Expectations for Health, Safety and Wellbeing Management

January 2021
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Our Commitment to Health, Safety and Wellbeing

As a recognized global leader in our industry, WSP must adhere to the highest international standards for health, safety and wellbeing (HSW), constantly striving to exceed these standards in all we do. Ensuring the health, safety and wellbeing of our employees, as well as others who may be affected by our activities, is a core value at WSP and is essential for our success.

Our Expectations for Health, Safety and Wellbeing Management (“Expectations”) fosters a holistic approach to addressing HSW risks and provides a foundation for all our regions to strive towards as they implement HSW into all aspects of their work. They enhance our industry leading HSW culture to ensure we can effectively monitor, prevent, reduce or mitigate the risks associated with our business. They also ensure that we provide a safe work environment for our people, which includes addressing physical as well as psychological health needs.

The 2021-2023 Zero Harm Roadmap (“Zero Harm Roadmap”) details the specific activities to be achieved by each WSP business line by 2023, under our six core HSW pillars. Senior leadership in each region will champion the roadmap as we continue to strengthen our HSW culture. The roadmap has been updated to further address our focus on various wellbeing initiatives as we aim to better identify, mitigate and prevent certain factors and conditions that have the potential to harm employee psychological wellbeing. By setting out mandatory expectations, we will ensure that high-calibre practices will remain integral to our culture. This in turn will inform how we deliver work for our clients and enable our employees to work in an environment, and for a company, that continually strives to keep them and others safe from harm.

Our Making Health, Safety and Wellbeing Personal approach has proved very successful. It will therefore continue to drive our Zero Harm Vision over the next three years. This means that each of us is held accountable for our personal health, safety and wellbeing and that of others.

We look forward to your continued collaboration and support as we extend our vital practices in health and safety to wellness.

Renae Walter
Global Director of Health, Safety & Security

As a recognized global leader in our industry, WSP must adhere to the highest international standards for health, safety and wellbeing (HSW), constantly striving to exceed these standards in all we do. Ensuring the health, safety and wellbeing of our employees, as well as others who may be affected by our activities, is a core value at WSP and is essential for our success.
Zero Harm

Everywhere We Operate, We Will Make Health, Safety and Wellbeing Personal

Our Zero Harm Vision is a commitment shared by WSP and all employees to consider and effectively reduce or mitigate health, safety and wellbeing risks from our activities by seeking new and innovative solutions via the six 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 according to hazards in all the activities we undertake.

Maintaining Zero Harm Day to Day
All our businesses will establish processes that effectively manage Health, Safety and Wellbeing, 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 any hazards that 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.
At WSP, we embrace health, safety and wellbeing (HSW) as a fundamental part of our business practice. We ensure that this aspect is given the same emphasis as our commercial and operational activities at the level of our Global Leadership Team, as well as being regularly considered by the WSP Global Inc. Board of Directors.

The purpose of this document is to set out WSP’s “Expectations for Health, Safety and Wellbeing Management”. These Expectations are based on international best practices, including ISO 45001: Occupational Health and Safety Management System; and ISO 45003: “Occupational Health and Safety Management - Psychological Health and Safety at Work: Managing Psychological Risks – Guidelines”.

They are supported by our Zero Harm Vision; Global Health, Safety and Wellbeing Policy and associated HSW management arrangements (see Figure 1 below).

These Expectations form the minimum mandatory HSW requirements required by WSP. However, we encourage our businesses to surpass these requirements. The term “Organization” is used in this document to refer to each WSP business, as well as 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 in which WSP may be able to influence the HSW standards established by our clients.

These Expectations are to be cascaded down to the programs and projects managed by WSP. For instances in which HSW requirements are led by the client, these Expectations remain applicable, with project teams required to ensure that equivalent arrangements and standards are established.

Compliance with the specific clauses detailed in these Expectations will be assessed by periodic reviews and audits conducted by WSP’s regional HSW teams and will be reviewed by the Global Head of Health, Safety & Security at least annually.

