Expectations for Health and Safety Management
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17 Zero Harm Roadmap 2018-2020
At WSP, our greatest asset is our people and providing a safe work environment is part of how we will be recognized as one of the best places to work. Adhering to the highest health and safety (H & S) standards will also be instrumental in being recognized as a global leader in our industry.

“Making Safety Personal” means that each of us is accountable for fostering a safe workplace for ourselves and others potentially affected by our activities. It also means that the leadership team of each of our businesses must minimize risks and ensure that their business, regions and teams comply with our health and safety requirements.

In addition to developing the Expectations for Health and Safety Management, we have established the 2018-2020 Roadmap, which details our performance goals and includes specific, proactive measures in support of the year on year improvement. Along with our Health and Safety Policy, the Expectations and Roadmap have received full support from the WSP Global Board of Directors. Employees may refer to the global intranet to find all documents and further information.

Our Zero Harm Vision is to effectively reduce risks in our activities by seeking new and innovative solutions through our Zero Harm Pillars. Everywhere we operate, we strive to achieve:

— Zero fatalities
— Zero permanently disabling injuries
— Zero injuries to members of the public
— Zero long-term harm to health

As our program moves forward, the elimination of risk will form the basis of everything we do from winning work, to developing, planning, design and construction. It will be crucial in the selection of the type of professional services business we pursue; who we work with; how we work, and measure performance and personal advancement. Regular structured assessments and reviews will be made to determine gaps and progress.

Health and safety must be woven into the fabric of our culture. Our performance in this area can set us apart from our competitors, enhance our client offering, and most importantly provide our employees with a safe, enlightened and rewarding working environment.

Andy Shannon
Global Head of Health and Safety
Our Zero Harm initiative is a commitment shared by the Business and all employees to consider and effectively reduce risks from our activities by seeking new and innovative solutions through the use of our Zero Harm Pillars. Our goal is to ensure that our activities result in:

— Zero fatalities
— Zero permanently disabling injuries
— Zero injuries to members of the public
— Zero long-term harm to health

WHAT IS OUR SHARED COMMITMENT?

Eliminating Fatal Risks
All our businesses will identify fatal risks and establish Zero Harm design, management and behavioral protocols to eliminate them.

Eliminating Hazards
All our businesses will identify and plan out hazards in all the activities we undertake.

Maintaining Zero Harm Day to Day
All our businesses will establish processes which effectively manage Health and Safety, through monitoring, review, audit and assurance systems geared to Zero Harm.

Keeping the Public Safe from Harm
We will manage and maintain our levels of separation, security, monitoring and stewardship to safeguard members of the public from exposure to our hazards.

Keeping our People Healthy
Our businesses will ensure that we do not expose our employees to hazards which may affect their health.

Working with our Clients
All our businesses will enlist the support of our clients and work with them to ensure that our activities do not expose our employees or theirs to risks.

EVERYWHERE WE OPERATE, WE WILL MAKE SAFETY PERSONAL.
The purpose of this document is to set out the WSP ‘Expectations for Health and Safety Management’. The Expectations are based on international best practices, including BS OHSAS18001, and supported by the Zero Harm standards, our Health and Safety Policy and associated health and safety management arrangements (see figure below).

These Expectations form the minimum mandatory health and safety requirements imposed by WSP; however, every part of our company is encouraged to surpass these requirements. The term “Organization” is used to refer to each WSP business and joint ventures, partnerships and associated companies in which WSP has a controlling interest or where, with the agreement of our partners, the Zero Harm vision and the Expectations are adopted. It also includes programs and projects where WSP may be able to influence the health and safety standards established by our clients.

The requirements contained in this document apply to all WSP Organizations. Furthermore, these Expectations are to be cascaded down to the programs and projects managed by WSP. For instances where health and safety requirements are dictated by the client, these Expectations remain applicable, with project teams required to ensure that equivalent arrangements and standards are established.

Conformance with the specific clauses detailed in these Expectations will be assessed by periodic internal audits conducted by WSP regional health and safety teams.
Expectations for Health and Safety Management

1. OUR ORGANIZATION

WSP Global Board of Directors
The Board provides leadership and oversight of Health and Safety, confirms health and safety policy and reviews performance for all its regions and businesses. At each Board meeting, Directors receive and consider a report prepared by the Global Head of Health and Safety. The Board holds the Global Chief Operating Officer (COO) accountable for health and safety worldwide, as well as throughout the regions and businesses.

