ASIA PACIFIC

In Asia Pacific, part-time employees are offered the same benefits as permanent full-time staff. Employees have access to life insurance, disability and invalidity coverage, parental leave and retirement provisions.

LEARNING AND DEVELOPMENT

WSP aims to be the employer of choice for current and future staff by fostering a performance-driven, passionate and client-oriented culture that attracts, retains and empowers our people and stimulates collaboration and innovation. As a global multidisciplinary business, we offer a wide variety of rewarding career opportunities, from working in specialist areas to contributing to some of the world's most iconic projects. To ensure we remain strong and innovative, we are committed to training young people who will lead us in the years ahead.

Employees around the world have access to a wealth of information and training designed to develop the knowledge and skills necessary for our employees to excel in their careers. Accessible from online employee communications portals, we offer a variety of flexible, cost-effective e-learning options, from workshops and webinars to self-paced learning modules, within a range of topics and career disciplines. Our success depends upon our support of a diverse workforce that is continuously learning and growing.



EMPLOYEE RETENTION AND TURNOVER

In 2014, the overall employee turnover rate was 18%, which included 14% voluntary turnover. Turnover may be attributed to the following:

- Ongoing voluntary turnover caused by ongoing talent shortages and competition
- Economic challenges resulting in employee layoffs
- Improved economic activity

	TOTAL TURNOVER	VOLUNTARY TURNOVER
U.K.	19%	14%
EUROPE	15%	11%
U.S.	18%	13%
CANADA	19%	12%
REST OF THE WORLD	20%	18%
GLOBAL	18%	14%

OUR APPROACH TO HEALTH AND SAFETY

Over the past year, we made significant investments in health and safety improvements.

Health and safety are an essential part of who we are and what we do; they remain at the forefront of our concerns at all times. We strive to ensure that our employees, clients and project users always remain safe.

With employees in 39 countries, it is essential that we take a robust and consistent approach to health and safety. Under our occupational health and safety program, we shifted our approach from achieving compliance to integrating health and safety into our culture. We ensure that health and safety remain “front of mind” for all employees by means of regular communications and compulsory training. In this regard, we appointed a Global Head of Health and Safety, who is responsible for championing a workplace culture in which all health and safety issues are promptly reported and addressed.

Our commitment to safety is outlined in our Health and Safety Policy, which establishes a framework for our health and safety program and underpins our efforts to proactively incorporate health and safety standards into all aspects of our business.

Our health and safety program includes a variety of processes and tools, including training and management systems, effective communications and a network of health and safety experts.

As a global firm, we acknowledge that each region is different; consequently, our regional leadership teams are responsible for ensuring that health and safety remain top priorities at the local level. All applicable health and safety rules and regulations must be followed wherever we operate; employees are encouraged to make recommendations in this regard.

We will continue to utilize innovative health and safety strategies and techniques in all our work, which includes some of the world’s most challenging projects. We remain committed to becoming an industry leader in health and safety and to achieving our ultimate goal of zero work-related injuries or illnesses.





SOUTH BEACH TOWER SINGAPORE

CLIENT

South Beach Consortium Pte. Ltd.

ARCHITECT

Foster + Partners

MAIN SERVICES

Mechanical and electrical engineering consultant

South Beach, a mixed-use development, is located next to the newly completed Circle Line's Esplanade.

The development features a large microclimatic canopy that shelters the open spaces from direct sunlight, heat and rain, while providing natural daylight and a flow of fresh air between the conserved buildings and the two highrise towers. The canopy incorporates photovoltaic cells, so it simultaneously shields pedestrians from the harshest sunlight and harvests that light and converts it into electricity.

OUR MEMBERSHIPS AND COLLABORATIONS

In addition to internal training, we also collaborate with professional bodies and external organisations to share experience and grow industry knowledge. WSP and its employees are involved with numerous external organizations focused on environmental and social issues that are important to our business and the stakeholders we engage with. While our relationships with the majority of these organizations are at the regional level, the areas of focus these organizations represent are aligned with our broader corporate priorities.

Typical examples include our ongoing partnership with CDP in the U.S. WSP has been a CDP climate change consultancy partner since 2010; in 2014, we were invited to be a pilot member of CDP's inaugural water consultancy partnership

program. In these roles, WSP advises CDP on improvements to its programs, in addition to providing guidance and support to CDP respondents through CDP-sponsored webinars, presentations at live events and articles and other printed media.

Another example is our relationship with the Swedish Federation of Consulting Engineers and Architects ("STD"). STD is the joint trade and employers association for Sweden's architects and building/engineering consultancies. In Sweden, WSP is represented on STD's sustainability working group, which includes experts who contribute to the development of reports, studies, tools, training activities, communications, best practices and lessons learned on sustainable development issues, including climate change. This entails incorporating sustainable planning into building and infrastructure development policies, programs, and procedures.



OTHER ORGANIZATIONS WITH WHICH WSP WAS AFFILIATED IN 2014 INCLUDE THE FOLLOWING:

American Institute of Architects (“AIA”)
American Society of Civil Engineers (“ASCE”)
American Society of Heating, Refrigerating and Air-Conditioning Engineers (“ASHRAE”)
Association des firmes de génie-conseil - Québec (“AFG”)
Association for Consultancy and Engineering (“ACE”)
Association of Climate Change Officers (“ACCO”)
Association of Consulting Engineering Companies, Canada (“ACEC”)
Association of Professional Engineers and Geoscientists of Alberta (“APEGA”)
Building Commissioning Association (“BCA”)
Canada Green Building Council (“CaGBC”)
Carbon Disclosure Project (“CDP”)
City of Seattle, Washington Deep Green Pilot Program Technical Advisory Group (“TAG”)
Colombian Adaptation Fund
British and Colombian Chamber of Commerce (“B&CCC”)
Emirates Green Building Council (“EGBC”)
Finnish Wind Power Association (“STY”)
Green Building Council of Finland (“GBC Finland”)
Green Building Council of Australia (“GBCA”)
International Association of Public Transport (“UITP”)
International Living Future Institute (“ILFI”)
KwaZulu Natal Sustainable Energy Forum (“KSEF”)
National Association for Women in Construction (“NAWIC”)
Ontario Society of Professional Engineers (“OSPE”)
Property Council of Australia (“PCA”)
Swedish Federation of Consulting Engineers and Architects (“STD”)
Sweden Green Building Council (“SGBC”)
U.K. Green Building Council (“UK-GBC”)
U.S. Council on Tall Buildings and Urban Habitat (“CTBUH”)
U.S. Green Building Council (“USGBC”)

CASE STUDY: SUSTAINABLE INFRASTRUCTURE IN SWEDEN

WSP employees are involved with Sustainable Infrastructure, an organization that is part of the Sweden Green Building Council (“SGBC”), most notably as Chairman of the Steering Committee.

Sustainable Infrastructure is a collaboration in the civil engineering industry for knowledge-sharing and guidance of tools for the management of sustainable solutions in projects and the introduction of projects to develop which takes into consideration the industry’s needs. These tools include CEEQUAL, calculations to disclose carbon emissions and environmental product declarations.

The goal of Sustainable Infrastructure is to increase the overall level of green buildings in Sweden by having civil engineering experts share their experience with other members, in particular their knowledge of rating systems and tools for sustainable solutions management. Training and support for existing tools is offered, and the development of new tools through collaboration of experts is encouraged. Seminars, workshops and platforms for networking are available to facilitate dialogue and sharing.

Involvement can be throughout the whole life-cycle of a project or for a specific aspect: planning, design, construction, operation, maintenance and demolition.

OUR ETHICAL BUSINESS BEHAVIOUR AND CODE OF CONDUCT

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We work with honesty and integrity at all times. We understand that the future of our business depends upon the trust of our clients and other stakeholders and our reputation for technical expertise and reliable, ethical conduct. The opposite of integrity is dishonest behaviour, including corruption, which would undermine our reputation for fair dealing.

In all our business activities, we comply with both the letter and the spirit of national and international laws. Regardless of which country they find themselves in, the Corporation’s employees must diligently protect the Corporation’s integrity at all times. In addition, employees must comply with the legal and regulatory requirements of all countries in which the Corporation does business.

We are subject to anti-corruption laws, including the Canadian Corruption of Foreign Public Officials Act (“CFPOA”), the U.S. Foreign Corrupt Practices Act (“FCPA”) and the U.K. Bribery Act. We are thus subject to the most stringent anti-corruption laws in the world. These laws apply to all employees and subsidiaries everywhere in the world, regardless of nationality or location. The penalties for violating these laws include fines and prison sentences for individuals and heavy fines for companies, often running to hundreds of millions of dollars.

Sound ethical business practices are fundamental to our business. We have adopted a Code of Conduct, a U.S. Supplement to the Code of Conduct, a Gift, Entertainment and Hospitality Policy, a Working with Third Parties Policy and an Understanding Bribery Issues Policy (collectively, the “Code”), which apply to our directors, officers, employees and contract workers. The Code requires strict >





compliance with legal requirements and sets WSP's standards for ethical business conduct. Topics addressed in the Code include business integrity, conflicts of interest, insider trading, use of the Corporation's assets, fraudulent or dishonest activities, confidential information, fair dealing with other people and organizations, employment policies, reporting suspected non-compliance with the Code and reporting violations of the Code.

The Code is introduced by way of an ongoing structured ethics compliance training program. In particular, this ensures that on a yearly basis every Director, officer, employee and contract worker of the Corporation reviews the most current policies and underlying guidelines in place. Training is aimed at recognizing issues and dealing with them in the organization on an effective and timely basis. As regards new hires, the program was incorporated into the employee orientation process. In 2014, WSP rolled-out both face-to-face training with senior management and online training with all employees. Online training was completed in all major regions with an average response rate of 96.7%.

The Board's Governance, Ethics and Compensation Committee ("GECC") is responsible for overseeing the interpretation of the Code. The Chief Risk and Ethics Officer is responsible for the day-to-day interpretation and application of the Code, for proposing adjustments to the Code and for ensuring that the associated training program is duly implemented throughout the organization. At least once annually, the Code is reviewed and, as appropriate, updated. The Chief Risk and Ethics Officer reports to the GECC annually on this process and any changes are reviewed by the GECC.

The Code stipulates that each employee has an obligation to report violations or suspected violations of the Code; we will ensure that there is no retaliation against anyone for making a report in good faith. In addition, our Confidential Business Conduct Hotline provides a means for WSP employees (as well as the general public) to raise issues of concern anonymously with a third-party service provider. This information is processed by an independent party, the Vice-President of Internal Audit and the Chief Risk and Ethics Officer, who are required to advise the Chairpersons of the GECC or the Audit Committee, as applicable. Pursuant to the Code, the Chief Risk and Ethics Officer is responsible for maintaining the Confidential Business Conduct Hotline and ensuring that all alleged Code violations are investigated. We provide additional specialized training for employees for matters governed by the Code, whenever such training is deemed beneficial. For more information on our corporate policies, please refer to the Code of Conduct and its related policies on our [website](#).

OUR SUPPLY CHAIN

Our relationships with our suppliers enable us to offer the level of expertise and efficiency WSP is renowned for. We choose suppliers that support our ability to offer top-tier client services. All suppliers are required to conform to our principles, which are outlined in WSP's Code of Conduct. Our Code of Conduct ensures that procurement procedures for selecting suppliers and subcontractors are open, fair and transparent. All procurement decisions are based on a combination of product and service quality and cost, including environmental and social considerations as applicable. We communicate these guidelines to our employees as well as to our suppliers and subcontractors, and we expect all parties to abide by them when working with our organization.

We do not carry out construction activities, and the majority of our procurement relates to sub-contractors and delivery partners, and office supplies.

In 2014, WSP purchased approximately \$340 million in goods and services from suppliers. These costs include fixed costs such as, but not limited to, occupancy costs, non-recoverable client services costs, technology costs, professional insurance costs, operational exchange gain or loss on foreign currencies and interest income.

As a professional services organization, we focus our purchasing on items that support our employees in the delivery of consulting services and projects. This includes office supplies, IT equipment, transportation and travel, etc. We also have relationships with a global network of suppliers who support our teams and constitute a significant portion of our supply chain.

WSP AND THE ENVIRONMENT

WSP is a recognized leader in environmental design and consulting. Our services cover sustainable community and land planning, sustainable building design, climate change, energy and resource management, natural systems, sustainable infrastructure and water management. This section outlines our corporate approach to environmental stewardship, and also gives examples of some of our projects.

Given the scope of WSP's services, sustainability is a key priority for our Corporation. It is embedded in our core values and is at the centre of everything we do, reflecting our long-term commitment to reducing our impacts, enabling and developing our staff and engaging in activities that support local communities and organizations and help make them vibrant.

One of the ways in which we facilitate our staff development in sustainability matters and embed sustainability in our activities is through our regional intranets, which act as a portal to a wealth of sustainability information. For example, through the U.K. intranet users can access sustainability case studies, briefings, webinars, technical information, tools and legislative updates, as well as link to e-learning opportunities. In the Middle East, information is provided to employees on obtaining qualifications in sustainability matters, as a further step to completing the available e-learning courses.

The resources provided pertain both to sustainability activities within our own operations and to client projects and advice, such as sustainable design. While the information is grouped regionally, all employees have easy access to the various sites, thus contributing to global knowledge-sharing.

MANAGING ENERGY AND CLIMATE-RELATED RISKS

WSP takes seriously potential business risks associated with climate change, continually identifying and prioritizing potential risks so they can be managed appropriately. This occurs as part of both the Corporation's strategic review and enterprise risk processes, with each WSP business ultimately reporting results to the executive committee and Board.

While these processes typically identify a number of climate change-related risks, to date we have not categorized any risk as capable of generating a substantive change in our business or operations. During the reporting year, regulatory as well as physical risks were identified. Because WSP is an office-based

organization with limited owned real estate assets, however, we feel our exposure is limited.

From a regulatory perspective, WSP's primary risk is our potential failure to respond to market demands driven by climate-related regulations. Given the services we provide to clients to address climate change, such a failure could potentially lead to a reduced market share in a segment that continues to experience considerable growth. In practice, regulatory changes associated with climate change could represent a significant area of opportunity for WSP across our spectrum of services. These include resiliency planning, renewable energy strategies, green building design, energy efficiency and facilitating organizational and behavioural change. We are aware of the opportunities presented by growth in these services, and we understand that to avoid risk, we should address these areas in a strategic and robust manner.

A number of physical risks (such as increases in the frequency of severe weather) could also impact our business or operations. These risks could manifest themselves in disruptions involving offices and IT systems and the ability of our employees to travel to work and to our clients, particularly in some regions. However, WSP generally occupies modern facilities in well-connected locations and we have continuity plans in place to ensure that we are not overly dependent on local premises or IT systems to maintain continuity of service to our clients and projects. These plans are supported by backup IT systems and supporting infrastructure; we anticipate that any physical climate disruptions would have a minimal impact on our offices, employees or clients.

ENERGY AND GHG, WASTE AND WATER MONITORING

While historically WSP has published only its performance with regard to energy and GHG emissions, this year's report also highlights our waste and water performance. While these areas of impact have long been embedded in the sustainability management plans of our respective businesses, associated data have not been aggregated at a global level to date. In this section, we feature energy and GHG emissions data for the period 2010 to 2014; for waste and water, only 2014 data are included. In the future, we will focus on continually improving our management efforts across these impacts, including expanding the scope of activity data collected by each business.



MOUNT PLEASANT SUBSTATION VANCOUVER, BC, CANADA

CLIENT

BC Hydro

ARCHITECT

Architecture 49, partner firm of WSP

MAIN SERVICES

Project management, structural engineering, mechanical engineering, civil engineering

The Mount Pleasant substation is the only publicly-visible portion of BC Hydro's Vancouver City Central Transmission Project and an integral part of the most significant investment in Central Vancouver's electrical system in 30 years.

The substation is designed to withstand considerable disruptions and thus act as a strong source of power reliability in the region. Through this project, WSP is contributing to enhancing the resiliency of an electricity grid that is increasingly tested.



150 CHARLES STREET NEW YORK CITY

CLIENT

Witcoff Group

ARCHITECT

CookFox Architects

MAIN SERVICES

WSP provided MEP (mechanical, electrical, and plumbing) engineering services as well as fire protection engineering.

This 15-storey residential building is 240,000 square feet and includes over 90 apartments, extensive green terraces, a swimming pool, gym, and parking garage.

Excavation was completed and construction documents were 90 percent complete when the project site was partially flooded as a result of hurricane Sandy in 2012. An adjacent building exterior wall collapsed into the project site and the area was without power for one week.

Following the hurricane, two natural gas emergency generators that would accommodate basic building operations were incorporated into the design.

In the event of a blackout, the two generators would run building services such as the fire alarm system, elevators, sewage ejector pumps, domestic water pumps, water heaters, and emergency egress lighting.

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ENERGY CONSUMPTION AND GHG EMISSIONS

WSP has gathered energy and GHG emissions data for its global portfolio since 2010. Over the past five years, we have increased the quality and accuracy of our energy and GHG emissions inventory, in addition to reducing our usage on a normalized basis. Appendix A sets out our calculation methodology.