Figure 1

Our Approach to Health, Safety and Wellbeing
Expectations for Health, Safety and Wellbeing Management

1. Our Organization

1.1 WSP’s Global Board of Directors (the “Board”)

The Governance, Ethics and Compensation Committee of the Board, together with the Board, provide leadership and oversee health, safety and wellbeing policies and practices. At each quarterly meeting, directors receive and consider a report prepared by the Global Head of Health, Safety & Security.

1.2 Regions

Regional Leadership Teams will conduct an annual review of HSW to:

— Endorse the vision for HSW and the strategy for achieving it.
— Review performances, trends and progress.
— Review the effectiveness of the arrangements for managing HSW.
— Review specific incidents and actions taken to prevent reoccurrence.

A review chaired by the Global Head of Health, Safety & Security, on behalf of the Board, will be conducted for all employee fatalities and selected serious incidents to ensure that lessons learned are communicated across the business.

1.3 Global Safety Committee

The Global Safety Committee is established and chaired by the Global Head of Health, Safety & Security. The committee is formed from the lead HSW 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 HSW.
— HSW policies and performance and how compliance is ensured across regions and businesses.
— Zero Harm Roadmap progress, sharing best practices and innovation in support of a positive safety culture.
— Lessons learned from adverse events and measures to avoid them in the future.

1.4 Regional Health, Safety and Wellbeing Forums

Each region and business should convene an HSW forum, chaired by the regional HSW lead with members from local senior management and HSW teams across the business sectors, at least annually.

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

2. Organizational Context

2.1 Internal and External Factors

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

Internal factors may include:

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

External factors may include:

a. Political change.
b. Social and economic factors.
c. Health crises such as pandemics.
2.2 Stakeholder Management
Each Organization shall ensure that arrangements are in place for managing and consulting with stakeholders on appropriate controls for HSW.

2.3 System Scope
Each Organization shall specify the boundaries and applicability of the HSW management system to establish its scope (e.g. country/region), taking into consideration internal and external factors.

3. Leadership

3.1 Commitment
Each Organization shall ensure that senior management is accountable for performance and is able to demonstrate clear leadership to establish:

a. Compliance with the Expectations for Health, Safety and Wellbeing Management.
b. Fulfillment of HSW objectives.
c. Implementation of HSW management arrangements.

3.2 Senior Management Appointment
Each Organization shall appoint a member of its leadership team (non-HSW personnel) to lead HSW matters. This individual shall be responsible for supporting the activities of HSW personnel and supporting commitment to the Zero Harm Vision.

3.3 Health, Safety and Wellbeing Policy
Each Organization shall maintain a documented health, safety and wellbeing policy, incorporating project-specific references as applicable, which communicates its commitment to HSW and sets out arrangements for implementing the policy.

The Organization’s policy shall:

a. Provide a clear statement of overall HSW objectives concerning the Zero Harm Vision.
b. Establish commitment to improvement.
c. Pledge compliance with all applicable HSW legal obligations.

The policy shall be approved and signed by the regional CEO/MD.
Furthermore, each Organization shall:

a. Communicate its HSW policy requirements to all employees and other affected parties.

b. Review its HSW policy on an annual basis and after significant change.

3.4 Roles and Responsibilities
Each Organization shall incorporate HSW roles and responsibilities within job descriptions.

Each Organization shall ensure that HSW roles and responsibilities are clearly communicated.

4. Employee Wellbeing

4.1 Wellbeing Programs
Each Organization shall establish a structured program to help identify and control work-related hazards that could harm employees’ psychological health and wellbeing.

Each Organization shall provide support to plan, implement and manage initiatives for promoting positive wellbeing for employees, which should include as a minimum:

a. Clear ownership and responsibilities for the management and execution of mental health and
wellbeing programs, with leadership reviews of progress taking place at least annually.

b. Employee access to professional support for mental health and stress issues, whether personal or work-related.

c. Guidance and training for line managers and supervisors on recognizing, managing and reducing work-related stress and supporting work/life balance that meets or exceeds local statutory requirements.

d. Removal of any related stigma and promoting the understanding that mental wellbeing is of equal importance to physical wellbeing.

e. Reinforcement of our zero-tolerance approach to any form of discrimination, abuse, harassment or bullying within each Organization.

