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# 2015-2018 GLOBAL STRATEGIC PLAN

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STRENGTH & AGILITY FOR OUR FUTURE



**PARSONS  
BRINCKERHOFF**

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# STRENGTH & AGILITY FOR OUR FUTURE

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During my recent travels and conversations with WSP | Parsons Brinckerhoff professionals from around the world, I have been impressed by the immense sense of pride we all have in our organization and our expanded global expertise. I could feel the excitement around the possibilities and our next steps together as one company.



Together we are better. We are staying true to our business model – a pure-play consultancy; we act as a trusted advisor and offer best-in-class professional consulting services, with no construction exposure. We are drawing on the diverse skills and capabilities of our employees globally to compete on the world's most exciting and complex projects and to bring that same level of service and expertise to our local communities.

As such, our 2015-2018 Strategy builds on our advisory and technical capabilities, our quality offering, as well as our ability to seize opportunities. With our entrepreneurial spirit, we can be nimble and agile regardless of whether the project is small or large, close to home or abroad – this is what makes us a special partner for our clients and differentiates us from our competitors. Providing innovative solutions and being responsive to client needs will enable us to reinforce our leadership in the countries where we operate and to follow our clients around the world.

Our strategic plan builds on our Mission, which clearly states 'why we exist': to be a solution-driven advisor with outstanding expertise. It aligns with our Vision, which talks about our aspiration to always be the first choice for clients, partners and employees. Also true

to our values, our strategy is built upon four cornerstones:

- ◆ Our People;
- ◆ Our Clients;
- ◆ Our Operational Excellence; and
- ◆ Our Expertise.

Overall, our 2015-2018 Global Strategic Plan outlines what we need to do to win in the market. It tells the story of how we will continue on our journey to build a unique performance-driven firm with outstanding expertise.

I am excited about our future, and I have great confidence in our people and in this industry. I know that our commitment to quality and excellence in all that we do will drive WSP | Parsons Brinckerhoff to be recognized as a global leader in professional services for the built and natural environments, as we take on the future with unparalleled strength and agility.

A handwritten signature in black ink, appearing to read 'P. Shoiry'.

**Pierre Shoiry**  
President and Chief Executive Officer

OUR 2015-2018 STRATEGY  
BUILDS ON OUR TECHNICAL  
CAPABILITIES, OUR QUALITY  
OFFERING, AS WELL AS  
OUR ABILITY TO SEIZE  
OPPORTUNITIES.



Roma Agrawal  
London, U.K.

**OUR MISSION**

BE A SOLUTION-  
DRIVEN ADVISOR WITH  
OUTSTANDING EXPERTISE

**OUR VISION**

ALWAYS BE THE FIRST CHOICE  
FOR CLIENTS, PARTNERS AND  
EMPLOYEES

**OUR VALUES**

INNOVATIVE      UNITED      CARING



TRUSTWORTHY      PASSIONATE

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# PUTTING OUR PEOPLE FIRST

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We have said it before, and we will continue to emphasize it: our greatest asset is our people. That is why we want to be recognized as one of the best places to work – both by our peers and our employees. Ultimately, we aim to create an exciting and rewarding work environment that stimulates employees daily and provides concrete career development opportunities to attract and retain the finest talent.

Our main objective is to cement the WSP|Parsons Brinckerhoff organization around a set of core values that foster our entrepreneurial culture, which promotes empowerment and accountability, collaboration and sharing, and celebrates technical excellence and success.

We also believe that the first thing a strong team needs is strong leadership. Therefore, we have decided to focus on strengthening and growing our leadership capacity, including initiatives to foster a high-performance culture that inspires our professional teams and focuses on innovation and results.

To allow each employee to take an active part in achieving our mission, we are also building an exciting work environment that will bring our highly qualified and diversified international workforce together and celebrate excellence, agility, team work, diversity and global mobility.

Here are some of the key highlights of our global people strategy that will help us promote the professional services ‘seller-doer’ culture:

- ◆ recruit and hire the best;
- ◆ focus our efforts on developing our project managers and technical leaders;
- ◆ retain and reward our employees;
- ◆ inspire and encourage a high level of employee engagement and performance;
- ◆ provide a safe, efficient and attractive work environment;
- ◆ provide professional HR business partners to support the organization;
- ◆ ensure Diversity, Health and Safety, and Sustainability are woven into the fabric of the organization;
- ◆ establish, administer and communicate sound policies and practices that treat employees with dignity and equality while maintaining compliance with applicable laws, policies and regulations;
- ◆ provide superior professional development possibilities through a global mobility program;
- ◆ optimize our talent pipeline through an integrated global competency model.