Regions
The Regional Leadership Teams established by the Global Chief Operating Officer conduct an annual review of health and safety to:

— Endorse the vision for Health and Safety and the strategy for achieving it.
— Review performances, trends and progress.
— Review the effectiveness of the arrangements for managing health and safety.
— Review the specific incidents and actions taken to prevent re-occurrence.

A review chaired by the Global COO is conducted for all employee fatalities and selected serious incidents to ensure that lessons learned are transferred across the business.

Global Safety Committee
The Global Safety Committee is established and chaired by the Global Head of Health and Safety. The committee is formed from the lead H & S appointees in each region and major business, and meets at least once a year to monitor and review:

— The core business principles and commitments regarding health and safety.
— The policies and performance regarding health and safety and how compliance is ensured across its regions and businesses.
— Roadmap progress, sharing best practice and innovation in support of a positive safety culture.
— Lessons learned from adverse events and measures to avoid them in the future.

Health and Safety Forums
Each region and business should convene a Health and Safety forum chaired by the regional H & S lead with members from Senior Management and H & S Teams across the business sector, at least annually.

The primary role of the regional H & S forums is to share and consult on best practice, promote excellence, prompt new safety initiatives, and to highlight H & S concerns and lessons learned.

2. CONTEXT OF THE ORGANIZATION

2.1 Internal and External Factors
Every Organization shall determine relevant internal and external issues, which may affect its ability to achieve health and safety outcomes and ensure arrangements are in place to mitigate associated risks.

Internal issues may include:

a. Organizational restructuring.
b. Employee relations.
c. Resource limitations.

External issues may include:

a. Political change.
b. Economic factors.
c. Social expectations.
2.2 Stakeholder Management
Every Organization shall identify stakeholders relevant to health and safety and the interests of these parties.

Every Organization shall ensure that arrangements are in place for managing and consulting with stakeholders, ensuring appropriate control of their activities and must have agreed and documented arrangements for health and safety.

2.3 System Scope
Every Organization shall specify the boundaries and applicability of the health and safety management system to establish its scope (e.g. UK/Europe/Middle East/United States).

Every Organization shall consider internal and external issues referred to in 2.1 and stakeholders referred to in 2.2 in establishing the scope.

3. LEADERSHIP

3.1 Commitment
Every Organization shall ensure senior management is accountable for health and safety performance and is able to demonstrate clear health and safety leadership to establish:

a. Compliance with WSP Health and Safety Expectations.

b. Fulfillment of health and safety objectives.

c. Implementation of health and safety management arrangements.

3.2 Senior Management Appointment
Every Organization shall appoint a member of its Leadership Team (non health and safety personnel) to lead health and safety matters. This individual shall be responsible for supporting the activities of health and safety personnel and providing commitment to the WSP Zero Harm Vision.
3.3 Health and Safety Policy
Every Organization shall maintain a documented health and safety policy, incorporating project-specific references as applicable, which communicates its commitment to health and safety and sets out the arrangements for implementing the policy.

The Organization’s policy shall:
- Provide a clear statement of overall health and safety objectives concerning the WSP Zero Harm Vision.
- Establish commitment to improvement.
- Pledge compliance with all applicable health and safety legal obligations.

The policy shall be approved and signed by the COO/MD. Furthermore, every Organization shall:
- Communicate policy requirements to all employees and other affected parties.
- Review the policy on an annual basis and in accordance with significant change.

3.4 Roles and Responsibilities
Every Organization shall incorporate health and safety roles and responsibilities within job descriptions.

Every Organization shall ensure that health and safety roles and responsibilities are clearly communicated.

4. PLANNING

4.1 Horizon Scanning
Every Organization shall undertake horizon scanning to help increase awareness of developments, trends and other potential changes that may affect its ability to achieve health and safety outcomes and ensure arrangements are in place to mitigate associated risks.