In 2014, energy use totalled approximately 276,000 gigajoules (“GJ”). WSP generated or purchased energy from renewable sources for a small percentage of this total (<1%). On a normalized basis, usage from renewable and non-renewable sources inside the organization translates to 15.2 GJ per full-time equivalent (“FTE”). While we saw an increase in absolute energy use between 2010 and 2014, primarily due to business growth, our energy use intensity is declining. Since 2010, we have seen a reduction in energy use per FTE of approximately 1%. This reduction may be attributed to ongoing energy efficiency measures in offices across our global businesses, as well as to changes in employee behaviour due to increased sustainability awareness related to the publication of our global sustainability policy, regional implementation

of our sustainability standards and broader engagement of employees as part of our materiality assessment conducted in preparation for this report.

WSP’s Scope 1 and 2 GHG emissions profile parallels that of our energy profile. In 2014, Scope 1 and 2 GHG emissions totalled approximately 20,400 metric tons of CO₂e, which represents 57% of our quantified global footprint. On a normalized basis, we saw a reduction of 5% per FTE between 2010 and 2014. A combination of energy efficiency initiatives and employee behaviour changes have contributed to this decline.

In addition to Scope 1 and 2 GHG emissions, we measure and monitor Scope 3 GHG emissions associated with employee business travel. In 2014, GHG emissions from this source totalled approximately 15,700 metric tons of CO₂e, which represents 43% of our global footprint. We continue to focus on reducing Scope 3 GHG emissions, and since 2010 have seen a reduction of 20% per FTE due to a reduction in employees’ business miles. WSP revised its global business travel policy in 2010 and encourages employees to reduce travel where appropriate and to increase the use of collaboration technology tools such as voice-over-internet protocol (“VOIP”), webinars and audio conference tools. We will continue to implement travel reduction initiatives across our global operations as appropriate for our businesses, employees and clients.

CITY BOULEVARD ASSESSMENT HELSINKI, FINLAND

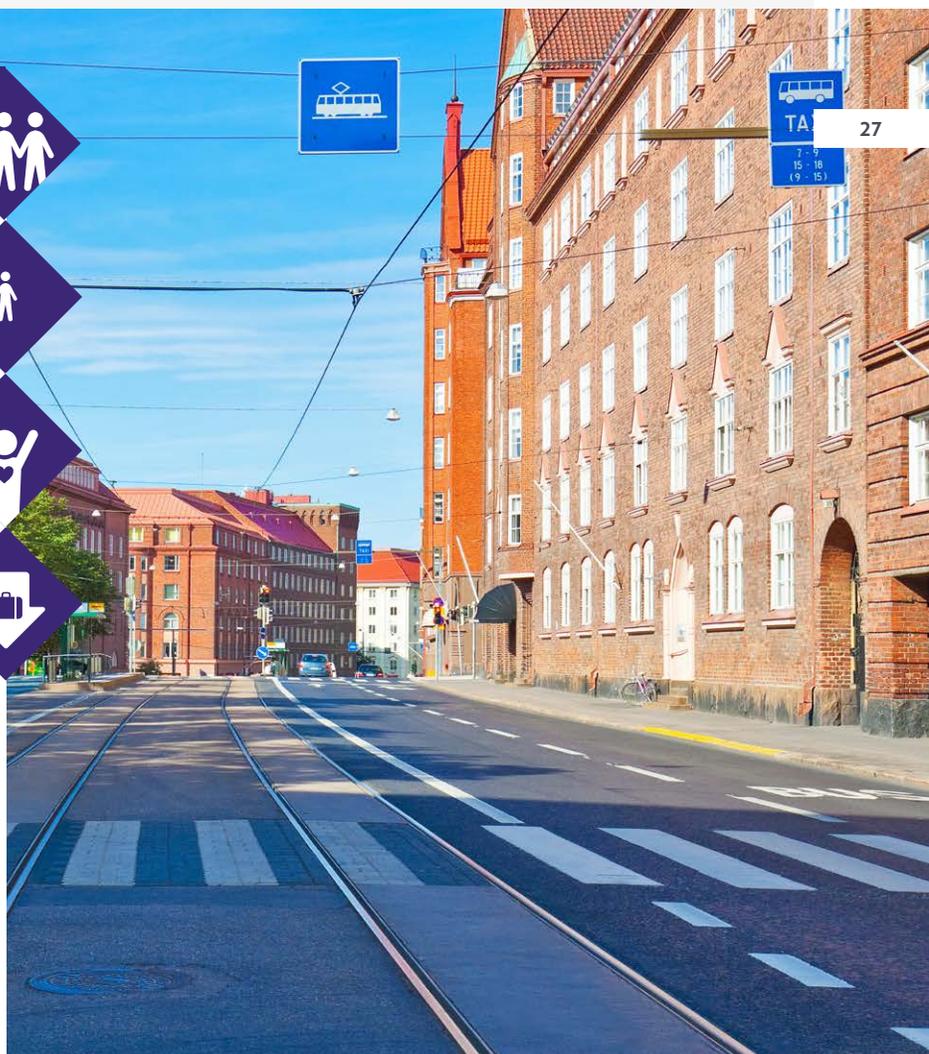
CLIENT

City Planning Department of Helsinki

MAIN SERVICES

Urban capacity, transport, commercial services, health effects and urban economy study

The study examined the effects of modifying radial motorways leading to Helsinki city centre into city boulevards, providing additional possibilities for development along the road corridors. The alternative scenario is continuation of the current trend, which neglects various challenges regarding foreseen changes in demographics, traffic, economic growth and employment and the related effects on the urban development and city structure. The assessment showed that a shift towards city boulevards would support economic growth and employment as well as the development of new urban structure (new blocks and street connections).



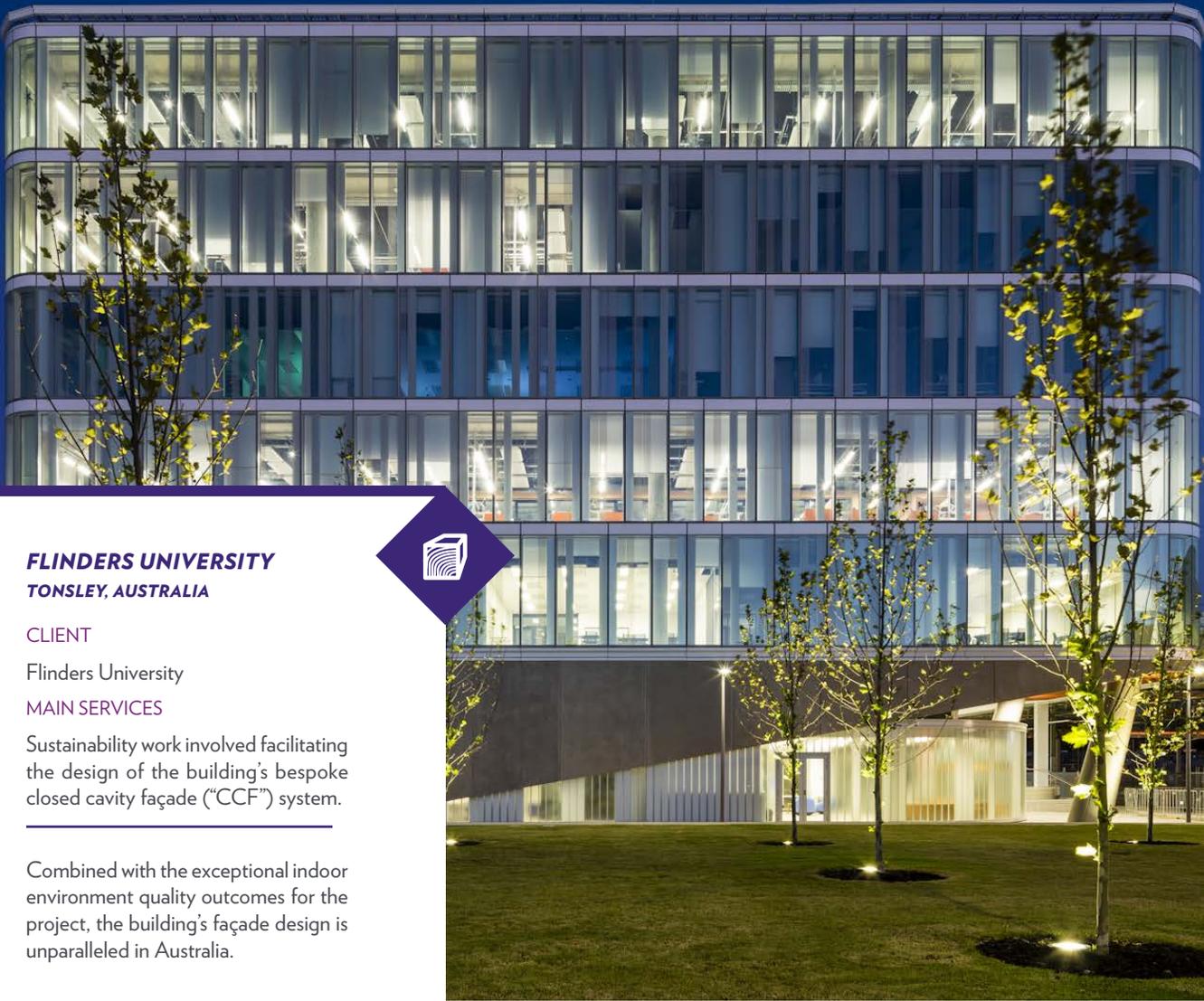
Several of WSP's businesses have reduction targets in place that have helped to drive our energy and GHG emissions reduction efforts.

Our U.K. business has committed to a 28% reduction in absolute Scope 1, 2, and 3 GHG emissions between 2010 and 2015; performance through 2014 indicates that the U.K. business has already achieved this goal (36% reduction in Scope 1, 2, and 3 emissions between 2010 and 2014). In addition, the U.K. business set two annual targets for 2014: a 2% absolute reduction in office energy use and a 5% reduction in business travel-related GHG emissions per FTE. The U.K. business saw an increase in absolute energy use (1%) for the first time since WSP began reporting, owing largely to a significant increase in employees (19%) during the year. GHG emissions from business travel were reduced by 10% per FTE in 2014, likely also caused by the increase in employees covering the region and a significant increase in office-based smart working.

WSP's business in Sweden has committed to a 30% reduction in Scope 1, 2, and 3 GHG emissions per FTE between 2010 and 2020. Given the performance-to-date in Sweden (17% reduction between 2010 and 2014), the business is on track to achieve its regional goal by the 2020 target.

As WSP's energy and GHG emissions management efforts continue to mature, each business will be responsible for developing a GHG emissions reduction goal and for identifying, prioritizing, and implementing opportunities to further reduce energy and GHG emissions.

Please see the Global Environmental Performance Summary tables on pages 30 and 31 for more information.



FLINDERS UNIVERSITY
TONSLEY, AUSTRALIA



CLIENT

Flinders University

MAIN SERVICES

Sustainability work involved facilitating the design of the building's bespoke closed cavity façade ("CCF") system.

Combined with the exceptional indoor environment quality outcomes for the project, the building's façade design is unparalleled in Australia.



WASTE GENERATION

As an office-based organization, WSP does not generate significant volumes of waste. 2014 marks the first year in which we aggregated waste generation data on a global basis. During the reporting year, WSP generated a total of approximately 3,900 tons of non-hazardous waste: approximately 2,400 metric tons generated was landfilled, 1,400 metric tons recycled and 65 metric tons disposed of by other methods, including energy recovery. We estimate our recycling rate at 39% globally. As we continue to collect and analyze waste-related data, we will report on both our year-to-year performance as well as on our management efforts to reduce waste generated by the organization.

A21 TONBRIDGE TO PEMBURY DUALLING U.K.

CLIENT

Highways England
(formerly Highways Agency Major Projects South)

MAIN SERVICES

Highways design and build designer to main contractor

This 4.1 km major road realignment scheme to upgrade a single carriageway bottleneck to dual carriageway runs through environmentally sensitive areas, including ancient woodland. WSP's team made significant changes to the Indicative Design that will reduce the impact of the works. By using risk assessment techniques WSP was able to remove the need for importing 7,300 m³ of suitable fill soil and avoided removing 2,700 m² of dense vegetation.



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WATER CONSUMPTION

While WSP is not a significant user of water, we acknowledge the importance of water availability and quality and promote water conservation and efficiency measures across our global portfolio. We rely on municipal sources for the vast majority of our water needs, which include water for drinking, cooking and sanitation by employees at our offices. In some cases, we rely on municipal sources for irrigation purposes. In 2014, WSP used 92 megalitres of water from municipal sources, equivalent to approximately 5,000 litres per FTE during the reporting year.

ILLOVO WATER FOOTPRINT AND STRATEGY SIX AFRICAN COUNTRIES

CLIENT

Illovo Sugar Limited

MAIN SERVICES

Water footprint, risk assessment, development of water strategy

Water is a vital input for all of Illovo's operations. Water is sourced from rain, directly from rivers, groundwater and from municipal service providers. Illovo approached WSP to help them better understand water consumption across their operations, the operational and strategic risks posed by this consumption and how to strategically manage water across their operations.



CASE STUDY: THE U.K.

Sustainability is a fundamental aspect of how our business in the U.K. operates and works. Throughout the U.K., sustainability is built into our projects, designs and advice to clients, in addition to our own operations. Since 2009, WSP in the U.K. has set various regional sustainability objectives; the region's 2014-2015 objectives established a two-tiered approach for the business, with environmental as well as social aspects featured. Environmental objectives for the business included commitments to reduce energy, GHG emissions and waste. Some highlights from the year include:

- PACT. For the fifth year running, WSP employees in the U.K. participated in the company's unique personal carbon accounting and trading scheme, known as PACT. In addition to reducing the direct footprint of the business, WSP in the U.K. actively encourages its employees to do the same with their private carbon footprint. Over 150 U.K. employees volunteered to take part in PACT in

2014. Participating employees committed to tracking their footprint and pledged to reduce personal GHG emissions over the course of the year, with a potential salary bonus if personal GHG emissions fell below a specified threshold. Through PACT, WSP in the U.K. motivates employees to measure and reduce their Scope 3 emissions from employee business travel, among other areas.

- Waste reduction. In 2014, the U.K. business coordinated waste audits at all facilities and reviewed the recycling options available at each office. Waste destined for landfill decreased across offices, leading to a regional recycling rate of over 97%, including waste-to-energy. One strategy for reducing waste was the introduction of "follow me" printing at four offices in the U.K., which consolidated the printing facilities in these locations and made them more efficient. While overall paper use increased almost 3% in 2014, given the significant increase in employees in the region, this was expected.

GLOBAL ENVIRONMENTAL PERFORMANCE SUMMARY

ENERGY CONSUMPTION (WITHIN THE ORGANIZATION)						
SOURCE	UOM	2010	2011	2012	2013	2014
Electricity	GJ	131,522	125,234	127,685	123,362	132,253
Stationary Fuels ⁽¹⁾	GJ	39,180	36,703	37,690	39,924	85,929
District Heating	GJ	28,066	22,025	28,373	30,228	29,412
Mobile Fuels ⁽²⁾	GJ	30,151	35,208	39,902	21,613	22,513
District Cooling	GJ	5,246	4,116	5,303	5,650	5,650
Total	GJ	234,165	223,286	238,952	220,777	275,756
Per FTE	GJ/FTE	15.3	14.2	14.3	13.1	15.2

GHG EMISSIONS ⁽³⁾						
SOURCE	UOM	2010	2011	2012	2013	2014
Scope 1 / Direct	MT CO ₂ e	3,984	4,053	4,138	4,799	7,433
Scope 2 / Energy Indirect	MT CO ₂ e	14,192	12,859	12,981	12,497	13,016
Subtotal - Scope 1 and 2	MT CO ₂ e	18,176	16,912	17,119	17,296	20,449
Per FTE	MT CO ₂ e/FTE	1.2	1.1	1.0	1.0	1.1
Scope 3 / Other Indirect (Business Travel)	MT CO ₂ e	16,563	16,367	15,843	15,772	15,707
Subtotal - Scope 3	MT CO ₂ e	16,563	16,367	15,843	15,772	15,707
Per FTE	MT CO ₂ e/FTE	1.1	1.0	0.9	0.9	0.9
Total	MT CO₂e	34,739	33,279	32,962	33,068	36,156
Per FTE	MT CO₂e/FTE	2.3	2.1	2.0	2.0	2.0

Notes: (1) Includes natural gas, liquified petroleum gas (LPG), residual fuel oil no.5, and distillate fuel oil no. 2 (2) Includes gasoline and diesel (3) Includes CO₂, CH₄, N₂O, and HFCs



WASTE GENERATION						
DESTINATION	UOM	2010	2011	2012	2013	2014
Landfill	MT	NC	NC	NC	NC	2,364
Recycling	MT	NC	NC	NC	NC	1,443
Recovery, including energy recovery	MT	NC	NC	NC	NC	65
Other/Unknown	MT	NC	NC	NC	NC	4
Incineration	MT	NC	NC	NC	NC	<1
Composting	MT	NC	NC	NC	NC	<1
Total	MT	NC	NC	NC	NC	3,876
Per FTE	kg/FTE	NC	NC	NC	NC	213

WATER WITHDRAWALS						
SOURCE	UOM	2010	2011	2012	2013	2014
Municipal water supplies/ other water utilities	ML	NC	NC	NC	NC	92
Total	ML	NC	NC	NC	NC	92
Per FTE	Litre/FTE	NC	NC	NC	NC	5,045

CO₂e: Carbon dioxide equivalent
FTE: Full-time equivalent

GJ: Gigajoule (1 billion joules)
ML: Megalitres (1 million litres)

MT: Metric tons
NC: Not calculated

VTC THEI NEW CAMPUS HONG KONG

CLIENT

Technological and Higher Education Institute of Hong Kong (THEi)

MAIN SERVICES

Building services consultant, BEAM Plus consultant, and microclimate consultant

For the new campus of the Technological and Higher Education Institute of Hong Kong (THEi), we delivered one of Hong Kong's most environmentally-friendly facilities. Due for completion by 2016, the 14-storey, 39,000 m² building will serve more than 3,000 students.