A photograph of two men, Jeffery Chen and Zhao Xian Yu, wearing white hard hats and high-visibility yellow safety vests over white shirts. They are standing in a modern, brightly lit hallway with a white ceiling and recessed lighting. Both men are looking upwards and to the right. The image is partially overlaid by a large blue diagonal shape in the bottom right corner.

WE WANT TO BE RECOGNIZED  
AS ONE OF THE BEST PLACES  
TO WORK – BOTH BY OUR  
PEERS AND OUR EMPLOYEES.



STRENGTH & AGILITY FOR OUR FUTURE

WE WILL CAPITALIZE ON THE  
REVENUE SYNERGIES CREATED BY THE  
COMBINATION OF WSP AND PARSONS  
BRINCKERHOFF.



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# MEETING OUR CLIENT NEEDS

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Market leadership can only be achieved through exceptional client service. Therefore, at WSP | Parsons Brinckerhoff, we strive to:

- ◆ be the first choice for all clients, for large and small assignments, so that we develop a long-term relationship with them;
- ◆ continuously expand our service offerings to our existing clients; and
- ◆ win new clients and new projects.

A major initiative of this strategic plan will be to capitalize on the revenue synergies created by the combination of WSP and Parsons Brinckerhoff. By leveraging the combined skills of our global workforce, we will expand our services through cross-selling to existing clients and developing new clients.

For example, we will:

- ◆ systemize and grow our program management services in all markets;
- ◆ develop global relationships with industrial clients;
- ◆ expand rail system, rail station and aviation capabilities;
- ◆ expand global healthcare capability.

Furthermore, key client programs and client feedback programs will assist us in maintaining and refining our scope of services and capabilities, while maintaining strong proactive client relationships.

Our global collaboration tools and networks will be key to facilitating better information sharing within our project teams and providing our clients with the latest technologies and innovations. We will also review a global strategic approach to client feedback and facilitate organic growth by optimizing global and regional collaboration, ensuring that we make the most of our strategies and potential synergies.

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# NEXT STEPS TO ENHANCE OUR OPERATIONAL EXCELLENCE

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Having a well-run profitable business will provide WSP | Parsons Brinckerhoff with the necessary revenues to invest in key programs and initiatives for our people, our clients, and our expertise.

At WSP | Parsons Brinckerhoff, we run the business with a partnership culture in mind, as we know that a professional services firm can only be successful with the full engagement of its people.

We believe sustainable growth can only be obtained by running a sound and efficient business. Therefore we will strive to challenge the status quo and operate effectively to achieve the highest standards of client service and project delivery. We also aim to consistently achieve the highest quality, on time and on budget.

Our corporate services teams have been given an explicit mission: to enable and support operational excellence. It is about adding value and putting in place efficient processes and policies that avoid unnecessary bureaucracy. It is also about driving collaboration, and adopting best practices and

ideas wherever they come from.

In each region, we will focus on:

- ◆ driving organic growth through our client-facing development strategies;
- ◆ improving systems and tools to maximize efficiency of project delivery;
- ◆ further developing project management skills;
- ◆ maximizing utilization of our complementary resource centres;
- ◆ reviewing and improving internal processes;
- ◆ developing higher margin front-end advisory services;
- ◆ in the longer term, lowering business development costs through more recurrent business.

While many strategic initiatives relating to operational excellence will be launched locally for productivity improvements and better

margins, here are some of the global initiatives that will benefit all regions:

- ◆ developing a global workplace strategy that stimulates employees and creates an exciting work environment;
- ◆ realizing efficiencies in our real estate management and global procurement activities;
- ◆ developing strategies and tools to increase global coordination and collaboration;
- ◆ walking the talk on Sustainability and Sustainability considerations in all client offerings;
- ◆ improving our global approach to operational risk management, from client and project selection, through to project close-out; and
- ◆ embedding our best-in-class Health and Safety initiatives around the globe.

OPERATIONAL EXCELLENCE  
IS ABOUT BEING AGILE  
AND RESPONSIVE, WHILE  
ALWAYS REVISITING HOW  
TO STRENGTHEN THE  
ORGANIZATION AND  
OPERATE BETTER.



Mathieu Laflamme  
St-Rémi, Canada

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# HOW WE WILL HONE OUR EXPERTISE

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We compete to win, therefore we are constantly aiming to improve our competitive standing by geography, in all our sectors, and by capturing our full market potential. Our objective always remains the same: to be a top-tier player in every geography and sector in which we operate. It is not about being the biggest, but rather about being the 'best'.

As our clients' projects are increasing in size and complexity, we need to clearly position WSP | Parsons Brinckerhoff as an expert advisor, moving upstream in our clients' organizations and delivering more qualified strategic services. Our global presence and in-house knowledge allow us to position ourselves as able to solve the whole chain of issues for our clients – from the strategic planning phase to the design phase and completion of the project.