Future issues to consider during horizon scanning may include:
- Globalization.
- Outsourcing and other non-standard patterns of employment.
- Information and communication technologies.
- Demographic issues.

4.2 Fatal Risks and Opportunities
Every Organization shall maintain a documented health and safety risk assessment process that:
- Identifies all foreseeable health and safety hazards and risks, which may arise during its activities.
- Provides for the necessary planning, research and innovation to eliminate or reduce fatal hazards.
- Determines health and safety risks to stakeholders (including members of the public).
- Assesses health and safety risks using an appropriate methodology.
- Identifies opportunities which may have a positive impact on health and safety outcomes.
- Establishes operational controls and safe methods of working to eliminate or reduce health and safety risks to an acceptable level.
- Ensures health and safety risk assessments are documented and reviewed on a periodic basis, with consideration of residual risks.
- Communicates the findings of health and safety risk assessments to those who may be affected.
4.3 Health and Safety in Design
Every Organization responsible for program/project management with involvement in the management of design work shall maintain a documented process for:

a. Designing in accordance with applicable codes and standards.
b. Eliminating or reducing foreseeable health and safety risks to those involved in the construction and/or use of the asset.
c. Bringing to the attention of clients any foreseeable risks associated with the design.
d. Co-operating with relevant parties (i.e. clients/contractors/end users), to improve the ways in which health and safety risks are managed and controlled.

4.4 Health and Safety Plan
Every Organization responsible for program/project management shall maintain a specific Health and Safety Plan detailing how they will manage associated health and safety risks. Where this requirement is applicable, every Organization shall ensure the Health and Safety Plan is:

a. Developed to a level proportionate to the risks involved during phases of work.
b. Submitted for approval by an appropriate person(s) prior to the commencement of the works.
c. Subject to internal review on a periodic basis and in accordance with significant change by an appropriate person(s).
d. Subject to external review on a periodic basis and in accordance with significant change by an appropriate person(s).

4.5 Health and Safety File
Every Organization responsible for program/project management with involvement in the management of design work shall provide information necessary for compiling or updating the Health and Safety File or equivalent.
Every Organization responsible for the construction phase of a project shall compile a Health and Safety File (or equivalent) containing health and safety information needed by an end user to enable future construction work (including cleaning, maintenance, refurbishment and demolition) to take place in consideration of health and safety issues. Where this requirement is applicable, every Organization shall:

a. Ensure that all information provided in the Health and Safety File is accurate.

b. Submit the Health and Safety File for approval by an appropriate person(s) on completion of works (or handover) in an agreed format.

4.6 Change Management

Every Organization shall maintain a documented process to manage health and safety risks associated with change, including but not limited to:

a. New or modified technology.

b. New or revised procedures or working practices, design specifications or standards.

c. Legislation.

d. Organizational.

e. Rapid recruitment.

4.7 Health and Safety Legal and Other Requirements

Every Organization shall maintain a documented process for identifying and evaluating compliance with health and safety legal and other requirements applicable to their activities.

Every Organization shall maintain a register of health and safety legal and other requirements, including:

a. WSP Health and Safety Expectations.

b. Health and safety contractual requirements.

c. Industry best practice for health and safety management.

4.8 Health and Safety Objectives

Every Organization shall maintain documented health and safety objectives that:

a. Take account of the WSP Vision and WSP Health and Safety Expectations.

b. Relate to significant health and safety risks.

c. Include measurable targets for tracking progress.

d. Are developed by way of a consultative process involving relevant stakeholders.

e. Are reviewed annually in line with Global Roadmap Objectives.

4.9 Health and Safety Programs

Every Organization shall maintain documented programs for achieving health and safety objectives that:

a. Have clearly defined objectives.

b. Assign appropriate responsibilities.

c. Establish timeframes for completion of related activities.

d. Are reviewed annually in line with Global objectives.

5. SUPPORT

5.1 Resources

Every Organization shall allocate sufficient resources for the management of health and safety, including a budget to cover health and safety manpower and specific health and safety items/equipment.

Every Organization shall employ an adequate number of competent health and safety professionals to
provide advice and guidance on health and safety legal and other requirements and assist in the implementation of health and safety management arrangements.