OUR FIRM

OUR GOVERNANCE

The Board of Directors has responsibility for the stewardship of the Corporation and has adopted a formal mandate setting out its stewardship responsibilities, including its responsibilities for overseeing integrity and ethics, the appointment of the CEO, management of the Board, strategic and succession planning, monitoring corporate and financial performance, financial reporting, risk management and oversight of the Corporation's policies and procedures, communications, reporting and compliance with legal requirements. Please refer to the [Corporation's Corporate Governance Guidelines](#) and the [Management Information Circular](#) for the year ended December 31, 2014, for further details.

WSP'S BOARD OF DIRECTORS

INDEPENDENCE

The charter of the Board of Directors provides that the Board must at all times be made up of a majority of individuals who are independent. Based on the information received from each Director and taking into account the independence criteria set forth below, the Board concluded that all Directors, with the exception of Christopher Cole, George J. Pierson and Pierre Shoiry, are independent within the meaning of National Instrument 52-110 – Audit Committees (the "CSA Audit Committee Rules").

DIVERSITY

The Board is committed to maintaining high standards of corporate governance in all aspects of the Corporation's business and affairs, and recognizes the importance and benefits of having a Board and senior management comprised of highly talented and experienced individuals in order to foster and promote diversity among the Board members and executive officers. The Board reiterated its belief in diversity by amending the Corporation's Corporate Governance Guidelines in March 2015.

As set out in the Corporate Governance Guidelines, the Governance, Ethics and Compensation Committee ("GECC"), when identifying candidates to nominate for election to the Board or in its review of executive officer succession planning and talent management, considers objective criteria such as talent, experience and functional expertise, as well as criteria designed to promote diversity, such as gender, ethnicity, age and other factors. The Committee also considers the levels of representation of women on the Board and in executive officer positions in the search for and selection of candidates and, where necessary, seeks advice from qualified external advisors to assist in this search. The Committee conducts periodic evaluations and assessments of individual board members, as well as of committees and the Board as a whole with a view to identifying strengths and areas for improvement.

Specific targets or quotas for gender or other diversity appointments to the Board or in executive officer positions have not been adopted by the Board due to the need to consider a balance of criteria in each individual appointment. The Board will promote its diversity objectives through the initiatives set out in the Corporate Governance Guidelines with a view to identifying and fostering the development of a suitable pool of candidates for nomination or appointment over time. The GECC will, in its periodic review of the composition of the Board and executive officer appointments, assess the effectiveness of the Board nomination process and senior management appointment process in terms of achieving the Corporation's diversity objectives and monitoring the implementation of these guidelines.

As at May 21, 2015, when our most recent annual general shareholders meeting was held, two of our eight Directors are women, representing 25% of the total.

GEOGRAPHIC LOCATION

Since we are engaged in wide-ranging operations, do business around the world and operate within complex political and economic environments, the Board attempts to recruit and select Board candidates who have global business understanding and experience.

WSP'S MANAGEMENT TEAM

As at May 21, 2015, the eight executive officers of the Corporation include one woman, representing 12.5% of the total.

As at May 21, 2015, the nine members of the senior management team at WSP's global corporate level include five women, representing 55.5% of the total.

Please refer to the [Management Information Circular](#) and the [Annual Information Form](#) for more information about our management team structure.



OUR FINANCIAL PERFORMANCE*

C\$2.9_B

REVENUES

+44%

INCREASE IN REVENUES

C\$2.3_B

NET REVENUES

+40.1%

INCREASE IN NET REVENUES

C\$253.5_M

EBITDA

10.8%

(11.4% EXCLUDING PARSONS
BRINCKERHOFF)
EBITDA MARGIN

SIGNIFICANT ORGANIZATIONAL CHANGES

On January 1, 2011, GENIVAR Inc., a publicly traded corporation (“GENIVAR”) was formed pursuant to a plan of arrangement under the Canada Business Corporation Act (“CBCA”), as a result of which GENIVAR Income Fund (the “Fund”) combined with GENIVAR Inc., a private holding company, (“GENIVAR Inc.”) and converted from an income trust structure to a new publicly traded corporation (the “Conversion”).

On August 1, 2012, GENIVAR completed the acquisition of WSP Group plc, a multidisciplinary professional services consultancy based in London, United Kingdom (“U.K.”), pursuant to a scheme of arrangement (the “Scheme”) under Part 26 of the U.K. Companies Act 2006 (the “WSP Transaction”).

Effective January 1, 2014 (the “Arrangement Effective Date”), the Corporation reorganized its corporate structure pursuant to a court-approved plan of arrangement (the “Arrangement”) under the CBCA. The Arrangement, which was approved by shareholders (as defined below) at the Annual and Special Meeting of Shareholders held on May 23, 2013, and which received final approval of the Superior Court of Québec on May 27, 2013, resulted in the reorganization of the Corporation into a global company structure whereby a newly created company named WSP Global Inc. replaced GENIVAR as the publicly traded company in all of the provinces and territories of Canada, the same jurisdictions as those of GENIVAR prior to the Arrangement.

The purpose of this Arrangement was to implement a global corporate structure to set strong foundations for future growth. As part of this reorganization, the Canadian operating entity was also rebranded to WSP Canada Inc. By rebranding, the Corporation clearly positioned itself as a key player with a global presence, a global brand and a broader depth of multidisciplinary expertise and experience from which to draw upon, thereby offering more to its clients.

Please consult the “Business Acquisitions” section of the [Corporation’s Annual Information Form](#) for the year ended December 31, 2014, for a complete list of 2014 acquisitions.

* Based on financial and operating results for the year ended December 31, 2014.



APPENDICES



APPENDIX A:

ENVIRONMENTAL DATA COLLECTION AND ANALYSIS METHODS

We relied on the Greenhouse Gas Protocol, made available by the World Business Council for Sustainable Development and the World Resources Institute, to develop our 2014 inventory. This protocol guides many companies in their data collection and analysis efforts related to energy and GHG emissions; WSP has also applied its principles in the collection and analysis of waste and water data. We employ the operational control approach in the compilation of our inventory.

For energy and GHG emissions, WSP collects and analyzes activity data associated with Scope 1, 2, and 3 (business travel) emissions sources, and established 2010 as the inventory's base year to align with reduction targets set by many of our individual businesses.

To convert electricity consumption data into GHG emissions, we used the most recent eGRID emission factors from the Environmental Protection Agency ("EPA") for the U.S., International Energy Agency factors for most international locations and country-specific factors for Australia, Canada and the U.K. WSP referenced EPA's GHG Emissions Factor Hub for emissions factors associated with stationary and mobile consumption sources. For Scope 3 business travel, which includes air, rail, and vehicle travel by employees, data were gathered from our travel agency vendors and, in some regions, from employee expense reporting. GHG emissions for business travel were primarily calculated using methodologies and factors available from the Department for Environment, Food and Rural Affairs ("DEFRA") in the U.K. and the EPA.

To convert Scope 1, 2, and 3 GHG emissions into units of carbon dioxide equivalent ("CO₂e"), we relied on global warming potentials from the Intergovernmental Panel on Climate Change Fourth Assessment Report, in accordance with GHG Protocol guidance.

Where feasible, WSP collected actual activity data from identified emissions sources. If actual data were not available,

WSP estimated emissions from purchased electricity and stationary combustion using industry average emission intensity factors from the U.S. Department of Energy's Commercial Buildings Energy Consumption Survey. WSP assumed that all facilities use refrigerants and calculated a refrigerant intensity for emissions quantification using the EPA's suggested guidance and loss rate of 10%. Kyoto Protocol Gases included in this inventory are CO₂, CH₄, N₂O and hydrofluorocarbons ("HFCs"). WSP has no emissions from perfluorocarbons ("PFCs") or sulfur hexafluoride ("SF₆").

In 2014, WSP expanded the organizational boundary of its inventory to include 18 additional facilities in the U.S., Colombia, South Africa, France, India, Oman, Taiwan and Trinidad and Tobago; these facilities represent approximately 5% of our global portfolio. In addition, the operational boundary was expanded to include mobile source emissions in Colombia. These combined changes resulted in a methodology change to the inventory that required emissions to be restated back to the 2010 base year. For the 2014 inventory, we excluded environmental data for some acquisitions that occurred throughout the year including ccrd in the U.S. and Parsons Brinckerhoff globally. In the 2015 inventory, these aspects will be included in WSP's operational boundary.

In compiling our waste and water inventories, WSP collected waste disposal and water withdrawal metrics from facilities that provided actual activity data. For all other facilities where data were unavailable, WSP estimated waste disposal volumes and water withdrawals using average waste and water intensities from facilities that provided actual data. The waste disposal method for facilities providing actual activity data was provided by waste disposal vendors. While activity data were estimated for a larger percentage of facilities for waste and water compared to energy and GHG emissions, in 2015 we plan to expand our data collection efforts while expanding our boundary to include WSP's recent acquisitions listed above.



APPENDIX B:

GRI G4 CONTENT INDEX

GENERAL STANDARD DISCLOSURES

DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
STRATEGY AND ANALYSIS						
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	CEO's Message, p. 4; Chair of the Sustainability Primary Network's Message, p. 9	NA	NA	NA	No
ORGANIZATIONAL PROFILE						
G4-3	Name of the organization	WSP Global Inc. ("WSP" or the "Corporation")	NA	NA	NA	No
G4-4	Primary brands, products, and services	Our Operations, p. 12	NA	NA	NA	No
G4-5	Location of the organization's headquarters	WSP's headquarters are located at 1600 René-Lévesque Blvd. West, 16 th Fl., Montreal, Québec, Canada	NA	NA	NA	No
G4-6	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	Our Presence, p. 13	NA	NA	NA	No
G4-7	Nature of ownership and legal form	WSP is a corporation formed pursuant to a plan of arrangement under the Canada Business Corporation Act. It is publicly listed on the Toronto Stock Exchange.	NA	NA	NA	No
G4-8	Markets served	Our Operations, p. 12 2014 Financial Statements and MD&A , p. 4	NA	NA	NA	No
G4-9	Scale of the organization	CEO's Message, p. 4 2014 Annual Report , p. 3	NA	NA	NA	No
G4-10	Employee demographics	Our Employees, p. 19	NA	NA	NA	No
G4-11	Percentage of total employees covered by collective bargaining agreements	Our Employees, p. 19	NA	NA	NA	No



DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
G4-12	Description of organization's supply chain	Our Supply Chain, p. 24	NA.	NA	NA	No
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	Significant Organizational Changes, p. 33	NA	NA	NA	No
G4-14	Whether and how the precautionary approach or principle is addressed by the organization	The Precautionary Approach, p. 18	NA	NA	NA	No
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	At a sector and regional level, WSP is affiliated with a number of external organizations and initiatives, including those highlighted in G4-16 of this Content Index. Our core values – Innovative, Trustworthy, United, Passionate, Caring – help drive which external efforts we support or contribute to directly. These decisions are made at a sector and regional level.	NA	NA	NA	No
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization holds a position on the governance body, participates in projects or committees, provides substantive funding beyond routine membership dues, views membership as strategic	Our Memberships and Collaborations, p. 22-23	NA	NA	NA	No

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

G4-17	Entities included in the organization's consolidated financial statements or equivalent documents	2014 Financial Statements and MD&A , p. 81	NA	NA	NA	No
G4-18	Process for defining the report content and the Aspect Boundaries and explanation of how the organization has implemented the Reporting Principles for Defining Report Content	Report Overview, p. 11	NA	NA	NA	No
G4-19	Material Aspects identified in the process for defining report content	Report Overview, p. 11	NA	NA	NA	No
G4-20	Aspect Boundary within the organization for each material Aspect	Report Overview, p. 11	NA	NA	NA	No
G4-21	Aspect Boundary outside the organization for each material Aspect	Report Overview, p. 11	NA	NA	NA	No
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	Appendix A: Environmental Data Collection and Analysis Methods, p. 35	NA	NA	NA	No
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries	Report Overview, p. 11	NA	NA	NA	No



DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
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STAKEHOLDER ENGAGEMENT

G4-24	Stakeholder groups engaged by the organization	Report Overview, p. 11	NA	NA	NA	No
G4-25	Basis for identification and selection of stakeholders with whom to engage	Report Overview, p. 11	NA	NA	NA	No
G4-26	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Report Overview, p. 11	NA	NA	NA	No
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	Report Overview, p. 11	NA	NA	NA	No

REPORT PROFILE

G4-28	Reporting period (such as fiscal or calendar year) for information provided	January 1, 2014 to December 31, 2014	NA	NA	NA	No
G4-29	Date of most recent previous report	Our most recent sustainability report was published in August 2014, for the 2013 fiscal year ended December 31, 2013	NA	NA	NA	No
G4-30	Reporting cycle	The report is published on a yearly basis	NA	NA	NA	No
G4-31	Contact point for questions regarding the report or its contents	Lynne Ceeney, Global Head of Sustainability ceeneyl@pbworld.com	NA	NA	NA	No
G4-32	'In accordance' option the organization has chosen	Report Overview, p. 11	NA	NA	NA	No
G4-33	Organization's policy and current practice with regard to seeking external assurance for the report	Report Overview, p. 11	NA	NA	NA	No

GOVERNANCE

G4-34	Governance structure of the organization, including committees of the highest governance body and any committees responsible for decision-making on economic, environmental and social impacts	The Primary Network, p. 15	NA	NA	NA	No
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ETHICS AND INTEGRITY

G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Our Ethical Business Behaviour and Code of Conduct, p. 25	NA	NA	NA	No
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SPECIFIC STANDARD DISCLOSURES

DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
ECONOMIC PERFORMANCE						
G4-DMA	Generic Disclosures on Management Approach	2014 Financial Statements and MD&A , p. 3	NA	NA	NA	No
G4-EC1	Direct economic value generated and distributed	2014 Financial Statements and MD&A , p. 7	NA	NA	NA	No
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	WSP and the Environment, p. 25	NA	NA	NA	No
INDIRECT ECONOMIC IMPACTS						
G4-DMA	Generic Disclosures on Management Approach	Future Ready, p. 17	NA	NA	NA	No
G4-EC8	Significant indirect economic impacts, including the extent of impacts	Future Ready, p. 17	NA	NA	NA	No
ENVIRONMENTAL						
ENERGY						
G4-DMA	Generic Disclosures on Management Approach	WSP and the Environment, p. 25	NA	NA	NA	No
G4-EN3	Energy consumption within the organization	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	Energy sold	The Standard Disclosure or Part of the Standard Disclosure is not applicable	WSP did not sell any energy (electricity, heating, cooling, steam) in 2014	No
G4-EN4	Energy consumption outside of the organization	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	Upstream and downstream energy use	The Standard Disclosure or Part of the Standard Disclosure is not applicable	WSP reports on related impacts for which data are available in G4-EN17	No
G4-EN5	Energy intensity	WSP and the Environment, p. 25	NA	NA	NA	No
G4-EN6	Reduction of energy consumption	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	NA	NA	NA	No



DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
WATER						
G4-DMA	Generic Disclosures on Management Approach	WSP and the Environment, p. 25	NA	NA	NA	No
G4-EN8	Total water withdrawal by source	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	NA	NA	NA	No
EMISSIONS						
G4-DMA	Generic Disclosures on Management Approach	WSP and the Environment, p. 25	NA	NA	NA	No
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	Biogenic CO ₂ emissions	The Standard Disclosure or Part of the Standard Disclosure is not applicable	WSP did not generate any biogenic CO ₂ emissions in 2014	No
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	NA	NA	NA	No
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	Biogenic CO ₂ emissions	The Standard Disclosure or Part of the Standard Disclosure is not applicable	WSP did not generate any biogenic CO ₂ emissions in 2014	No
G4-EN18	Greenhouse gas (GHG) emissions intensity	WSP and the Environment, p. 25	NA	NA	NA	No
G4-EN19	Reduction of greenhouse gas (GHG) emissions	WSP and the Environment, p. 25; Appendix B: Environmental Data Collection and Analysis Methods, p. 35	NA	NA	NA	No
EFFLUENTS AND WASTE						
G4-DMA	Generic Disclosures on Management Approach	WSP and the Environment, p. 25	NA	NA	NA	No
G4-EN23	Total weight of waste by type and disposal method	WSP and the Environment, p. 25; Appendix A: Environmental Data Collection and Analysis Methods, p. 35	NA	NA	NA	No
PRODUCTS AND SERVICES						
G4-DMA	Generic Disclosures on Management Approach	Future Ready, p.17	NA	NA	NA	No
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	Future Ready, p.17	NA	NA	NA	No



DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
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SOCIAL - LABOUR PRACTICES AND DECENT WORK

EMPLOYMENT

G4-DMA	Generic Disclosures on Management Approach	Our Employees, p. 19	NA	NA	NA	No
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Our Employees, p. 19	Employee hires; employee turnover by age group and gender	The information is currently unavailable	WSP did not collect global information on hiring or retention by age group or gender in 2014	No
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Our Employees, p. 19; all locations of operation are considered significant	NA	NA	NA	No