Over the years, we have deliberately designed our acquisition strategy to develop our expertise in different geographies as well as augmenting our sector expertise. The acquisition of ccrd in the US is a good example of how we have enhanced our Property and Buildings expertise for the healthcare sector, while also gaining a strong geographic presence in Texas in this subsector.

Our Mergers and Acquisitions strategy is based on the following criteria:

- ◆ Shared vision and culture;
- ◆ Complementary to our existing platform with ample opportunities to cross-sell services;
- ◆ Strong portfolio of projects and client base supported by strong technical expertise and people;
- ◆ Immediately accretive with additional long-term value creation potential for our shareholders.

With this in mind, we have identified the geographies as well as the sectors that will be prioritized over the next cycle of consolidation.

OUR OBJECTIVE REMAINS THE SAME: TO BE A TOP-TIER PLAYER IN EVERY GEOGRAPHY AND SECTOR IN WHICH WE OPERATE.

WHAT WE COULD LOOK LIKE IN 2018



LEVERAGE OUR INTERNATIONAL CENTRES OF EXCELLENCE AND FOLLOW OUR CLIENTS

CONSOLIDATE AND EXPAND OUR CORE SECTORS

PROPERTY AND BUILDINGS  
TRANSPORT AND INFRASTRUCTURE  
ENVIRONMENT

OPPORTUNISTIC DEVELOPMENT IN  
SELECTED GEOGRAPHIES

POWER AND ENERGY  
OIL AND GAS  
INDUSTRIAL  
MINING

OUR HIGHLY QUALIFIED  
POOL OF TECHNICAL  
LEADERS AND EXPERTS ARE  
KEY TO OUR SUCCESS.

Finally, we will also be seeking to develop further expertise in front-end advisory services, specifically in Property and Buildings as well as Transport and Infrastructure.

Our numerous Practice Area Networks (PANs) throughout the combined business enable our professionals to create expert communities and centres of excellence. These global connectivity platforms will foster greater global collaboration allowing us to leverage the combined skills of our global workforce to better serve clients.

Below are examples of some of our global strategic initiatives:

- ◆ Bid more, win more and deliver more Program Management / PMC globally;
- ◆ Develop global healthcare capability in Property & Buildings;
- ◆ Create company-wide differentiation in building sciences and position ourselves to sell building advisory services more effectively;
- ◆ Infrastructure advisory services: front-end advice to governments and Funds on alternative delivery / PPP operations and major schemes;
- ◆ Further develop and showcase our horizontal rail systems and vertical rail stations capability;
- ◆ Deploy Canadian process capability and conventional Oil & Gas solutions into other markets;
- ◆ Market and expand our Environment capabilities in key areas.

WE HAVE SET THE BAR HIGH,  
AND WE WANT TO REACH:

45,000

EMPLOYEES

\$6.0B CAD

NET REVENUES

5% ANNUAL  
ORGANIC GROWTH

\$1.3B CAD IN NET  
REVENUES THROUGH  
ACQUISITIONS

>11%

EBITDA MARGIN ON NET  
REVENUES

10%

OF OUR REVENUES FROM  
GLOBAL CLIENTS

<85

DAYS SALES  
OUTSTANDING (DSO)



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# HOW WILL WE KNOW IF WE HAVE BEEN SUCCESSFUL?

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In 2013, WSP released its 2013-2015 Global Strategic Plan and some of its measureable objectives included reaching 20,000 employees and \$2.3 billion CAD in net revenues. Parsons Brinckerhoff also had its own strategic plan, and now the merging of the two organizations has meant a joint leap forward and created the need for a new strategic plan for the combined organization.

WSP | Parsons Brinckerhoff wants to solidify its stellar global reputation to always be the first choice for clients, partners and employees.

It is not about getting bigger; it is about getting better and becoming recognized leaders in our sectors and in the countries where we operate. It is about gaining and sharing knowledge throughout our global network. Collaboration will help us drive organic growth, which will in turn provide exciting new opportunities and projects. Diversity and mobility will further enhance our global capabilities.

All of this combined with autonomy and empowerment will help our teams around the world build the momentum we need to take on the future with unparalleled strength and agility.

## ABOUT WSP | PARSONS BRINCKERHOFF

WSP and Parsons Brinckerhoff have combined and are now one of the world's leading engineering professional services consulting firms. Together we provide services to transform the built environment and restore the natural environment, and our 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. We have approximately 32,000 employees, including engineers, technicians, scientists, architects, planners, surveyors, program and construction management professionals, and various environmental experts. We are based in more than 500 offices across 39 countries worldwide.

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