5.2 Competence and Awareness

Every Organization shall maintain a documented process to identify and analyze the health and safety competencies necessary to undertake specific roles.

Every Organization shall:

a. Establish and document health and safety training requirements for each role.

b. Ensure that individuals are competent to discharge their duties and undertake their work activities.

c. Provide necessary information, training, instruction, and supervision for employees and other parties to meet their responsibilities and complete their work in line with health and safety requirements.

d. Assess the required skills, technical experience and knowledge of the processes to be applied.

e. Ensure that the delivery of health and safety training is planned, assessed and evaluated.

f. Retain and ensure the availability of individual health and safety training records.

5.3 Communication

Every Organization shall maintain a documented process for communicating health and safety information.

Every Organization shall ensure that a range of mechanisms are used to communicate health and safety information (i.e. health and safety alerts, health and safety briefings).

5.4 Involvement

Every Organization shall:

a. Consult with their workforce on significant health and safety issues.

b. Involve their customers, sub-contractors, suppliers and partners in achieving the WSP Vision.

c. Seek voluntary involvement in health and safety to encourage development of a positive health and safety culture.

5.5 Health and Safety Forums

Every Organization shall establish terms of reference for a Health and Safety Forum to facilitate sharing and dissemination of health and safety information and best practice.

Every Organization shall convene on at least an annual basis a Health and Safety Forum chaired by a member of top management (non health and safety personnel).
5.6 Documents  
Every Organization shall maintain a process for document control, ensuring:
   a. Health and safety documents are consistently reviewed, updated and approved prior to use.
   b. Health and safety documents remain legible and identifiable.
   c. Prevention of uncontrolled use of obsolete health and safety documents.

5.7 Records  
Every Organization shall maintain a documented process for the control of records to:
   a. Identify, store and retrieve health and safety records, including arrangements for retention and disposal.
   b. Ensure health and safety records are legible, identifiable and traceable.

6. OPERATION  

6.1 Operational Planning and Control  
Every Organization shall maintain specific documented operational controls to manage health and safety risks for their areas and activities in consideration of:
   a. Risk Assessments.
   b. Consultation with employees and relevant stakeholders.
   c. Findings from active monitoring (i.e. inspections, audits).
   d. Results from reactive monitoring (i.e. reportable occurrences).

6.2 Supply Chain Selection and Management  
Every Organization shall maintain a specific documented process that ensures health and safety requirements are assessed during supply chain selection and management, including outsourced operations.
Every Organization shall:

a. Determine health and safety performance criteria required of the Organizations that they engage.
b. Establish relevant health and safety competency standards required.
c. Assess areas of performance that will have an impact on health and safety.
d. Pre-qualify and select approved suppliers who meet WSP Health and Safety Expectations.
e. Monitor and review health and safety performance.

6.3 Emergency Preparedness and Response

Every Organization shall maintain a documented process to manage emergency situations, in line with the requirements of Standard 105 (Crisis Management), which:

a. Details mitigation measures for emergencies, including roles and responsibilities, emergency evacuation arrangements, escalation, incident response procedures, including liaison with external authorities and other relevant parties.
b. Incorporates testing on a periodic basis and in accordance with significant change, including drills and full site evacuations.
c. Ensures all relevant persons are trained, competent and made familiar with the requirements of site specific emergency arrangements.

6.4 Overseas Working and International Travel

Every Organization shall maintain documented operational controls in line with the requirements of Standard 104 (International Travel), to manage and mitigate the significant risks associated with working overseas which give consideration to:

— Identifying the need to travel.
— Risk Assessments and destination risk factors.
— Pre-trip planning – mitigation & risk control.
— Personal risk factors of the traveller.
— Travel safely and employee competence.
— Reporting of incidents.

7. PERFORMANCE EVALUATION

7.1 Health and Safety Inspections

Every Organization shall maintain a documented process to conduct periodic health and safety inspections, which considers potentially fatal risk activities.

Every Organization shall ensure the frequency of inspections takes into account the nature of the work and health and safety risks involved.

7.2 Senior Management Health and Safety Tours and Interaction

Every Organization shall ensure that Senior Management (non health and safety personnel) undertakes health and safety tours on a periodic basis.

