



Engineering Ethics into Existing Business Practices

September 18, 2019

Session W2

18th Annual CEI | National Harbor

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INTRODUCTIONS




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Our Guiding Principles



We value our people and our reputation.

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

We are locally dedicated with international scale.

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

We are future-focused and challenge the status quo.

We anticipate trends in order to propose innovative ideas for our clients to meet their business objectives. We ask questions, look at complex problems from different angles and find solutions that break paradigms. We are problem-solvers who evolve, improve, modernize and excel. We know our solutions will shape the communities of tomorrow and help societies thrive sustainably. We embrace change and have an uncompromising determination to achieve excellence.

We foster collaboration in everything we do.


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

We have an empowering culture and hold ourselves accountable.

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

Q&A

DO YOU REMEMBER WHEN WE FIRST MET?



Q&A

**HOW IS ETHICS & COMPLIANCE IMPACTED
FROM A M&A?**



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Q&A

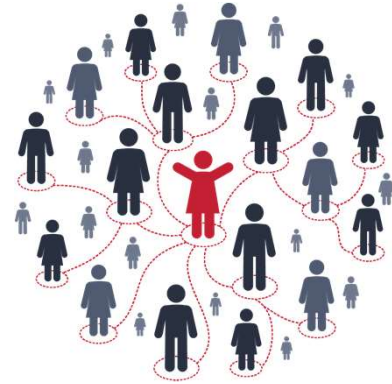
**WHAT METHODS DO YOU USE TO ACCESS
BUSINESS PRACTICES?**



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ASSESSMENTS

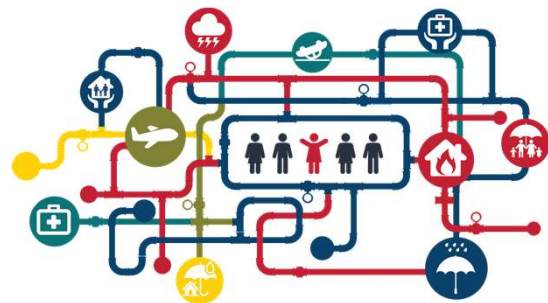
- **GO THERE - “BOOTS ON THE GROUND”**
 - **MEET EMPLOYEES, CLIENTS, SUBCONTRACTORS**
 - **POLICY COMPARISON**
 - **PROCESS EVALUATION**
- 



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DESIGNING CHANGE

- **LEARN AS MUCH AS YOU CAN ON THE TECHNICAL COMPLEXITIES OF PROJECTS**
- **LIMITED DISRUPTION TO OPERATIONS**
- **UNDERSTAND WHAT DEVELOPED THE ETHICS & COMPLIANCE PROGRAM**



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Q&A

— **SUCCESSES IN BUILDING BRIDGES?**

— **BRIDGES NOT YET BUILT?**



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Gift Policy Awareness

**Can you
buy a
client a
cup of
coffee?**



**Sometimes *you can*, and
sometimes *you can't*.**

Know your client's gift policy.

All WSP USA employees must register:

- All gifts, entertainment and hospitality given to any public employees
- All gifts valued over \$50 presented to and received from private third parties
- Entertainment and hospitality over \$100 presented to and received from private third parties

The Gift Registry can be found on the intranet under Quick Links.
Contact ethics@wsp.com if you have any questions.

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Q&A

HOW DO YOU PLAN ON REMOVING SILOS?



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TRANSITIONING TIPS

- EXPECT IT TO TAKE LONGER THAN PLANNED
- STAY FOCUSED ON THE DRIVING CAUSE
- YOU MIGHT HAVE TO DEMOLISH AND REBUILD



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THANK YOU