OCCUPATIONAL HEALTH AND SAFETY

G4-DMA	Generic Disclosures on Management Approach	Our Employees, p. 19	NA	NA	NA	No
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Our Employees, p. 19	Rates and types of injury, occupational disease rates, lost day rate, absentee rate, and work related fatalities for employees and subcontractors by region and gender	The information is currently unavailable	WSP did not collect global information on injury and other health and safety rates in 2014; a Head of Global Health and Safety was appointed in January 2015	No

TRAINING AND EDUCATION

G4-DMA	Generic Disclosures on Management Approach	Our Employees, p. 19	NA	NA	NA	No
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Our Employees, p. 19	Average hours of training by gender and employee category	The information is currently unavailable	WSP did not collect global information on training by gender and employee category in 2014	No

DIVERSITY AND EQUAL OPPORTUNITY

G4-DMA	Generic Disclosures on Management Approach	Our Employees, p. 19; Our Firm, p. 32	NA	NA	NA	No
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Our Employees, p. 19; Our Firm, p. 32	Composition of governance bodies and employees by age and minority groups	The information is subject to confidentiality constraints	WSP has chosen not to report this information in 2014	No



DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
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EQUAL REMUNERATION FOR WOMEN AND MEN

G4-DMA	Generic Disclosures on Management Approach	We are committed to building an inclusive culture that respects and maximizes the contribution of the different backgrounds employees bring to WSP for the benefit of our clients, employees, shareholders and wider communities. Diversity is critical in building a culture of innovation, engagement and performance. It is also fundamental to attracting and retaining the best talent globally.	NA	NA	NA	NA
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	NA	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	WSP did not collect global information on remuneration by gender and employee category in 2014	WSP published its Diversity Policy in 2015, which includes discrimination based on age, disability, equal pay, ethnic or national origin, gender, pregnancy and parental leave, marital status, religion or belief and sexual orientation.	No



DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
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SOCIAL - HUMAN RIGHTS

NON-DISCRIMINATION

G4-DMA	Generic Disclosures on Management Approach	We are committed to building an inclusive culture that respects and maximizes the contribution of the different backgrounds employees bring to WSP for the benefit of our clients, employees, shareholders and wider communities. Diversity is critical in building a culture of innovation, engagement and performance. It is also fundamental to attracting and retaining the best talent globally	NA	NA	NA	No
G4-HR3	Total number of incidents of discrimination and corrective actions taken	NA	Total number of incidents of discrimination and corrective actions taken	WSP did not collect global information on total number of incidents of discrimination and corrective actions taken	WSP published its Diversity Policy in 2015, which includes discrimination based on age, disability, equal pay, ethnic or national origin, gender, pregnancy and parental leave, marital status, religion or belief and sexual orientation	No

SOCIAL - SOCIETY

LOCAL COMMUNITIES

G4-DMA	Generic Disclosures on Management Approach	Our Employees, p. 19, Our Supply Chain, p. 24				
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Our Employees, p. 19, Our Supply Chain, p. 24	Percentage of operations with implemented local community engagement, impact assessments, and development programs	The information is currently unavailable	As a professional services organization, our impact on local communities is limited to employment and local supply chains	
G4-SO2	Operations with significant actual and potential negative impacts on local communities	WSP did not identify significant actual and/or potential negative impacts on local communities in 2014	NA	NA	NA	No



DISCLOSURE	DESCRIPTION	SOURCE AND/OR CONTENT	IDENTIFIED OMISSIONS	REASON FOR OMISSIONS	EXPLANATION FOR OMISSIONS	EXTERNAL ASSURANCE
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ANTI-CORRUPTION

G4-DMA	Generic Disclosures on Management Approach	Our Employees, p. 19	NA	NA	NA	No
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	Transactions considered at risk are analyzed by the Governance, Ethics and Compensation Committee. As stated in our Code of Conduct, we cannot in any way accept, condone, or tolerate any instance of unethical or illegal behavior	Number and percentage of operations assessed for corruption risk; significant corruption risks identified through the risk assessment	The information is subject to specific confidentiality constraints	WSP has chosen not to report this information in 2014	No
G4-SO4	Communication and training on anti-corruption policies and procedures	Our Ethical Business Behaviour and Code of Conduct, p.23	NA	NA	NA	No



GLOSSARY



GLOSSARY

CEEQUAL

Sustainability assessment, rating and awards scheme for civil engineering

CFCs

Chlorofluorocarbons (e.g., refrigerants/coolants)

CFPOA

Canadian Corruption of Foreign Public Officials Act

CDP

Carbon Disclosure Project

CH₄

Methane

CO₂

Carbon dioxide

CO₂-e

Carbon dioxide equivalent

DEFRA

U.K. Department for Environment, Food and Rural Affairs

eGRID

Emissions & Generation Resource Integrated Database

EPA

U.S. Environmental Protection Agency

FCPA

U.S. Foreign Corrupt Practices Act

FTE

Full-time equivalent staff

GRI

Global Reporting Initiative

GECC

Governance, Ethics and Compensation Committee

GHG

Greenhouse gas

GJ

Gigajoule (1 billion joules)

GSSG

Global Sustainability Steering Group

HFC

Hydrofluorocarbon

Kg

Kilogram

MEP

Mechanical, electrical and plumbing engineering services

ML

Megalitres (1 million litres)

MT

Metric tons

NC

Not calculated

N₂O

Nitrogen oxide

PFC

Perfluorocarbons

SF₆

Sulfur Hexafluoride

SGBC

Sweden Green Building Council

STD

Swedish Federation of Consulting Engineers

UOM

Unit of measure



P A R S O

N S W S P

B R I N C

K E R H O

F F

ABOUT THE 2014 SUSTAINABILITY REPORT

WSP REPORT SECTION

PARSONS BRINCKERHOFF REPORT SECTION*

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*In this section of the report, all amounts are expressed in U.S. dollars



GLOBAL SUSTAINABILITY COUNCIL'S MESSAGE

WELCOME TO THE PARSONS BRINCKERHOFF SECTION OF OUR 2014 ANNUAL SUSTAINABILITY REPORT. I WAS PLEASED TO SPONSOR THE PARSONS BRINCKERHOFF GLOBAL SUSTAINABILITY COUNCIL DURING 2014. THE SUSTAINABILITY COUNCIL CO-ORDINATED PROGRESS ON THE GLOBAL SUSTAINABILITY PROGRAM, WHICH WAS ESTABLISHED IN 2009.

Similar in scope to WSP, the program encompasses business success (projects), communities (people) and environment (operations). The 2014 Council included representatives from all global regions and business units, ensuring that sustainability was embedded in our infrastructure projects as well as championing corporate and operational sustainability. We look forward to integrating with sustainability experts from WSP as we move into 2015.

The report is in accordance with Global Reporting Initiative ("GRI") principles, and I am pleased that we have achieved significantly improved coverage of projects and also performance data. One of our key operational achievements this year was a comprehensive database of offices throughout the globe, which enabled us to accurately track, model and report carbon emissions. The Council worked hard to engage the enthusiasm and expertise of our staff through the sustainability program, and it is gratifying to be able to showcase employees and projects from across the world and our business units in this report, alongside the recognition and awards that they received.

During 2014, we developed a Technical Excellence Network to link experts in different sustainability services from across the world. We also consolidated our Tools Database, which enables colleagues in different disciplines to share approaches, as well as spreading expertise globally. Parsons Brinckerhoff's sustainable infrastructure expertise, combined with WSP's management consulting sustainability expertise heralds an exciting new chapter for both companies as we move forward together on our sustainability journey.

DAVID McALISTER

Global Director, Transportation & Infrastructure
Senior board executive with responsibility for sustainability



INTRODUCTION



2014 SUSTAINABILITY PERFORMANCE HIGHLIGHTS

At Parsons Brinckerhoff our vision is to inspire the world's best teams to create innovative solutions for physical assets that enhance our communities for future generations. Our 2014 Global Sustainability Report documents our efforts to create business successes, act as stewards for the environment, and foster healthy communities through the development of public and private infrastructure. Highlights from 2014 include:

49

Number of students in the Parsons Brinckerhoff-supported Engineering Success Alliance, a program at Bucknell University in the U.S. that provides mentoring and tutoring for promising students from under-resourced schools to help them succeed in an engineering career.



\$116,327

Amount of employee donations matched by PB Foundation in the U.S. to support disaster relief and charitable initiatives.



61%

Percentage of offices in our U.S. operations that participated in the Community Involvement Challenge in 2014.



1,884

Number of volunteering hours donated by staff in our China offices.



4

Categories in which *Roads & Bridges* magazine ranked Parsons Brinckerhoff #1 in its "Go-To" list of 2014 Top Design Firms.



111

Number of employees who achieved the ISI Envision™ Sustainability Credential.



2

Number of Parsons Brinckerhoff projects recognized by the International Federation of Consulting Engineers ("FIDIC").



40%

Percentage reduction in our global air travel greenhouse gas ("GHG") emissions from 2013 to 2014.



3,790,000_{ekWh}

Amount of green electricity purchased in 2014, representing 13% of our global electricity consumption.



\$68,723,843

Revenue from the delivery of a sustainability-related service to our clients.



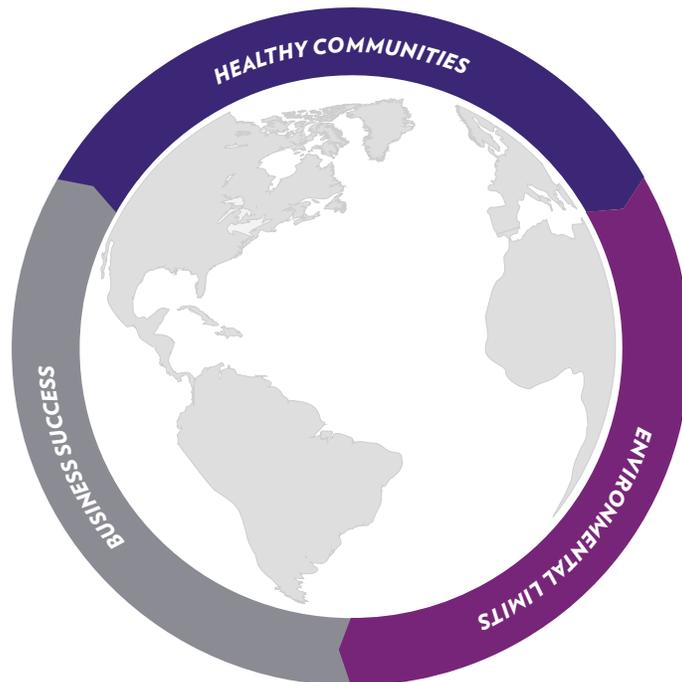
59%

Percentage of U.S. Green Teams that participated in Earth Day activities.



11%

Percentage reduction in the GHG footprint of our U.K. operations



WHO WE ARE



14,000
PROFESSIONALS

150
OFFICES WORLDWIDE

Parsons Brinckerhoff is an engineering and management consulting firm which in 2014 had 14,000 employees in 185 offices around the world. We work with both public and private clients to provide comprehensive services in all infrastructure sectors including transportation, power, energy, community development, water and wastewater, mining, and environmental services. Our expertise encompasses strategic consulting, planning, program management, engineering, construction management, and operations and maintenance. We are committed to providing infrastructure and services that underpin sustainable and liveable communities.

MARKET REGION	BUILDINGS	MINING	PLANNING & ENVIRONMENT	POWER & ENERGY	TRANSPORTATION	WATER
UNITED STATES Global HQ: New York	●		●	●	●	●
CANADA Regional HQ: Toronto	●				●	
U.K./EUROPE Regional HQ: London, England	●		●	●	●	●
AFRICA Regional HQ: Johannesburg, South Africa		●		●	●	
MIDDLE EAST Regional HQ: Dubai, UAE	●			●	●	●
AUSTRALIA/NEW ZEALAND Regional HQ: Sydney, Australia	●	●	●	●	●	●
ASIA Regional HQ: Hong Kong, China	●	●	●	●	●	●



CREATING A BETTER FUTURE, TODAY

We are committed to improving the long-term well-being of communities and the success of our clients. To achieve this we focus on three principles:

- Offer leading-edge technologies through our culture of collaboration and knowledge sharing
- Inspire our employees to break through the status quo by exploring “What if...?” scenarios
- Measure and improve the triple bottom line of social, environmental and financial performance of our services and operations

Our global team is united by a common vision:

WHAT WE DO

INSPIRE

the world's best teams to



CREATE

innovate solutions for physical assets that



ENHANCE

our communities for future generations.



GLOBAL SUSTAINABILITY COUNCIL

Sustainability in Parsons Brinckerhoff is coordinated by the Global Sustainability Council. Reporting to the Chief Operating Officer, the Council is responsible for setting a shared direction for sustainability initiatives through the Global Sustainability Program. The program comprises a set of Key Performance Indicators (“KPIs”) against which all operating companies set targets and report. In recognition of the various geographic regions in which we operate, the program empowers the operating companies to set additional KPIs relevant to the needs of their clients, regulatory frameworks, and maturity of sustainability markets. KPIs encompass operations and services.

The Council also develops shared resources and training materials, facilitates the exchange of technical tools and models, fosters global collaboration, and drives initiatives to improve our sustainability performance.

The Council is constantly evolving to better serve our clients and adapt to changes in how we approach sustainability.



OUR ACHIEVEMENTS



PROJECTS

We follow the **triple bottom line model** of sustainability. Our goal is to maximize economic, social and environmental benefits while minimizing and mitigating any unavoidable negative impacts. Our projects, operational initiatives, and management approaches are guided by this philosophy. Case studies throughout the report highlight our sustainability projects, services, and operational initiatives in 2014.

We work with public and private clients on thousands of infrastructure projects throughout the world. These range from the mega-projects that define an entire region to smaller projects that help local communities to thrive. Project teams are equipped with the tools to evaluate triple bottom line impacts of solutions being considered.

- 1 Our Transportation for Greater Manchester (“TfGM”) team in the U.K. received several awards for the **Manchester Metrolink Project**, including the Judges’ Special Award for Outstanding Performance at the National Transport Awards.
- 2 We received the “Hard Won Victory” commendation from the Planning Institute of Australia at the Western Australia Planning Excellence Ceremony for our work on the **Cockburn Coast Master Plan**. Cockburn Coast is a sustainable, high-density urban community that will accommodate 10,000 people. Our integrated transportation plan promotes pedestrian-friendly planning and GHG emissions reduction in the master plan.

We received a Globe Award from the American Road & Transportation Builders Association (“ARTBA”) for our work on the **NY Rising Community Reconstruction Program**. Our team with HR&A Advisors provided preliminary planning and design for 81 projects that will enhance infrastructure resilience against future storms. Tom Jost (centre) of the New York office and Aaron Kurtz (left) of HR&A Advisors accepted the award from ARTBA’s Leo Vecellio, Jr.

The **Huey P. Long Bridge Project** in the U.S. received a Sustainability Commendation award as well as the prestigious Prize Bridge Award from the National Steel Bridge Alliance.

The **Burgos Wind Power Project** in the Philippines surpassed one million working hours without a lost time injury. Our engineering services team received an award for this safety milestone from our client, the Energy Development Corporation.

The **Crossrail South East Section Project** in the U.K. received the Green Apple Award from The Green Organisation in the category of Environmental Best Practice and Sustainability. Our team with Network Rail and Balfour Beatty was recognized for implementing a zero net loss target for biodiversity.

*Parsons Brinckerhoff receives the Green Apple 2014 award from The Green Organisation at a ceremony at Parliament in London. Pictured are (from left to right) Roger Wolens, Director, The Green Organisation; Emanuele Stella, Parsons Brinckerhoff Regional Director, Environment; Mark Glaysher, Network Rail Head of Environment; and Daniela Eigner, Parsons Brinckerhoff Environmental Consultant.

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Photo courtesy of Artba

Photo courtesy of Landcorp

©Photo courtesy of the Green Organisation



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OPERATIONS

WE ARE COMMITTED TO REDUCING THE ENVIRONMENTAL IMPACTS OF OUR OPERATIONS AND ADDING VALUE TO THE COMMUNITIES IN WHICH WE WORK. CORPORATE INITIATIVES AND BOTTOM-UP, EMPLOYEE-LED EFFORTS FACILITATE SUSTAINABILITY IMPLEMENTATION AT OUR OFFICES.

Employee-led efforts include Green Teams in the U.S., Blueshoots teams in the U.K., Middle East and Australia, office teams in Asia and IRIS teams in Canada. These employee groups are focused on waste reduction, energy efficiency, community service, and other local sustainability initiatives.

Under the Blueshoots program in the U.K., office teams work with the U.K. Environmental Manager to develop and implement tailored Environmental Action Plans to reduce energy and water use, encourage recycling and minimize travel. The Blueshoots model was adopted in the Australia region in 2014. See Objective: Engaging Employees on page 63 for more employee-led initiatives in 2014.

1

The Portland, Oregon (U.S.) local chapter of Advancing Woman in Transportation (“WTS International”) recognized us as **Employer of the Year**. We were singled out for our commitment to equality in the workplace, participation of our employees in professional organizations advancing diversity, and our initiatives promoting opportunities for women and minorities.