7.3 Health and Safety Key Performance Indicators

Every Organization shall maintain a documented process for the measurement of health and safety performance that addresses, but is not limited to:

a. Personal injury.
b. Occupational illness.
c. Training.
d. Inspection.
e. Audit.
f. Work related ill-health.
7.4 Reporting
Every Organization shall maintain a documented process for health and safety reporting to:

a. Inform WSP of prescribed incidents in line with WSP Reportable incident reporting requirements*

b. Notify relevant enforcing authorities as applicable.

The following incidents* must be reported in the Integrated Safety Management System (iSMS) within 24 hours of occurring:

a. Major disabling injuries.

b. Major incidents.

c. Lost time injuries.

d. First aid injuries.

e. Non-lost time injuries.

f. Near misses.

g. Enforcement notices from regulatory authorities.

h. Contact with external authorities.

i. Road traffic events.

j. Notice of prosecution or legal proceedings.

7.5 Investigation
Every Organization shall investigate health and safety incidents in line with WSP’s Incident Investigation Standard 102 to:

a. Establish underlying and root causes of occurrences.

b. Identify opportunities for improvement actions.

c. Determine possibilities for continual improvement.

d. Communicate the results of investigations.

7.6 Health and Safety Audit
Every Organization shall maintain a documented process that:

* As defined in WSP Reporting Requirements Standard 103
a. Ensures health and safety audits are undertaken and documented.

b. Assesses implementation and safety management arrangements, including conformance with WSP Health and Safety Expectations.

c. Evaluates any projects operating under an alternative health and safety management system against WSP Health and Safety Expectations.

Audit schedules, audit reports and the tracking and close out of non-conformances following audits must be documented and recorded in iSMS.

7.7 Independent Audit

Every Organization shall ensure that an external, independent audit of health and safety management arrangements is conducted at least annually, as defined by the Corporation's global framework in order to establish and confirm the effectiveness of the system. Following independent audits, every Organization shall:

a. Communicate key findings to the Organization's Senior Management, including Business COO/MD.

b. Notify major non-conformances to the Global Head of Health and Safety.

c. Record audit findings and associated corrective actions in iSMS and track to closure.

d. Ensure their Safety Management System is assessed annually by an external verifier to ensure it is capable of achieving OHSAS18001 if this is not already held during 2018.

e. Ensure their Safety Management System achieves OHSAS18001/45001.*

All external audits will assess the effectiveness of the arrangements in place to manage Health, Safety, Environment and Quality against the requirements of OHSAS18001, ISO9001 and ISO14001.

WSP will move towards assessment against ISO45001.

7.8 Management Review

Every Organization shall ensure that senior management contributes to a documented review at least annually or when a significant change occurs, which considers:

a. Health and safety performance against stated objectives.

b. The adequacy of the Organization's health and safety management arrangements versus those defined in the WSP 'Expectations for Health and Safety Management'.

Every Organization shall ensure that management review meetings:

a. Are attended by senior management representatives.

b. Consider benchmarking with similar Organizations, health and safety occurrences and monitoring activities.

c. Have formal minutes, with action items identified and tracked to closure.

8. CONTINUOUS IMPROVEMENT

8.1 Action Plans

Every Organization shall maintain a documented process for managing the close out of improvement actions that:

a. Identifies improvement actions to ensure the adequacy and continual improvement of the health and safety management system.

b. Ensures timely close out of improvement actions generated from health and safety inspections, audits and other sources.

c. Evaluates improvement actions for effectiveness.

* It is recognized that not all newly acquired businesses (excluding existing WSP businesses) will have fully developed or mature Safety Management Systems. Therefore, newly acquired businesses will be required to achieve certification to OHSAS18001 (ISO45001) within 2 years of being acquired, or will operate under an existing WSP Safety Management System where this is not feasible.
The Roadmap sets out the specific activities we must undertake in each region and business to support the development of health and safety excellence and foster a positive safety culture designed to reduce the likelihood for employees, sub-contractors or others to be subjected to harm.

The philosophy underpinning the Roadmap is that to achieve a positive safety culture and reduce the likelihood of harm requires us to meet expectations, which are beyond the statutory minimum.