5. Planning

5.1 Horizon Scanning

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

Issues to consider during horizon scanning may include:

a. Remote and agile working arrangements.

b. Increased globalization.

c. Outsourcing and other non-standard patterns of employment.

d. Technological change.

e. Demographic issues.

5.2 Fatal Risks and Opportunities

Each Organization shall maintain a documented HSW risk assessment process that:

a. Identifies all foreseeable HSW hazards and risks that may arise during its activities.

b. Provides for the necessary planning, research and innovation to eliminate or reduce fatal hazards.

c. Determines HSW risks to stakeholders (including members of the public).

d. Assesses HSW risks using an appropriate methodology.

e. Identifies opportunities that may have a positive impact on HSW outcomes.

f. Establishes operational controls and safe methods of working to eliminate or reduce HSW risks to an acceptable level.

g. Ensures HSW risk assessments are documented and reviewed on a periodic basis, taking into consideration residual risks.

h. Communicates the findings of HSW risk assessments to those who may be affected.

5.3 Health, Safety and Wellbeing in Design

Each Organization responsible for program or project management, or involved 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 HSW risks to those involved in the construction and/or use of the asset.

c. Bringing to the attention of clients any foreseeable design risks.

d. Co-operating with relevant parties (e.g. clients, contractors and end users), to improve the ways in which HSW risks are managed and controlled.

5.4 Health, Safety and Wellbeing Plan

Each Organization responsible for program or project management, or involved in the management of design work, shall maintain a specific Health, Safety and Wellbeing Plan detailing how it will manage associated HSW risks. Where this requirement is applicable, the Organization shall ensure the HSW Plan is:

a. Developed to a level commensurate 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).

5.5 Health, Safety and Wellbeing File
Each Organization responsible for program or project management, or involved in the management of design work, shall provide information necessary for compiling or updating the Health, Safety and Wellbeing File or its equivalent.

Each Organization responsible for the construction phase of a project shall compile a Health, Safety and Wellbeing File (or equivalent) containing HSW information needed by end users to enable future work (including cleaning, maintenance, refurbishment and demolition) to take place in consideration of HSW issues. Where this requirement is applicable, the Organization shall:

a. Ensure that all information provided in the HSW File is accurate.

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

5.6 Change Management
Each Organization shall maintain a documented process to manage HSW 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. Changes to legislation.

d. Organizational changes.

e. Rapid recruitment and on-boarding.

5.7 Health, Safety and Wellbeing Legal and Other Requirements
Each Organization shall maintain a documented process for identifying and evaluating compliance with HSW legal and other requirements applicable to their activities.

Each Organization shall maintain a register of HSW legal and other requirements, including:

a. The Expectations for Health, Safety and Wellbeing Management.

b. Health and safety contractual requirements.

c. Industry best practices for HSW management.

5.8 Health, Safety and Wellbeing Objectives
Each Organization shall maintain documented HSW objectives that:

a. Take into account the Zero Harm Vision and the Expectations for Health, Safety and Wellbeing Management.

b. Relate to significant health, safety and wellbeing risks.

c. Include measurable targets for tracking progress.

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

e. Are aligned with Zero Harm Roadmap objectives and reviewed at least annually.

5.9 Health, Safety and Wellbeing Programs
Each Organization shall maintain documented programs for achieving HSW objectives that:

a. Have clearly defined objectives.

b. Assign appropriate responsibilities.

c. Establish timeframes for completion of related activities.

d. Are aligned with Zero Harm Roadmap objectives and reviewed at least annually.

6. Support

6.1 Resources
Each Organization shall allocate sufficient resources for the management of HSW, including a budget to cover staffing and specific items/equipment.

Each Organization shall employ an adequate number of competent HSW professionals to provide advice and guidance on HSW legal and other requirements, as well as assist in the implementation of management arrangements.
6.2 Competence and Awareness

Each Organization shall maintain a documented process to identify and analyze the HSW competencies necessary to undertake specific roles.