*Mel Sears, Portland Area Manager (far left) and Jennifer Rabby, Lead Environmental Planner (far right), accept the Employer of the Year Award on behalf of Parsons Brinckerhoff from Theresa Carr, President of the Portland, Oregon chapter of WTS International, and Ted Stonecliffe, WTS Portland chapter Awards Committee Chair.

Our San Diego (U.S.) office earned an **iCommute Diamond Award** for Program Excellence from the San Diego Association of Governments. This is the second consecutive Diamond Award we have received, and the third in five years. Our San Diego office provides an office bike for local employee use, assistance with commute planning and ride matching, and permits flexible work hours and telecommuting. Over 50 percent of our San Diego employees commute using an “alternative” mode.

Our U.K. team is the first engineering consulting firm to receive the **Investing in Integrity** accreditation, recognizing that we live up to our values at all levels of the organization. The accreditation is based on a comprehensive assessment of our ethical policies, procedures, and practices. “As a leading engineering professional services consulting business, it is absolutely critical that our operations are founded on integrity and trust, and that we demonstrate the highest ethical standards,” says Lynne Ceeney, Global Head of Sustainability.

The Portland, Oregon local chapter of WTS International recognized us as **Employer of the Year**. We were singled out for our commitment to equality in the workplace, participation of our employees in professional organizations advancing diversity, and our initiatives promoting opportunities for women and minorities.

ENR New York named us its **Top Design Firm of the Year** for the region based on our revenue gains, innovation, sustainability, mentoring and community outreach. We were recognized for our large LEED-accredited staff, charter membership of the Institute of Sustainable Infrastructure, ISO 14001 environmental standards certified office, and active mentoring of women and minority-owned businesses.

2

Our project team at the Dale Brine Solution Mining Facility received the Southern Gas Association **Environmental Excellence Award** in the Partnership category for planting 14,000 trees over 10 years at the site in Dale, New York.

**Chad Covert, Chad Daniel, Judd Ewell (from left), and Bobby Stubbs (not pictured) were instrumental in the annual tree planting effort at the Dale Brine Solution Mining Facility in Dale, New York.



PEOPLE

1 **Liz Pattison**, Remote Area Essential Services Program (“RAESP”) Program Manager, was recognized with the **Young Water Professional of the Year Award** from the Australian Water Association. Pattison sees that services are delivered to more than 90 remote communities.

*Liz Pattison, Young Water Professionals of the Year.

2 The Road Gang recognized **Hal Kasoff**, Senior Vice President and Highway Market Leader, with its **P.D. McLean Award** for his achievements in the highway transportation field in the U.S. Kasoff has been a leading highway industry professional for more than 45 years, and led the development of Parsons Brinckerhoff’s highway sustainability checklist.

**Hal Kasoff, on the left, is congratulated by Road Gang Chairperson Greg Cohen as the 2014 recipient of the P.D. McLean Award.

The Canada Green Building Council (“CaGBC”) Greater Toronto Chapter honored **Doug Webber**, Executive Vice President in our Toronto, Canada office, with a **Leadership Award**. Doug was recognized for exceptional leadership in promoting and advocating for green building and sustainability.

***Doug Webber receives the 2014 Canada Green Building Council Leadership Award. Doug, on the left, is congratulated by Brian Denney, Chief Officer of the Toronto Region Conservation Authority.

METRO magazine named **Sallye Perrin**, Senior Vice President in our Baltimore, Maryland (U.S.) office, as one of its outstanding **Women in Transit** for 2014, for her advancement of transportation projects.

****Sallye Perrin, one of *METRO* magazine’s Women in Transit for 2014.



OUR PERFORMANCE



OUR GLOBAL SUSTAINABILITY PROGRAM

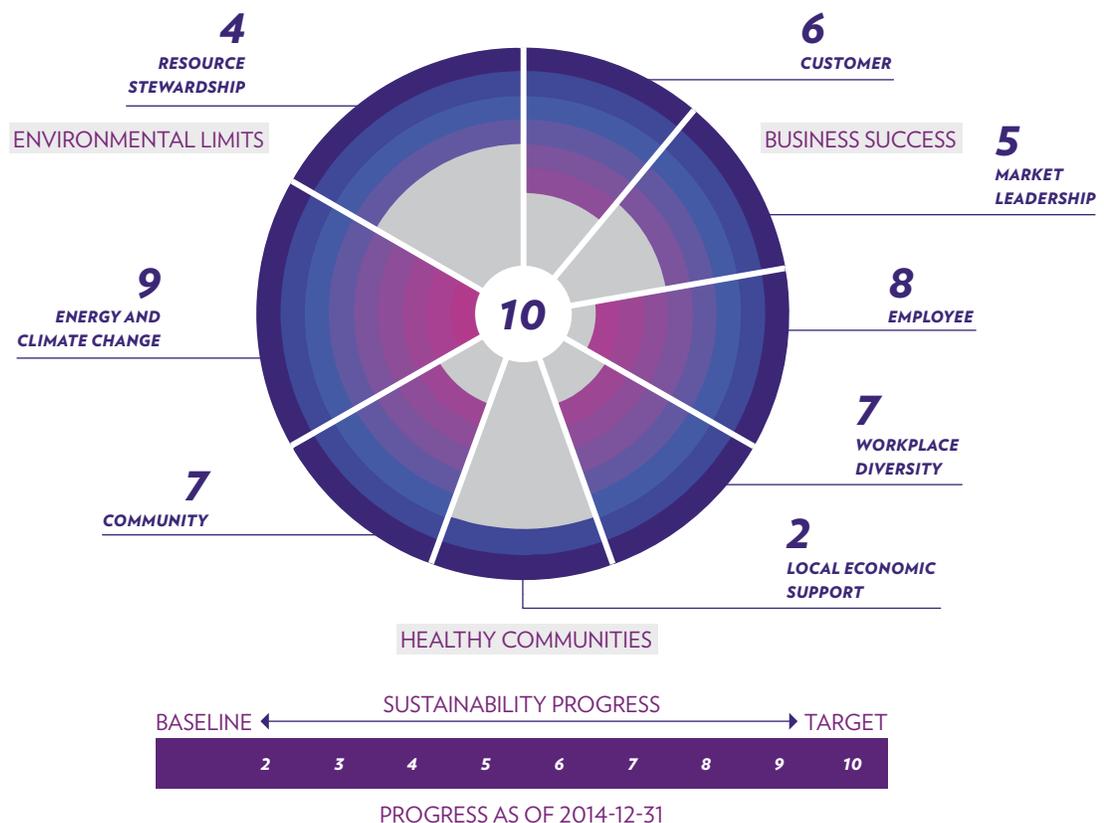
Our Global Sustainability Program, initially developed in 2009 to integrate sustainability thinking into all company activities, continues to evolve and guide our sustainability management, measurement and reporting in 2014. The goals of the program are to improve:

- **Client satisfaction:** As trusted advisors, we help clients create and manage infrastructure that enhances the health of communities, supports natural environmental systems, delivers cost-efficiency over its entire life cycle, and embodies climate change resilience.
- **Market positioning:** Innovative sustainability projects and operational performance position us as sustainability leaders.
- **Employee recruitment and retention:** We attract, retain, and motivate high-caliber and solution-driven employees through our commitment to sustainability.

Our objectives, KPIs and targets are arranged in three segments: Business Success, Our Communities and Our Environment. Based on the KPIs, each operating company has developed a Sustainability Action Plan that sets out employee engagement initiatives and delivery mechanisms to achieve these targets.

We track progress toward sustainability targets using the IRIS™ (Integrated Rating Indicator for Sustainability™), a sustainability scorecard and communications tool developed internally by our sustainability consulting group. The IRIS provides an immediate overview and (when viewing online) allows individuals to delve deeper into our sustainability story. This dynamic tool complements our 2014 sustainability report and illustrates how we make sustainability a key part of our business operations and client services. The IRIS presents performance on our Global Sustainability Program for the period of January 1 to December 31, 2014.

IRIS 2014 PERFORMANCE



OUR BUSINESS SUCCESS

OBJECTIVE: STRENGTHENING CLIENT RELATIONSHIPS

With our clients, we work on sustainability as a strategic issue, with benefits for cost savings, reputational enhancement, and resilience to changing global market conditions and climate change. We provide services across business lines to help clients meet their sustainability goals.

We anticipate that our sustainable infrastructure and renewable energy services will continue to grow as more clients look to add value to their projects through implementation of these services.

ACCOMPLISHMENTS

- In 2014, revenue from sustainability services, including renewable energy and sustainable infrastructure, totaled nearly \$69 million (due to changes in the definition of “sustainability services,” 2014 sustainability revenue is not comparable with that of 2013).
- One of our major tasks carried out on behalf of the Sustainability Council in 2014 was a deep-dive analysis of the regulatory, policy, operational and research sustainability drivers in the U.S.-based power and energy, and transportation service lines. This gave us insight into the direction of general trends in U.S. regulated industries, as well as ensuring that we understand the needs of the specific sectors. Emerging critical sustainability issues included climate change resilience, biodiversity, and community engagement.

CASE STUDY: LIVING BREAKWATERS— BUILDING RESILIENCE

Hurricane Sandy hitting the Eastern seaboard of the United States in 2012 highlighted the need for more resilient coastal cities. We responded to this need by collaborating with SCAPE/Landscape Architecture to design an innovative form of coastal protection.

The Living Breakwaters project will protect Southern Staten Island from waves and shoreline erosion. Stone and specially formulated eco-concrete structures will encourage oyster colonization, provide fish habitats, and enhance the local ecology. The construction of the breakwaters will also facilitate environmental education and engagement with the community. One such example is the “Billion Oyster Project” in which schoolchildren will help to populate the breakwaters with oysters.

The Living Breakwaters project will reduce risk, revive ecologies, and connect communities to the shoreline, inspiring a new generation of harbor stewards and a more resilient region over time.

Living Breakwaters was one of six winning projects in the U.S. Department of Housing and Urban Development’s Rebuild by Design competition. The project will receive \$60 million in Federal Community Development Block Grant-Disaster Recovery funding awarded to New York State. The Governor’s Office of Storm Recovery has begun implementation of the conceptual proposal, and will see the project through environmental review, design, and construction.

The Living Breakwaters project received the 2014 Fuller Challenge Award from the Buckminster Fuller Institute. The project serves as a model to be replicated in other vulnerable coastal areas.

*Community members helped build a model to show how oyster beds form organically as part of the *Living Breakwaters* project.



Photo courtesy Scape/Landscape Architecture



OBJECTIVE: CREATING A COMPETITIVE ADVANTAGE

Our employees demonstrate leadership and advance sustainability best practices in the industries we serve. This is demonstrated through the important roles they play in industry associations and public policy development, and by the exemplar projects they deliver for our clients.

ACCOMPLISHMENTS

- The Australian operating company joined the Infrastructure Sustainability Council of Australia as a corporate member. In addition, our Australian National Director of Sustainability led the development of Engineers Australia’s sustainability and climate change policies. We continue to participate in Consult Australia’s sustainability and diversity roundtables.
- The U.S. operating company became a charter member of the Institute for Sustainable Infrastructure (“ISI”). Through this relationship, employees receive training in ISI’s Envision™ Sustainability Professional credential program. One hundred and eleven employees achieved this credential in 2014, surpassing our goal of achieving 100 of these credentials in 2014 and 2015.

1

CASE STUDY: SONGDO: A SUSTAINABLE CITY – ADVANCING SUSTAINABILITY STANDARDS

Songdo International Business District in Incheon, South Korea is designed to be a sustainable city and hub for business. In addition to containing individual LEED (Leadership in Energy and Environmental Design) certified buildings, Songdo is pursuing the new LEED for Neighborhood Development (“LEED-ND”) certification. At 600 hectares, Songdo is one of the largest LEED-ND projects in the world.

“Earning LEED-ND certification says to the world that you have helped contribute to a sustainable neighborhood. It offers specific metrics that prove your project incorporates green

infrastructure and buildings, is smartly located and connected with its surrounding environment, and is designed in a compact and walkable manner,” says senior planner Randy Simes.

Our project team has documented how Songdo will dissuade sprawl, preserve the natural environment, and foster connection with nearby communities. In a second phase, our team is assessing Songdo’s sustainable neighborhood design, green buildings, innovative features, and further elements promoting local connectivity.

*Central Park, the centerpiece of the Songdo International Business District.

PEOPLE PROFILE: RANDY SIMES AND SUK-HEE KANG

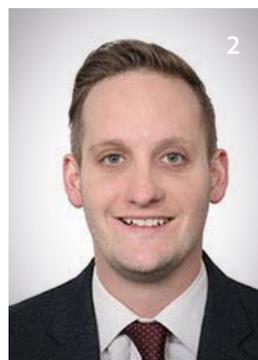
Our South Korea team has worked on more than 20 LEED certification projects in Songdo. Senior Planner **Randy Simes** is one of only 14 LEED-ND accredited professionals in South Korea. He is working alongside Project Director **Suk-Hee Kang** to certify Songdo, South Korea as a sustainable city under LEED-ND.

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Randy examines the benefits of sustainable site planning through conceptual design, construction, and operations. He engages existing and potential stakeholders throughout the development process to bridge the gap between site selection and sustainable design, which can help optimize the transportation of goods and people.

Suk-Hee has worked extensively in the green building industry, most notably on Korea’s bold plan for developing Songdo as a truly smart and sustainable city for the 21st century. Suk-Hee is applying his knowledge of both the globally recognized LEED system and the local Korea Green Building Certification to identify regionally appropriate paths to certification.

“The upfront cost of developing a LEED-certified structure can sometimes be more expensive, but it often has long-term benefits for the developer and the user,” said Weon. “There is a great opportunity to grow the green building movement in Korea.”





CASE STUDY: ARTIC TRANSIT HUB - A LANDMARK SUSTAINABILITY PROJECT

Large buildings such as rail stations can pose huge challenges to sustainable design. The Anaheim Regional Transportation Intermodal Center (“ARTIC”) in Southern California met these challenges by using innovative features including a transparent insulating roof, radiant floor cooling, combined natural and mechanical ventilation, LED lighting, photovoltaic electricity generation, green power and gray-water recycling to save energy and water. ARTIC is designed to meet the City of Anaheim’s sustainability goals to reduce energy, water use, storm water runoff, construction waste, air pollution, and greenhouse gas emissions. ARTIC is expected to achieve LEED Platinum certification from the U.S. Green Building Council. Our team provided design project management, planning, and engineering services.

“ARTIC sets the standard for the future by offering an example of how environmental consciousness and innovative design can be molded together to create a visually stunning and sustainable structure,” says project manager Samuel Sims.

*Anaheim Regional Transportation Intermodal Center.

OBJECTIVE: ENGAGING EMPLOYEES

As a professional services firm our business success depends on the commitment, skills, and expertise of our team. One of our fundamental objectives is to ensure that employees are engaged in the sustainability program and are knowledgeable about the sustainability issues affecting their sectors, regions, and communities.

We provide training on the company’s Global Sustainability Program and encourage employees to pursue relevant credentials. Through the Global Sustainability Project of the Year Awards program, we recognize employees’ contributions to innovative sustainability projects. Regional operating companies also engage employees in internal initiatives to improve resource efficiency, such as through Earth Day activities.

ACCOMPLISHMENTS

- Being able to engage in discussions on sustainability drivers with clients is key to transforming the market and delivering value. To this end, we developed a video to introduce strategies for speaking to clients about sustainability. The video was shared internally with business development and client-facing staff. A second video on how sustainability applies in client-facing business development and relationship management was completed in late 2014 and launched in 2015.
- We ran a global photography competition for our staff, to encourage them to “see” sustainability in company activities and in their own leisure time. This proved interesting in illustrating the different emphases in various parts of the world.





CASE STUDY: OFFICE TEAMS

Our employees around the world volunteer their time to improve their communities and learn about their environment.

Members of U.S. Green Teams collectively donate hundreds of hours of volunteer time to local projects. In communities across the U.S., local Green Teams participated in Earth Day activities to clean up parks, trails, and streams, and plant trees and community gardens. Thirty-six U.S. Green Teams participated in Earth Day events in 2014.

Blueshoots teams in the Middle East organized cultural days to commemorate World Cultural Diversity Day on May 22nd, 2014. Office staff donned traditional dress and shared foods from their cultures. On Earth Day, teams brainstormed ideas for improving their offices' environmental performance.

Our Hong Kong office has been recognized with "5 Years Plus Caring Company" status by the Hong Kong Council of Social Services. This designation recognizes our employees' volunteer efforts over the past five years to support local charities and community activities. In 2014, staff from the Hong Kong office collectively donated over 1,582 volunteer hours.

* Employees of the Cincinnati, Ohio office planted tree seedlings in celebration of Earth Day 2014.