How will our Roadmap help us achieve Zero Harm?
By involving everyone in initiatives and ways of working which reduce risks, and by using our six Zero Harm Pillars to continuously improve our processes and ways of working.

1. Leading
Every Leader commits to Zero Harm and inspires our people to make it their personal priority.

2. Simplifying
We make sure our systems and processes enable our people to do this, not get in the way.

3. Re-Thinking
We look at what we do with fresh eyes, challenge the status quo, and re-engineer how we do our work to eliminate risks.

4. Involving
We engage everyone who works for us to Make Safety Personal – contributing to Zero Harm through everything that they do.

5. Learning
We seek out and share what works well, adapt it for our environment then make it what we do.

6. Tracking
We identify where we can improve, how to close the gap and when we have achieved success.

Each element is split into a maturity level associated with a timeline for achievement.

Each requirement is a pass or fail and is accompanied by guidance provided later in this document to help eliminate any confusion over the interpretation of the requirement.

Each business must develop its own annual action plan, which includes the Roadmap requirements. The plan must set out the specific actions to be taken to achieve the Roadmap requirements.

Each Organization must have its own Action Plan, agreed with the Senior Leadership Team of that Organization. For 2018, the plan should be in place by the end of the first quarter of 2018.

Each Organization will be required to report progress on a quarterly basis to the Global Head of Health and Safety, who will review progress with the Organization’s leadership.

External verification of progress against the Roadmap will be undertaken by external verifiers as a focus area activity. Annual progress reviews will be undertaken, which will be supported by the Global Head of Health and Safety.
# Zero Harm Roadmap 2018-2020

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<th>Objective</th>
<th>Leading</th>
<th>Simplifying</th>
<th>Re-thinking</th>
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<td>1.1</td>
<td>Every Leader commits to Zero Harm and inspires our people to make it their personal priority.</td>
<td>We make sure our systems and processes enable our people to do this, not get in the way.</td>
<td>We look at what we do with fresh eyes, challenge the status quo, and re-engineer how we do our work to eliminate risks.</td>
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<td>1.2</td>
<td>A member of each Regional Leadership Team is nominated to lead on H&amp;S.</td>
<td>The Regional H&amp;S system will be aligned with local legislative requirements and the WSP 'Expectations for H&amp;S Management'.</td>
<td>Regions will produce an annual roadmap action plan which details H&amp;S objectives and specific risk reduction and elimination activities.</td>
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<td>2.1 Line Management will be visible to employees and undertake regular safety-focused engagements within a structured regime.</td>
<td>Regional H&amp;S systems will be regularly reviewed to ensure that they are simple to navigate, effectively implemented and easily accessible by all employees.</td>
<td>Senior Management will conduct an annual H&amp;S risk review with the sole purpose of identifying and implementing methods to remove potentially fatal risks.</td>
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<td>2.2 Regional Leadership will develop and promote annual H&amp;S Targets linked to a performance review process.</td>
<td>Employees will be set to work with clear and effective work instructions, that support the removal/reduction of risks.</td>
<td>An effective process will be in place which ensures the risks associated with working overseas are monitored and controlled.</td>
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<td>3.1</td>
<td>H&amp;S is a demonstrable consideration in Management decisions and meetings on a par with commercial matters when assessing risk.</td>
<td>Employees will be empowered to change or stop site work if H&amp;S arrangements are inadequate or not understood.</td>
<td>Method statements/project safety plans will eliminate potentially fatal risks with work practices which meet or exceed statutory requirements.</td>
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<td>3.2</td>
<td>Senior Management will have completed an externally accredited H&amp;S training course relevant to their role.</td>
<td>Employees will be given the opportunity to provide input to local system modifications which improve the effectiveness of the systems.</td>
<td>Hi-Potential severity incidents will be subjected to Human Factors Analysis and Classification System analysis to determine organizational influences or human factors.</td>
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## 2018

- **1.1**: A member of each Regional Leadership Team is nominated to lead on H&S. **1.3**: The Regional H&S system will be aligned with local legislative requirements and the WSP ‘Expectations for H&S Management’. **1.5**: Regions will produce an annual roadmap action plan which details H&S objectives and specific risk reduction and elimination activities.

## 2019

- **2.1**: Line Management will demonstrate their accountability for H&S performance. **2.3**: Regional H&S systems will be regularly reviewed to ensure ease of access to all employees and that they are simple to navigate and effectively implemented. **2.5**: All new businesses and new business opportunities will be reviewed as part of an operational process before work commences.

## 2020

- **3.1**: H&S is a demonstrable consideration in Management decisions and meetings on a par with commercial matters when assessing risk. **3.3**: Employees will be empowered to change or stop site work if H&S arrangements are inadequate or not understood. **3.5**: Method statements/project safety plans will eliminate potentially fatal risks with work practices which meet or exceed statutory requirements.

- **3.2**: Senior Management will have completed an externally accredited H&S training course relevant to their role. **3.4**: Employees will be given the opportunity to provide input to local system modifications which improve the effectiveness of the systems. **3.6**: Hi-Potential severity incidents will be subjected to Human Factors Analysis and Classification System analysis to determine organizational influences or human factors.
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<td><strong>We seek out and share what works well, adopt it for our environment then make it what we do.</strong></td>
<td><strong>We identify where we can improve, how to close the gap and when we have achieved success.</strong></td>
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<td><strong>1.7</strong> Employee H&amp;S Reps will provide direct input to the annual roadmap action plan and will be engaged throughout the year on H&amp;S matters.</td>
<td><strong>1.9</strong> Employees will be inducted in the business requirements for H&amp;S via a structured process with records maintained.</td>
<td><strong>1.11</strong> Processes will be in place to ensure employees routinely record incidents and observations into iSMS, such that H&amp;S performance can be effectively monitored and proactive action taken.</td>
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<td><strong>1.8</strong> Employee feedback on H&amp;S performance and company arrangements will be sought annually via a structured process.</td>
<td><strong>1.10</strong> Line Management will be trained in the H&amp;S requirements appropriate to their role, in support of ensuring the safety of those employees under their supervision.</td>
<td><strong>1.12</strong> A suite of leading indicators will be used to monitor progress towards Zero Harm which includes Safety Tours, Observations and Near Misses.</td>
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<td><strong>2.7</strong> Customer/Supply chain feedback on H&amp;S performance will be sought annually via a structured process.</td>
<td><strong>2.9</strong> Employees will have H&amp;S objectives set as part of an annual performance review regime.</td>
<td><strong>2.11</strong> H&amp;S performance will be published monthly. Roadmap action plan progress will be reviewed quarterly and进度 reported to the Senior Management team.</td>
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<td><strong>2.8</strong> Findings &amp; lessons learned from incidents &amp; accidents will be shared with all employees and our supply chain partners.</td>
<td><strong>2.10</strong> H&amp;S fatal risk subject matter experts will be identified as a resource for all employees to engage with for advice and guidance.</td>
<td><strong>2.12</strong> Completion of actions arising from adverse events, audits findings and Hi-Potential incidents and accidents will be completed by agreed due dates.</td>
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<td><strong>3.7</strong> Employee exceptional safe performance will be regularly identified and recognized by Management through an established rewards process.</td>
<td><strong>3.9</strong> A business wide stand down or focused event should be held following a significant event to share H&amp;S performance, lessons learned, or to communicate a significant theme or initiative.</td>
<td><strong>3.11</strong> iSMS will be regularly reviewed to ensure it affords a simple and effective system which supports the business to identify the need for, and to make continuous improvements to working practices and processes.</td>
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<td><strong>3.8</strong> Employee and supply chain input should be sought such that it contributes to the development of safe working practices and safe methods of work.</td>
<td><strong>3.10</strong> Regions will train their H&amp;S team and Operational Management in incident &amp; accident investigation.</td>
<td><strong>3.12</strong> Corporate H&amp;S teams and Regional Senior Management will conduct an annual review of progress against this roadmap and the effective implementation of WSP Expectations for Managing H&amp;S.</td>
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Health and Safety Contact

Global Head of Health and Safety
Andy Shannon
T +44 161-200-5257
M+ 44 7791-925-542
E andy.shannon@wsp.com

WSP Global Inc.
1600, René-Lévesque Blvd. W.
16th Floor
Montreal, Quebec
H3H 1P9 Canada

wsp.com