** Dianna Haws and Libby Howell of the Ephrata, Pennsylvania (U.S.) office took part in a local stream cleanup event.

OBJECTIVE: EMBEDDING SUSTAINABILITY IN OUR CULTURE

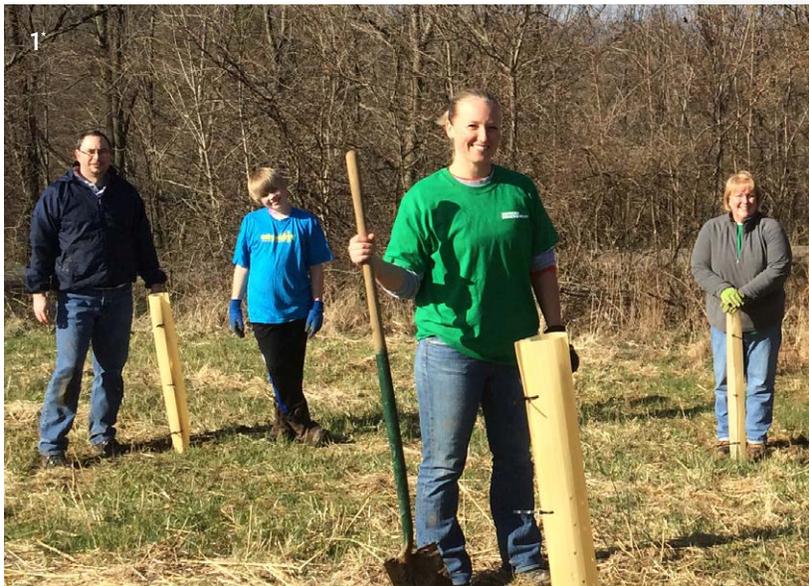
We develop management frameworks to advance sustainability within our company and also to assist clients with whom we work. Our success comes from embedding tools and processes within corporate planning and operational systems so that sustainability is integrated in strategy and delivery.

ACCOMPLISHMENTS

- In 2014, the operating companies established regional Sustainability Action Plans ("SAPs") to support the objectives of the Global Sustainability Program. The SAPs are tools that drive change across the organization, and provide feedback on successes. Much of the data in this report is collected through activities defined in the SAPs. Our employees use constantly evolving processes and tools to capture opportunities to further integrate sustainability in our business and offer innovative value to clients.

CASE STUDY: SUSTAINABILITY ASSESSMENT TOOLKIT FOR TRANSPORT FOR GREATER MANCHESTER ("TFGM"), U.K.

Collaboration between colleagues from the U.K. and U.S. created a toolkit that allows TfGM project managers to evaluate and compare the performance of design options and plot clear whole-life cost and whole-life carbon information. The tool helps the client's project managers to examine a number of design options at an early stage in the design process, identifying sustainability risks that would run counter to TfGM's objectives, and to make robust and defensible decisions early in the design phase. The tool aligns with government financial guidance and requirements and the TfGM approvals process so it can be embedded in existing systems.



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PEOPLE PROFILE: TIM DANSON

Tim Danson, Principal Sustainability Consultant based in our Bristol, U.K. office, integrates sustainability into the strategic and design stages of a wide range of civil infrastructure and building projects. He spearheads the design and application of customized client tools that integrate sustainability into the project decision-making processes.

A recent example is the Sustainability Options Appraisal Tool, which was used as part of the Ordsall Chord rail project in the U.K. to weigh the benefits and impacts of 14 design options. The Ordsall Chord project won Parsons Brinckerhoff’s 2014 Sustainability Project of the Year Award.

“As part of the global drive for more sustainable cities, the need for smart, integrated and community-focused infrastructure continues to increase. By working with the right people at the right time, and by putting in place measures that strive to balance health and well-being, economic value, and environmental enhancements, we have the opportunity to deliver schemes that really improve quality of life,” says Tim.

CASE STUDY: SUSTAINABILITY COMMITMENT RECOGNITION FROM THE AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

Parsons Brinckerhoff is a founding signatory of the American Public Transportation Association’s (“APTA”) Sustainability Commitment program, which asks partners to embed sustainability in strategic objectives, identify champions, engage employees, and undertake sustainability inventories. We surpass these core commitments with organization-wide policies and plans for sustainability, climate action, sustainable procurement, and technical practice. In 2014, APTA recognized our efforts by awarding us a Silver Designation for Sustainability Commitment.

2

“We are extremely proud to have been a founding signatory of APTA’s Sustainability Commitment,” says Meg Cederoth, U.S. Transportation Sustainability Manager. “We are equally proud of our Silver designation, which reflects our continued commitment to advance sustainability within our company and with our projects toward a more sustainable future.”

PEOPLE PROFILE: STEPHANIE UPSON

3

Stephanie Upson, a Virtual Design and Construction (“VDC”) Specialist, has a vision for including carbon footprinting in project management. Stephanie is testing how to include carbon footprinting data in the VDC process for the I-95 New Haven Harbor Crossing Corridor Improvement Program. She is researching the carbon embodied in five stages of the project life cycle: material production, material transportation, construction equipment use, maintenance, and end-of-life activities. Adding these metrics to the VDC process will allow project managers and stakeholders to consider carbon intensity in project planning decisions.

“Incorporating carbon management into project planning will improve overall business processes and objectives, potentially saving time and money, and will enhance sustainability,” says Stephanie. “This is truly a triple bottom line tool.”



OUR COMMUNITIES

OBJECTIVE: PROMOTING A DIVERSE WORKFORCE

We believe that embracing employee diversity – by age, gender, and ethnicity – is a business imperative. By fostering a diverse workforce, we can access the widest talent pool, represent the people we serve, have a better understanding of local needs and expectations, and bring a range of perspectives to projects. We seek talented people from backgrounds and cultures as varied as the communities in which we work. The diversity oversight committee, which is chaired by the Global Director of Human Resources, guides our policy on diversity and inclusion.

ACCOMPLISHMENTS

- Our worldwide Professional Growth Network (“PGN”) for emerging professionals—employees with up to ten years of experience—provides a forum to develop career skills and widen exposure to various parts of our business.
- Several employees serve on Conference of Minority Transportation Officials (“COMTO”) and Women’s Transportation Seminar (“WTS”) committees or as officers of local chapters. **Paula Hammond**, U.S. National Transportation Market Leader, has accepted a position on the WTS International Board. **Beth DeAngelo**, Vice President and Deputy Area Manager, New York, is the President of the WTS Greater New York Chapter.



PEOPLE PROFILE: VIRGINIA TANZMANN



Virginia Tanzmann, West Region Manager, Architecture and Buildings Technical Excellence Center, has led numerous initiatives for the advancement of women in architecture during her more than 45-year career. She has a special interest in improving community mobility and sustainability, and has been active in the American Institute of Architects’ National Task Force on Women in Architecture; the Association for Women in Architecture; Women’s Transportation Coalition; California Women in Environmental Design; and the Sustainable Policies Institute. She was recently elected President of the Association for Women in Architecture Foundation. Virginia has also contributed to the management of notable projects such as the ARTIC in Southern California, and has recently been selected as our Principal Architect for the California High Speed Rail Project.

“We architects hold our projects to higher standards. They must be environmentally sustainable, accessible and safe for all, inspiring, and more. In my quest to leave behind something of lasting value, I derive deep joy from devising solutions that meet these many criteria and that truly touch the diverse lives of those experiencing our creations. This may influence them, however subtly, towards change for the better,” says Virginia.



OBJECTIVE: ADDING VALUE LOCALLY

As a professional services company, we rarely procure goods or materials on behalf of clients or for physical projects. The major expenditure is on staff with other expenses including professional services, office supplies, accommodations, and transportation. These are procured locally wherever possible. Other ways in which we add value include training residents of local communities through projects, providing pro-bono professional advice to non-profit organizations, and developing young people through school visits, work experience, and mentoring.

ACCOMPLISHMENTS

- Our Asian operations spent over 90 percent of procurement budgets on local suppliers of goods and services.
- Our Canadian company supports the training of future professionals through scholarships, bursaries, and enriching co-op and internship positions. In the last two years more than 20 percent of new hires have been new graduates.
- For the past 10 years, volunteers from our New York office have engaged Rhode Island high school students in the Parsons Brinckerhoff Engineering Collaborative. This year-long challenge provides real-world engineering problems for students to solve, and offers an opportunity to receive feedback from seasoned engineers at the end of the year. Since its beginning, the program has introduced more than 400 students to engineering, many of whom have gone into careers in the engineering field.

* Students at North Smithfield High School in Rhode Island are introduced to real-world engineering problems.



CASE STUDY: REMOTE AREA ESSENTIAL SERVICES

On behalf of the Western Australia Department of Housing, we manage the Remote Area Essential Services Program (“RAESP”), overseeing the provision of safe drinking water, wastewater treatment, and power to 91 remote Aboriginal communities. Our goal is to provide Australia’s most disadvantaged communities with the level of basic services expected by all Australians. Through RAESP, we provide training and education to residents, enable them to find work maintaining essential services, and enhance the ongoing sustainability and resilience of their communities.

We help identify high-risk issues, water supply threats and water constraints, and develop custom solutions while providing opportunities for local economic development. For example, in the Kimberly region, our team implemented a low-cost and environmentally friendly water filtration system for the local groundwater. Before this solution, the high levels of arsenic required residents to rely on bottled water.

In other communities, we treat water using solar thermal desalination technology. Working with the Department and regional service providers, our team has significantly improved the local water supply.

PEOPLE PROFILE: JULIA CARPENTER

Julia Carpenter, Director of Government Clients in Perth, Australia, is driven to close the socio-economic gap between Aboriginal and non-Aboriginal Australians. She leads our Reconciliation Action Plan, improving relationships with, and creating opportunities for, Aboriginal Australians and Torres Strait Islanders. In 2014, this included: developing an employee diversity policy and targets, collaborating with others in our industry on reconciliation activities, and winning and delivering projects that demonstrate improvements for Aboriginal and Torres Strait Islander communities.

“I currently lead our national reconciliation program, and work with a great team of champions across the country. Our work with school age and university Aboriginal students is incredibly humbling and inspiring. I am proud to have developed an employment and retention strategy along with agreed employment targets for Aboriginal and Torres Strait Islanders for the company”, says Julia.

Prior to her current role, Julia was the Program Manager for the Remote Area Essential Services Program.



1

CASE STUDY: SLEAFORD RENEWABLE ENERGY PLANT

Sleaford Renewable Energy Plant in Lincolnshire, U.K., is a leading example of the community benefits of renewable energy and added local economic value. The 38.5 megawatt, straw-fired biomass combined heat and power (“CHP”) plant officially opened in November 2014. Straw is purchased from local farmers, and burned to create energy. Combusted straw also produces ash that can be used by farmers to fertilize their crops, thus renewing the cycle. Heat is captured by a district energy system and provides free heating to local public buildings. Plant operations have created 80 ongoing jobs on-site and in the supply chain, and many more jobs were created during the plant’s construction.

Emissions are equivalent to the carbon absorbed by the straw during its growth, meaning that the Sleaford Renewable Energy Plant provides a carbon net-neutral source of energy to the community. As the owner’s engineer, our team provided technical oversight of the project, including design review, site inspections, construction supervision, commissioning and quality assurance.

* Sleaford Renewable Energy Plant, Lincolnshire, U.K.

CASE STUDY: ENVIRONMENTAL AWARENESS TRAINING IN THE MIDDLE EAST

Employees in our Dubai office delivered Environmental Awareness at Work training to more than 100 staff, consultants and contractors working on the Dubai Aviation Engineering Projects (“DAEP”). Environmental protection is a key goal for Dubai and its aviation industry.

Our employees are accredited by the U.K. National Examination Board in occupational safety and health to train participants in environmental terminology, pollution sources and impacts, environmental emergency management, risk assessment, and environmental management systems (“EMS”). Environmental awareness will help DAEP’s workforce implement a globally accredited EMS and better manage waste in 2015.



OBJECTIVE: WORKING WITH COMMUNITIES

We strive to uphold the example set by our founder, William Barclay Parsons, who devoted an extraordinary amount of his energy and talents to community service. We wish to be a responsible member of the communities in which we work. We recognize the value of such investment to our business, our employees, and the broader community.

**Eleven members of the Los Angeles office participated in the YMCA Stair Climb for Los Angeles, scaling the 75-story U.S. Bank Tower—the tallest building in the western United States—to raise more than \$1,000 for the Ketchum-Downtown YMCA.

2

ACCOMPLISHMENTS

- The Professional Growth Network (“PGN”) promotes the active involvement of employees in social, charitable, and recreational activities. In cooperation with the human resources department, the PGN in the U.S. sponsors the Community Involvement Challenge, a friendly, year-long competition in which offices across the U.S. vie for the most points by donating money, time, services, and goods. In the 2014 edition of the Community Involvement Challenge U.S. employees donated 7,719 hours, \$173,138, and 126 pints of blood. The PGN also sponsors a community involvement week, for which employees are encouraged to volunteer locally.
- Also in the U.S., an annual fundraising effort is the Charitable Matching Funds Program, which is organized by the PGN and administered by the PB Foundation, the company’s philanthropic arm. The PB Foundation matches employee donations to selected charities, such as Doctors Without Borders, St. Jude’s Children’s Research Hospital, and the Wounded Warrior Project. In 2014, employees donated more than \$38,000 to 12 charities, which was doubled by the PB Foundation’s matching program.
- The Parsons Brinckerhoff Foundation is also active in the U.K. During 2014, the PB Foundation donated more than £36,000, including three £2,500 grants directed to specific charities based on staff nomination.
- IVV, our German operating company, initiated a company matching program in 2014 and donated €2,000 to charities. IVV also sends electronic holiday cards rather than paper cards and donates the money saved to local charities. As a result, another €1,500 was donated to a local food bank.



Other regional donations of time and funds in 2014 included:

- China: volunteers contributed almost 1,900 hours to community initiatives.
- Taiwan: employees volunteered more than 200 hours of personal time, and participated in over 500 company-funded volunteer hours.
- Canada: the company funded more than 450 hours of volunteer time to benefit the environment and disadvantaged youth, and donated over \$22,000 to charities.
- Australia: the company donated almost \$20,000 to national charities.

Our volunteer team in the Guangzhou, China, office was named the “outstanding volunteer team” by the Fen Yuan Street Volunteer Branch Association. From left: Liang-Bo Li, Ken Li, Rachel Zhao, Guan-Ning Liu.

Volunteers from our Hong Kong office participated in a training course conducted by the Hong Kong Blind Union. It was followed by a service day organized by the Neighborhood Advice-Action Council where the volunteers took 30 elderly visually impaired adults to the Jockey Club Creative Arts Centre and for a walk around the open market stalls in Sham Shui Po.

In November, 32 volunteers from our Hong Kong and Guangzhou offices (left) supported a Sports Day for adults with disabilities organized by the Neighbourhood Advice-Action Council (right).

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3



OUR ENVIRONMENT

OBJECTIVE: REDUCING EMISSIONS AND ENERGY USE

2014 ENERGY AND GREENHOUSE GAS EMISSIONS FOOTPRINT PARSONS BRINCKERHOFF GLOBAL OPERATIONS

ENERGY CONSUMPTION (EQUIVALENT KILOWATT HOUR – EKWH)	
Direct energy consumption (office heating)	15,000,000
Indirect energy consumption (office electricity)	29,000,000
FUEL CONSUMPTION (LITRES)	
Direct energy consumption (vehicle fleet)	2,700,000
BUSINESS TRAVEL (MILES)	
Air travel	41,000,000
GHG EMISSIONS (TONNES CO ₂ e)	
Direct CO ₂ e (GHG Scope 1)	9,000
Indirect CO ₂ e (GHG Scope 2)	16,000
Other indirect CO ₂ e (GHG Scope 3 – air travel)	11,000
Total CO₂e	36,000
GHG intensity (per employee)	2.6

70

Achieving energy and carbon efficiency in internal operations starts with a good understanding of our current performance. We continued to improve our measurement of carbon emissions data and established global reduction goals in 2014.

ACCOMPLISHMENTS

- In 2014, we undertook a comprehensive calculation of the company’s energy consumption and subsequent carbon footprint, as we did in 2013. This enables a direct performance comparison.
- While emissions from direct and indirect office energy consumption remained about the same between 2013 and 2014, business air travel emissions decreased by 40 percent. This is a result of flying about 27 million fewer miles in 2014.
- Overall, we have reduced our emissions by over 0.4 tonnes of CO₂e per employee.

Emissions Definitions:

- Scope 1: Onsite fuel consumption such as natural gas for heating or fuel consumption in owned and leased vehicles.
- Scope 2: Energy generated by others and purchased for use by offices such as grid electricity, district steam for heating, and chilled water for cooling.
- Scope 3: Other indirect emissions such as business air travel.

These data were prepared to enable us to respond to new legislative requirements in the United Kingdom. Going forward, this information will help us identify opportunities for greater energy efficiency in our offices and operations, and prepare us to report to the Carbon Disclosure Project (“CDP”). CDP facilitates company self-disclosure of carbon performance data and enables reporting companies to compare their performance within their sector. The global program is also used by some of our clients to understand their carbon footprint and risks in their supply chain, and informs over 800 institutional investors about portfolio performance and risk.



CASE STUDY: DECARBONISATION AND ENERGY EFFICIENCY ROADMAPS

A key challenge of addressing climate change is minimizing carbon emissions from industry while maintaining economic viability. To help overcome this challenge, we lead a government-industry project - Industrial Decarbonisation and Energy Efficiency Roadmaps to 2050 - on behalf of the U.K. Departments of Energy and Climate Change (“DECC”) and Business, Innovation and Skills.

Emissions from industrial processes make up a quarter of the U.K.’s total GHG emissions. We focused on eight energy-intensive industrial sectors (cement, ceramics, chemicals, food and drink, glass, iron and steel, pulp and paper, and oil refining) which collectively emit over 80 million tonnes of GHG per year. We analyzed opportunities to increase energy efficiency and reduce emissions using a pathways model. This helps industry stakeholders evaluate specific scenarios to help identify the best next steps for their business. The results of our research will inform future programs and policies for energy-intensive industries to help decarbonise these sectors without jeopardizing economic competitiveness.

1

PEOPLE PROFILE: PAUL NOBLE

Paul Noble, Industry Sector Lead in Power Generation, leads the Industrial Decarbonisation and Energy Efficiency Roadmaps to 2050 project team. He works with industry, academics, government officials and technical specialists to analyze carbon and business challenges and opportunities.

“We are proud that the Parsons Brinckerhoff team is leading this ground-breaking initiative,” says Paul. “In addition to authoring eight roadmap reports, we organized a major conference attended by industry leaders, which was addressed by the Secretary of State for Energy and Climate Change. The project was praised by international experts for its leadership in addressing a key challenge of climate change.”

OBJECTIVE: USING RESOURCES EFFICIENTLY

Our environmental strategy is founded on a commitment to continuously improve the resource efficiency of our business operations. We embrace industry best practices by tracking resource use and efficiency in materials, water, and waste output. We focus on reducing major consumables such as paper and water use as well as recycling to divert waste from landfills. Where available, our offices embrace composting food and organic waste through municipal collection programs.

ACCOMPLISHMENTS

- Initiatives to minimize the use of resources include electronic document editing, double-sided printing, rebuilding computers from old components, and encouraging use of reusable containers for food and drink.

- We reduced paper consumption in the U.K., Canada and U.S. by 21 percent in 2014 compared to 2013. Our Canadian operations achieved 78 percent paper recycled content. Average recycled paper content across our Australia, U.K., Canada and U.S. operations is 41 percent. Where recycled paper is not cost effective or suitable, companies look for alternative ways to have a sustainable impact through paper purchases. Australia, for example, procures carbon-neutral paper for office use. Canada purchases Forest Stewardship Council and Sustainable Forestry Initiative certified office paper.
- We encourage operating companies to adopt policies that give preference to sustainably sourced products. The U.K., Canada and the Philippines purchased more than 50 percent of office supplies with an eco-certification. Across our U.K., Canada, U.S., Southern Africa and some Asian operations we average 44 percent of purchased office supplies with eco-certifications. On projects, we provide clients with resource-efficient and environmentally sensitive solutions.



CASE STUDY: EFFICIENT INDUSTRIAL MANUFACTURING PARKS – RESOURCE EFFICIENCY FOR COMPETITIVENESS

The “Circular Economy” or “Industrial Symbiosis” are important concepts in resource efficiency and economic competitiveness, and form the core of the European Commission’s Low Carbon Industrial Manufacturing Parks (“LOCIMAP”) project approach to the design of future industrial parks. Defined simply, it means collaboration between two or more companies to benefit from surplus materials and energy which often go unused, including heat, steam or unwanted by-products that can be reused or repurposed.

When the European Commission needed tools to model industrial park efficiency opportunities, in collaboration with partners from across Europe we responded with technical expertise in energy and material stream integration.

“The LOCIMAP project team has created a blueprint for smart industrial parks, and new operational and organizational structures that will lead the way for efficient, cost-effective business practices that simultaneously exceed the European community’s environmental goals,” says our LOCIMAP project manager **Tony Alderson**.

1

PEOPLE PROFILE: BALTIMORE, U.S., WATER RESOURCES GROUP

The water resources group in our Baltimore, Maryland office conducts watershed assessment and planning, ecosystem restoration and green storm water infrastructure projects. These enhance local ecology, protect the environment, and improve community space. The group is led by **Kelly Lennon**, Baltimore Water Area Manager, and consists of a team of 15 water resource engineers and an environmental scientist.

2

On a recent project, the team designed a green infrastructure plan to reduce storm water runoff and pollutant loading to the Back River and Chesapeake Bay. Green infrastructure measures used in the Tidal Back River Greening Project included bio-retention ponds, impervious cover removal, channel enhancement, trees and grasses, and stream buffer improvements. These measures will keep more than 10,000 pounds of pollutants out of the waterways each year, protecting water resources.

3

“This project will immediately provide habitat enhancement and expand tree canopy coverage in a highly developed and densely populated portion of the county,” says Kelly.

The team continues to work on other watershed assessments and designs in the Baltimore area.

*Tidal Back River Greening Project, Maryland.

OBJECTIVE: PROTECTING AND RESTORING NATURAL SYSTEMS

Our work allows employees to contribute to habitat protection and biodiversity conservation. We provide ecosystem enhancement and protection through direct services and as part of larger projects for our clients. Since we generally lease our offices, we have few opportunities to improve the environment around our workplaces. However, examples of our community service elsewhere in this report illustrate how our staff voluntarily enhance the natural environment.



1

CASE STUDY: WINTHROP BEACH RESTORATION

Winthrop Beach, near Boston, Massachusetts (U.S.), has severely eroded over the last hundred years. The standard approach to beach restoration is to dredge sand from offshore. At Winthrop, this would have disrupted marine habitats and potentially endangered species of cod. Instead, the Massachusetts Department of Conservation and Recreation (“DCR”) restored the beach with sand from nearby Rumney Marsh.

Local citizens were concerned that reshaping the marsh could affect flood resilience. As the lead of DCR’s design team, we worked with local citizens to address these concerns. Some sand was left in the marsh to provide a buffer while also restoring the ability of the marsh to absorb flood waters. Reclaiming sand in this way restored both the beach and the marsh without affecting marine habitats.

The sand was installed in a sloped formation designed to slow waves and reduce erosion over time. “By creating a gradual slope in the beach, the waves will break much sooner, with most of the energy absorbed by the beach,” says **Rachel Burckardt**, Parsons Brinckerhoff’s project manager. “It’s a more natural solution than constructing a seawall or stone revetment. Hopefully this project will inspire others to take a similar approach to beach restoration.”

*Winthrop Beach Project, Massachusetts.



2



3

CASE STUDY: BWINDI IMPENETRABLE NATIONAL PARK STUDY

In Uganda, we are applying our expertise to a project that seeks to find answers to a long-standing issue – how do we conserve globally important wildlife in a way that does no harm, or is beneficial to, the world’s poorest and most vulnerable people?

Uganda’s Bwindi Impenetrable National Park faces this challenge of protecting wildlife while also meeting the needs of local communities who previously hunted wildlife within its borders. As research advisor to the International Institute of Environment and Development, alongside a consortium of development and conservation agencies, we are designing surveys, performing analysis, writing reports, and conducting outreach in order to better understand the needs of the local population. Our findings help devise fairer economic solutions to a complex problem. Offering park-related jobs, sharing tourism revenue, and supporting local livelihood initiatives for those affected by conservation is most effective at reducing hunting.

“The research supports international developments on standards for human rights within conservation. It shows that social justice is not only an ethical imperative, but a necessity for conservation to be effective and sustainable,” says **Julia Baker**, Biodiversity Specialist in our Kent, U.K. office.

**Bwindi Impenetrable National Park, Uganda.



4

3



OUR APPROACH



OUR APPROACH

REPORT CONTEXT

We have used the Global Reporting Initiative (“GRI”) Sustainability Reporting Guidelines G3.1 to develop and report on the Global Sustainability Program. This report is self-declared Application Level C. For more information, please see the Appendix for the GRI Content Index.

OUR SUSTAINABILITY FRAMEWORK



The Global Sustainability Council is responsible for the Global Sustainability Program, which drives sustainability initiatives at all levels. With representatives from each region that we serve, the Council is responsible for advancing our company’s sustainability vision and goals and for developing tools that improve our performance and win work in sustainable infrastructure. Members meet monthly via teleconference to identify and prioritize efforts, establish targets, review progress, and build momentum across the organization.

During 2014, the chair of the Council, **Lynne Ceeney**, reported to David A. McAlister, Senior board executive with responsibility for sustainability, which gave the Council a link to management with ultimate oversight over our economic, environmental, and social performance.



During 2014 our four core focus areas were:

WORK WINNING

Integrate sustainability into our approach to winning work

- Develop tools to help employees engage clients in conversations regarding their sustainability goals.
- Research client-focused sustainability trends across our various business lines and operating companies to understand the business potential.

COMMUNICATIONS

Raise awareness of our achievements

- Develop and share case studies to build internal awareness of our skills and expertise in delivering sustainable solutions to clients.
- Our Global Sustainability Project of the Year Awards program honors employees for delivering sustainability innovation to clients. We communicate the results of the awards program to internal and external audiences.

IMPLEMENTATION

Measure and report sustainability performance and support continuous improvement in internal operations and service delivery

- Streamline reporting by embedding sustainability data collection into existing company-wide information systems.
- Pursue operational efficiencies that benefit the environment.
- Collaborate with facilities management to further “green” our leased real estate portfolio.
- Leverage IT solutions such as video conferencing to reduce travel and minimize related environmental impacts.

TRAINING

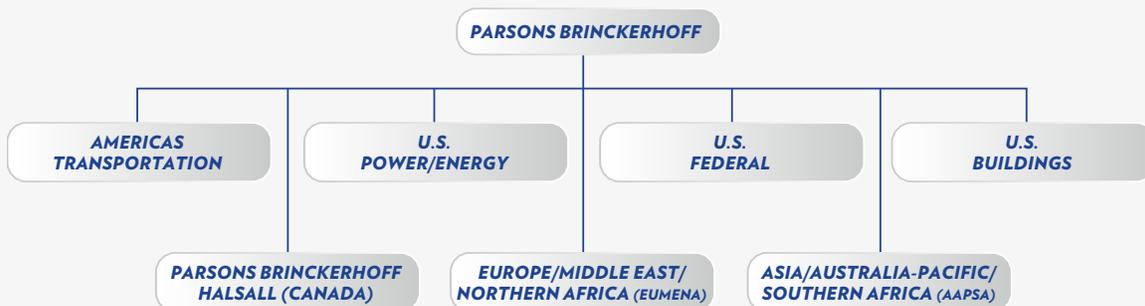
Develop tools that help clients and manage sustainability opportunities and risks, enhancing profit and reputation

- Develop effective sustainability training for client-facing and technical staff.
- Improve access to sustainability tools and knowledge to promote the valuation of sustainability and its benefits and impacts.

SCOPE

- Reporting period: January 1 – December 31, 2014
- Date of most recent report: 2013
- Reporting cycle: annual

PARSONS BRINCKERHOFF ORGANIZATION CHART 2014



REPORTING ENTITIES*

OPERATING COMPANY	REPORTING UNIT	PERFORMANCE INCLUDED	% OF ORGANIZATION, BY EMPLOYEE
CANADA	CANADA	YES	3.0%
EUMENA	UNITED KINGDOM	YES	19.2%
	CONTINENTAL EUROPE	YES	1.2%
	MIDDLE EAST	YES	5.7%
	ASIA	YES	21.7%
AAPSA	AUSTRALIA-PACIFIC	YES	10.7%
	SOUTH AFRICA	YES	2.5%
AMERICAS TRANSPORTATION	UNITED STATES	YES	35.9%
U.S. BUILDINGS			
U.S. POWER/ENERGY			
U.S. FEDERAL			
TOTAL: 7	TOTAL: 8	8/8	100% INCLUDED

* While all eight reporting units contributed information to this report, not all units reported on all indicators, dependent on the maturity of their regional sustainability programs.



APPENDIX



GRI G3.1 CONTENT INDEX*

DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY	
STANDARD DISCLOSURES: PROFILE DISCLOSURES			
STRATEGY AND ANALYSIS			
1.1	Statement from the most senior decision-maker of the organization	FULL	See Global Sustainability Council's message, p. 49
ORGANIZATIONAL PROFILE			
2.1	Name of the organization	FULL	Parsons Brinckerhoff Inc.
2.2	Primary brands, products, and/or services	FULL	See Who We Are (page 52).
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	FULL	See Scope (page 76) for a breakdown of our operating companies.
2.4	Location of organization's headquarters	FULL	Parsons Brinckerhoff's headquarters are located in New York City.
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	FULL	<p>Parsons Brinckerhoff has 185 corporate offices on five continents, with active projects in 97 countries.</p> <p>Markets served by the firm vary by geography. Although the firm's services are global in nature, principal markets and sectors by geography are as follows:</p> <p>Transportation: U.S., Europe, Middle East, Asia, Australasia, Canada</p> <p>Power generation and distribution: Middle East, U.K., U.S., Australasia, Africa</p> <p>Underground energy storage: U.S., Asia, Canada</p> <p>Building engineering: Canada, Asia, U.S., U.K.</p> <p>Water and wastewater: U.S., Australia, Asia</p> <p>Mining: Australia, Africa, Asia</p> <p>Environmental and community development: Europe, Australasia, U.S., Europe, Middle East</p>
2.6	Nature of ownership and legal form	FULL	During most of 2014 Parsons Brinckerhoff operated as a wholly owned subsidiary of Balfour Beatty plc. WSP Global Inc. acquired Parsons Brinckerhoff in October 2014.
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	FULL	<p>Parsons Brinckerhoff's clients are predominately government agencies responsible for the development of infrastructure at the national, regional (state), and local levels, but the firm also works for private developers of infrastructure.</p> <p>See GRI Index disclosure 2.5 for a list of geographic markets served.</p>

* Our sustainability policies and program remained in line with those of 2013 throughout the year. The purchase of the company by WSP in October 2014 had no effect. Changes will be made in 2015 to align the approaches of WSP and Parsons Brinckerhoff.



DESCRIPTION		LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
2.8	Scale of the reporting organization	FULL	During 2014, the firm had gross sales of \$2.5 billion, and operating costs of \$2.4 billion. Employee wages and benefits totalled \$1.4 billion (and are included in operating costs). Total capitalization by debt was zero and total capitalization by equity was \$400 million. During 2014, the firm employed approximately 14,000 people.
2.9	Significant changes during the reporting period regarding size, structure, or ownership	FULL	Parsons Brinckerhoff was sold by Balfour Beatty plc to WSP Global Inc. in October 2014.
2.10	Awards received in the reporting period	FULL	See Our Achievements (pages 55-58).

REPORT PARAMETERS: REPORT PROFILE

3.1	Reporting period (e.g., fiscal/calendar year) for information provided	FULL	January 1, 2014 to December 31, 2014.
3.2	Date of most recent previous report (if any)	FULL	2013 Sustainability Report
3.3	Reporting cycle (annual, biennial, etc.)	FULL	Annual.
3.4	Contact point for questions	FULL	Lynne Ceeney, Chair, Global Sustainability Council, Parsons Brinckerhoff Inc. CeeneyL@pbworld.com

PARAMETERS: SCOPE AND BOUNDARY

3.5	Process for defining report content	FULL	<p>There are many environmental, social and governance issues that demand our attention. We give more weight to those risks or opportunities that:</p> <ul style="list-style-type: none"> — Directly relate to our core business — Are stated priorities of our clients and employees — Are areas where we can effect change <p>While we have not conducted a formal materiality analysis to identify material issues to address in the report, we have surveyed members of the Sustainability Council to understand key sustainability issues of clients and employees in the various regions and sectors in which we operate. The results of this survey have influenced the content in this report. Balfour Beatty, our parent company until October 31, 2014, carried out a range of stakeholder and client interviews which also shaped our program.</p>
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers); see GRI boundary protocol for further guidance	FULL	The scope of this report encompasses all of Parsons Brinckerhoff's operating companies, which are organized as shown in Scope (page 76).
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope)	FULL	See reporting entities (page 77).
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations	FULL	The scope of this report encompasses all of Parsons Brinckerhoff's operating companies.



DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)	FULL	No restatement of information provided in earlier reports has been made.
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	FULL	None.

REPORT PARAMETERS: GRI CONTENT INDEX

3.12 Table identifying the location of the Standard Disclosures in the report	FULL	GRI Index.
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REPORT PARAMETERS: ASSURANCE

3.13 Policy and current practice with regard to seeking external assurance for the report	FULL	Carbon performance indicators were independently assured by KPMG, which performed a limited and reasonable assurance engagement for Parsons Brinckerhoff's scope 1 and 2 greenhouse gas emissions data.
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GOVERNANCE, COMMITMENTS AND ENGAGEMENT: GOVERNANCE

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	FULL	<p>For most of 2014, Parsons Brinckerhoff was governed by a Chief Executive Officer ("CEO"), George J. Pierson, who reported to the Chief Executive of Balfour Beatty. The CEO determined policy and strategy for Parsons Brinckerhoff, in concert with the Executive Committee of Balfour Beatty, of which he was a member.</p> <p>The Parsons Brinckerhoff Operations Leadership Committee ("OLC") comprised managers of the organization's seven operating companies. They reported either to the CEO or to the Chief Operating Officer ("COO").</p> <p>The COO and operating company presidents oversaw the day-to-day operations of the organization, including economic, environmental, and social performance. There were no independent, non-executive members involved in management.</p> <p>The CEO was supported by the CEO Committee ("CEOC"), which consisted of the following: Chief Operating Officer; Chief Financial Officer; Chief of Staff; Director of Corporate Communications; Director of Corporate Development; Director of Global Human Resources; Director of Operational Delivery; and General Counsel. The CEOC consisted of eight members, including two women and no ethnic minorities.</p>
4.2 Indicate whether the Chair of the highest governance body is also an executive officer	FULL	<p>The Balfour Beatty Board of Directors was Parsons Brinckerhoff's highest governance body until October 2014. The Chairman of the Board became Executive Chairman in May 2014.</p> <p>Since October 2014, WSP's Board of Directors has been Parsons Brinckerhoff's highest governance body. The Chairman of the Board is a non-executive position.</p>



DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
4.3 For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members	FULL	In 2014, Balfour Beatty's Board included five non-executive directors, one of whom is female. One of the male non-executive directors is independent.
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	FULL	For most of 2014, Parsons Brinckerhoff was a wholly owned subsidiary of Balfour Beatty plc and did not directly engage with public shareholders. Employees had the opportunity to raise issues with the CEOC and the OLC through direct contact or through their managers. Issues raised through these mechanisms are addressed regionally by managers.
4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided	FULL	Parsons Brinckerhoff's leadership was guided by the Balfour Beatty Code of Conduct. Since October 2014, Parsons Brinckerhoff's leadership has been guided by the WSP Code of Conduct and corporate governance guidelines. There were no documented conflicts of interest in 2014.
4.8 Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	FULL	See Creating a Better Future Today (page 53).
4.9 Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	PARTIAL	See Head of the Global Sustainability Council's message, p. 49
4.10 Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance	FULL	The Balfour Beatty Board is evaluated every year, with external evaluations taking place every three years, and internal evaluations taking place in the interim years. The last external evaluation was conducted in 2013 by Boardroom Review. The Board is evaluated on its performance, composition, and use of time. WSP's Governance, Ethics, and Compensation Committee annually assesses the performance and effectiveness of the Board, Committees, Chairs and Directors.



DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
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GOVERNANCE, COMMITMENTS AND ENGAGEMENT: COMMITMENTS TO EXTERNAL INITIATIVES

<p>4.11 Explanation of whether and how the precautionary approach or principle is addressed by the organization</p>	<p>FULL</p>	<p>Parsons Brinckerhoff seeks to implement the precautionary principle in the following ways:</p> <ul style="list-style-type: none"> — Adopt a risk-based, context-driven approach to all decision making, notably with respect to safety and environmental management. — Improve the company’s environmental management systems to keep pace with best practice. — Respond to the challenge of climate change by striving to reduce carbon emissions. <p>As a values-driven company, we recognize that the work we do impacts the environment and our communities, so we strive to implement the principles of sustainability in all our work.</p>
<p>4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses</p>	<p>FULL</p>	<p>This report is aligned with the Global Reporting Initiative’s G3.1 Reporting Guidelines.</p> <p>Many of Parsons Brinckerhoff’s offices in the U.S., U.K., and Australia-Pacific implemented an environmental management system (“EMS”) that meets the requirements of ISO 14001. Parsons Brinckerhoff operating companies are involved in a variety of external sustainability initiatives, including those presented in Objective: Creating a Competitive Advantage (page 62) and the corresponding sector in our IRIS tool.</p>
<p>4.13 Memberships in associations (such as industry associations) and/or national/international advocacy organizations</p>	<p>FULL</p>	<p>See Objective: Creating a Competitive Advantage (page 62).</p> <p>Examples of our corporate memberships:</p> <p>North America</p> <p>The company became a member of the U.S. Green Building Council in 2000 and launched a concentrated effort to expand the number of LEED Accredited Professionals within the firm, as well as staff accredited in other sustainability rating systems such as BREEAM (an environmental assessment method for buildings).</p> <p>Parsons Brinckerhoff is a founding member of the American Public Transportation Association sustainability committee and has chaired a special task force on sustainable transportation at the American Association of State Highway and Transportation Officials (“AASHTO”).</p> <p>Parsons Brinckerhoff became a charter member of the Institute for Sustainable Infrastructure in January 2014. More than 100 of our U.S. employees earned the Institute’s Envision™ Sustainability Professional certification in 2014.</p> <p>In addition, Parsons Brinckerhoff employees presented and led workshops on sustainability and transit at a variety of transit organizations and industry conferences:</p> <ul style="list-style-type: none"> — Chaired special AASHTO task force on sustainable transportation.



DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
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4.13
(CONT.)

- Led dozens of seminars and presentations on the themes of “Sustainable Highways: Oxymoron or Opportunity?” and “Context-Sensitive Solutions: The Pillar of Sustainable Highways.”
- Presented on climate change and transportation at more than 50 conferences and events, including those for AASHTO, the Association of Metropolitan Planning Organizations, the American Planning Association, the Women’s Transportation Seminar, the Transportation Research Board, and the Air & Waste Management Association.

Asia

Parsons Brinckerhoff Asia is a member of the Hong Kong Green Building Council and is actively engaged in developing voluntary green building standards through Hong Kong’s Building Environmental Assessment Method program. Parsons Brinckerhoff employees participate in various industry bodies, including the Technical Task Force for Mandatory Building Energy Code in Hong Kong.

Europe

The company is a member of the U.K. Green Building Council and the Association of Consulting Engineers.

Australia

The company is a member of Engineers Australia, and sits on several of its committees including: code of ethics committee, reconciliation action plan steering committee, and audit and risk committee. Our Australian National Director of Sustainability, David Cruickshanks-Boyd, has led the development of Engineers Australia’s Sustainability and Climate Change policies.

The company is also a member of Sustainable Business Australia, and sits on the organization’s board of directors. In 2014, Parsons Brinckerhoff joined the Infrastructure Sustainability Council of Australia.



DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
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GOVERNANCE, COMMITMENTS AND ENGAGEMENT: STAKEHOLDER ENGAGEMENT

<p>4.14 List of stakeholder groups engaged by the organization</p>	<p>FULL</p>	<p>Stakeholder engagement helps Parsons Brinckerhoff define and manage our response to the complex challenges facing the world today.</p> <p>Stakeholder groups engaged by the organization include:</p> <ul style="list-style-type: none"> – Clients – Employees (current, past, and future) – Government – Industry bodies and academic institutions – Other firms we work with – Suppliers <p>Giving employees a voice in our sustainability initiative is central to creating a challenging, rewarding, and participative work environment. We use a variety of channels to communicate and consult with employees, including training programs, surveys, periodic newsletters, and working groups.</p>
<p>4.15 Basis for identification and selection of stakeholders with whom to engage</p>	<p>FULL</p>	<p>Parsons Brinckerhoff undertakes extensive consultation on sustainability and corporate social responsibility with its clients, employees, suppliers, regulators, and the communities in which we work. Bases for engagement include obtaining feedback, understanding needs and issues, making a positive impact, and keeping stakeholders informed.</p>
<p>4.16 Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group</p>	<p>PARTIAL</p>	<p>Our engagement approach includes:</p> <ul style="list-style-type: none"> – Participation on key industry association committees – Attendance at industry functions – Sponsorship of industry events and research – Industry award submissions – Corporate communications (publications, website, intranet) – Client and stakeholder events on various subjects and technical disciplines – Media relations – Trade displays – Government relations



DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
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STANDARD DISCLOSURES: PERFORMANCE INDICATORS

ENVIRONMENTAL: MATERIALS

EN1	Materials used by weight or volume	PARTIAL	See Objective: Using Resources Efficiently (page 71) and the corresponding sector in our IRIS tool .
EN2	Percentage of materials used that are recycled input materials		Partial

ENVIRONMENTAL: ENERGY

EN3	Direct energy consumption by primary energy source	FULL	See Objective: Reducing Emissions and Energy Use (page 70) and the corresponding sector in our IRIS tool.																		
			<table border="1"> <thead> <tr> <th>Fuel</th> <th>Units</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>Natural Gas</td> <td>ekWh</td> <td>14,201,704</td> </tr> <tr> <td>Fuel oil</td> <td>Litre</td> <td>76,675</td> </tr> <tr> <td>Diesel (vehicles)</td> <td>Litre</td> <td>310,502</td> </tr> <tr> <td>Gasoline (vehicles)</td> <td>Litre</td> <td>2,415,050</td> </tr> <tr> <td>Total</td> <td>GJ</td> <td>150,196</td> </tr> </tbody> </table>	Fuel	Units	Totals	Natural Gas	ekWh	14,201,704	Fuel oil	Litre	76,675	Diesel (vehicles)	Litre	310,502	Gasoline (vehicles)	Litre	2,415,050	Total	GJ	150,196
			Fuel	Units	Totals																
			Natural Gas	ekWh	14,201,704																
			Fuel oil	Litre	76,675																
			Diesel (vehicles)	Litre	310,502																
Gasoline (vehicles)	Litre	2,415,050																			
Total	GJ	150,196																			
EN4	Indirect energy consumption by primary source	FULL	See Objective: Reducing Emissions and Energy Use (page 70) and the corresponding sector in our IRIS tool.																		
			<table border="1"> <thead> <tr> <th>Fuel</th> <th>Units</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>Electricity</td> <td>kWh</td> <td>29,358,757</td> </tr> <tr> <td>Steam</td> <td>Mlbs</td> <td>1,179</td> </tr> <tr> <td>District heating</td> <td>TonHrs</td> <td>82,198</td> </tr> </tbody> </table>	Fuel	Units	Totals	Electricity	kWh	29,358,757	Steam	Mlbs	1,179	District heating	TonHrs	82,198						
			Fuel	Units	Totals																
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EN5	Energy saved due to conservation and efficiency improvements	PARTIAL	See the corresponding sector in our IRIS tool .																		

ENVIRONMENTAL: WATER

EN8	Total water withdrawal by source	PARTIAL	See the corresponding sector in our IRIS tool .
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ENVIRONMENTAL: BIODIVERSITY

EN13	Habitats protected or restored	PARTIAL	See Objective: Protecting and Restoring Natural Systems (page 72) and the corresponding sector in our IRIS tool .
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ENVIRONMENTAL: EMISSIONS, EFFLUENTS AND WASTE

EN16	Total direct and indirect greenhouse gas emissions by weight	FULL	Greenhouse gas emissions are calculated according to the Parsons Brinckerhoff Greenhouse Gas Emissions Inventory Management Plan. Emissions calculations include site-specific energy consumption if available; otherwise, emissions are estimated based on industry standards and/or company averages. Scope 1 and 2 emissions: 25,069 tonnes CO ₂ e.
EN17	Other relevant indirect greenhouse gas emissions by weight	FULL	Scope 3 (business air travel): 11,188 tonnes CO ₂ e.



DESCRIPTION		LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	FULL	<p>Overall scope 1 and 2 emissions remained steady between 2013 and 2014.</p> <p>U.K.:</p> <p>Scope 1 emissions decreased by 53 t CO₂e through the use of telematics to monitor and reduce vehicle use.</p> <p>Scope 2 emissions decreased by 148 t CO₂e through improvements in office energy efficiency.</p> <p>Scope 3 emissions decreased by 623 t CO₂e through a reduction in air travel.</p> <p>Australia:</p> <p>Scope 3 travel emissions decreased by 1,743 t CO₂e through an emphasis on cost savings to eliminate discretionary air and road travel, and continued investment in telecommunications technology to avoid the need for air travel.</p> <p>Continued investment in IT solutions, such as online approvals, resulted in a reduction in paper consumption, and an emissions decrease of 7 t CO₂e.</p> <p>Canada:</p> <p>Loop Initiatives, our Canadian sustainability consulting business, offsets its total annual emissions. Loop offset 15 t CO₂e of emissions for 2014.</p>
EN22	Total weight of waste by type and disposal method	PARTIAL	See Objective: Using Resources Efficiently (page 71) and the corresponding sector in our IRIS tool .

ENVIRONMENTAL: COMPLIANCE

EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	FULL	None.
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LABOUR PRACTICES AND DECENT WORK: EMPLOYMENT

LA1	Total workforce by employment type, employment contract, and region, broken down by gender	PARTIAL	Region	Full-Time	Part-time/ Temporary/ Contract	Totals
			U.S.	4,416	574	4,990
			Canada	401	21	422
			AAPSA	4,069	790	4,859
			Europe	1,949	885	2,834
			Middle East	784	2	786
			Total	11,619	2,272	13,891

LABOUR PRACTICES AND DECENT WORK: LABOUR/MANAGEMENT AGREEMENTS

LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	PARTIAL	<p>Accident frequency rate: 0.07 per 200,000 hours worked.</p> <p>Lost-time injury rate: 0.09 per 200,000 hours worked. No fatalities.</p>
EN16	Total direct and indirect greenhouse gas emissions by weight	FULL	<p>Greenhouse gas emissions are calculated according to the Parsons Brinckerhoff Greenhouse Gas Emissions Inventory Management Plan. Emissions calculations include site-specific energy consumption if available; otherwise, emissions are estimated based on industry standards and/or company averages.</p> <p>Scope 1 and 2 emissions: 25,069 tonnes CO₂e.</p>
EN17	Other relevant indirect greenhouse gas emissions by weight	FULL	Scope 3 (business air travel): 11,188 tonnes CO ₂ e.



DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
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LABOUR PRACTICES AND DECENT WORK: DIVERSITY

LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	PARTIAL	See Objective: Promoting a Diverse Workforce (page 66) and the corresponding sector in our IRIS tool .																
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	PARTIAL	<p>Employee categories differ by region. The table below presents average ratio of female to male salary, taking into consideration employee categories in that region. The regional ratios are a weighted average of the ratio in each category for that region.</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Female to Male Remuneration</th> </tr> </thead> <tbody> <tr> <td>U.S.</td> <td>0.96</td> </tr> <tr> <td>Canada</td> <td>0.92</td> </tr> <tr> <td>Australia</td> <td>0.87</td> </tr> <tr> <td>Asia</td> <td>0.90</td> </tr> <tr> <td>South Africa</td> <td>0.94</td> </tr> <tr> <td>U.K.</td> <td>Data not available</td> </tr> <tr> <td>Middle East</td> <td>Data not available</td> </tr> </tbody> </table>	Region	Female to Male Remuneration	U.S.	0.96	Canada	0.92	Australia	0.87	Asia	0.90	South Africa	0.94	U.K.	Data not available	Middle East	Data not available
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HUMAN RIGHTS: INVESTMENT AND PROCUREMENT PRACTICES

HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	FULL	<p>Employees received 8,056 hours of relevant training in the reporting period.</p> <p>By December 31, 2014, 32 percent of employees had received training in ethics and compliance topics during the reporting period.</p>
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SOCIETY: CORRUPTION

SO3	Percentage of employees trained in organization's anti-corruption policies and procedures	FULL	<p>32 percent of employees received training in ethics and compliance topics during the reporting period, including mandatory training in Code of Conduct policies.</p> <p>45 percent of officials and managers, and 28 percent of non-managers, received such training. Many employees completed mandatory training in previous years.</p>
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SOCIETY: PUBLIC POLICY

SO5	Public policy positions and participation in public policy development and lobbying	PARTIAL	See Objective: Creating a Competitive Advantage (page 62), and GRI Index disclosure 4.13 for a list of industry association memberships.
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SOCIETY: ANTI-COMPETITIVE BEHAVIOR

SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	FULL	None.
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SOCIETY: COMPLIANCE

SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	FULL	None.
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DESCRIPTION	LEVEL OF DISCLOSURE	CROSS-REFERENCE OR COMMENTARY
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PRODUCT RESPONSIBILITY: MARKETING COMMUNICATIONS

PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	FULL	No incidents of non-compliance.
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ECONOMIC: ECONOMIC PERFORMANCE

EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	PARTIAL	During 2014, the firm had gross sales of \$2.5 billion, and operating costs of \$2.4 billion. Employee wages and benefits totalled \$1.4 billion (and are included in operating costs). Total capitalization by debt was zero and total capitalization by equity was \$400 million.
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ECONOMIC: MARKET PRESENCE

EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	FULL	See Objective: Adding Value Locally (page 67) and the corresponding sector in our IRIS tool . In addition to geographic region, additional factors influence supplier selection including cost, and environmental and social performance.
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	FULL	The vast majority of Parsons Brinckerhoff employees are hired locally. There is no specific policy to hire locally, but the firm's goal is to have a workforce that reflects local communities.

ECONOMIC: INDIRECT ECONOMIC IMPACTS

EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	FULL	See Objective: Working with Communities (page 68) and the corresponding sector in our IRIS tool .
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GLOSSARY



GLOSSARY

AAPSA

Asia, Australia-Pacific, Southern Africa

AASHTO

American Association of State Highway and Transportation Officials

APTA

American Public Transportation Association

ARTIC

Anaheim Regional Transportation Intermodal Center

BREEAM

Building Research Establishment Environmental Assessment Method

CaGBC

Canada Green Building Council

CDP

Carbon Disclosure Project

CEOC

Chief Executive Officer Committee

CHP

Combined Heat and Power

CO₂e

Carbon Dioxide Equivalent

COMTO

US Conference of Minority Transportation Officials

DAEP

Dubai Aviation Engineering Projects

DECC

U.K. Department of Energy and Climate Change

DCR

Massachusetts Department of Conservation and Recreation

ekWh

Equivalent Kilowatt Hour

EMS

Environmental Management System

EuMENA

Europe, Middle East, Northern Africa

FIDIC

International Federation of Consulting Engineers

GHG

Greenhouse Gas

GRI

Global Reporting Initiative

IRIS

Integrated Rating Indicator for Sustainability™

ISI

Institute for Sustainable Infrastructure

ISO

International Organization for Standardization

KPI

Key Performance Indicator

LEED®

Leadership in Energy and Environmental Design®

LEED-ND

LEED for Neighborhood Development

LOCIMAP

Low Carbon Industrial Manufacturing Parks

OLC

Operations Leadership Committee

PGN

Professional Growth Network

RAESP

Remote Area Essential Services Program

SAP

Sustainability Action Plan

TfGM

Transport for Greater Manchester

USGBC

United States Green Building Council

WTS

Women's Transportation Seminar, now known as WTS International



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