Each Organization shall:

a. Establish and document HSW 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 requirements.
d. Assess the required skills, technical experience and knowledge of the processes to be applied.
e. Ensure that the delivery of HSW training is planned, assessed and evaluated.
f. Retain and ensure the availability of individual HSW training records.

6.3 Communication

Each Organization shall maintain a documented process for communicating HSW information.

Each Organization shall ensure that a range of mechanisms (e.g. newsletters, intranets, emails) are used to communicate HSW information (e.g. alerts and briefings).

Each Organization shall convene on at least an annual basis a Health, Safety and Wellbeing Forum chaired by a member of senior management (non-HSW personnel) to
facilitate sharing and dissemination of HSW information and best practice.

6.4 Involvement
Each Organization shall:

a. Consult with its workforce on significant HSW issues.

b. Involve its customers, sub-contractors, suppliers and partners in achieving the Zero Harm Vision.

c. Seek voluntary involvement of stakeholders in HSW to encourage development of a positive HSW culture.

6.5 Documents
Each Organization shall maintain a process for document control, ensuring that:

a. HSW documents are consistently reviewed, updated and approved prior to use.

b. Hard copies of HSW documents remain legible and identifiable.

c. Uncontrolled use of obsolete HSW documents is prevented.

6.6 Records
Each Organization shall maintain a documented process for the control of records to:

a. Identify, store and retrieve HSW records, including arrangements for retention and disposal in accordance with local statutory requirements (WSP’s Global Records Management Policy should be adhered to if local statutory requirements are not available).

b. Ensure HSW records are legible, identifiable and traceable.

7. Operations
7.1 Operational Planning and Control
Each Organization shall maintain specific documented operational controls to manage HSW risks for its areas and activities in consideration of:

a. Risk assessments.

b. Consultation with employees and relevant stakeholders.

c. Findings from active monitoring (e.g. inspections, audits).

d. Results from reactive monitoring (e.g. reportable occurrences).

7.2 Supply Chain Selection and Management
Each Organization shall maintain a specific documented process that ensures HSW requirements are assessed during supply chain selection and management, including outsourced operations.

Each Organization shall:

a. Determine HSW performance criteria required of the organizations that they engage.

b. Establish relevant HSW competency standards.

c. Assess areas of performance that will have an impact on HSW.

d. Pre-qualify and select approved suppliers who meet the Expectations for Health, Safety and Wellbeing Management.

e. Monitor and review performance.

7.3 Emergency Preparedness and Response
Each Organization shall maintain a documented process to manage emergency situations, in line with the requirements of WSP’s internal Standard 105 - Crisis Management, which:

a. Details mitigation measures for emergencies, including roles and responsibilities; emergency evacuation arrangements; escalation; and incident response procedures, including liaison with external authorities and other relevant parties.

b. Incorporates testing on a periodic basis and in accordance with significant changes, including drills and full site evacuations.

c. Ensures all relevant persons are trained, competent and familiar with the requirements of site-specific emergency arrangements.
7.4 Overseas Working and International Travel
Each Organization shall maintain documented operational controls in line with the requirements of WSP's internal Standard 104 - International Travel, to manage and mitigate the significant risks associated with working overseas, which consider:

- Identifying the need to travel.
- Risk assessments and destination risk factors.
- Pre-trip planning, mitigation and risk control.
- Personal risk factors of the traveller.
- Safe travel and employee competencies.
- Reporting of incidents.

8. Performance Evaluation

8.1 Health, Safety and Wellbeing Inspections
Each Organization shall maintain a documented process to conduct periodic HSW inspections, which takes into consideration potentially fatal risk activities.

Each Organization shall ensure the frequency of inspections takes into consideration the nature of the work and HSW risks involved.

8.2 Senior Management Health, Safety and Wellbeing Tours and Interaction
Each Organization shall ensure that its senior management (non-HSW personnel) undertakes HSW tours on a periodic basis.

8.3 Health, Safety and Wellbeing Key Performance Indicators
Each Organization shall maintain a documented process for the measurement of HSW performance that addresses, but is not limited to:

a. Personal injury.
b. Occupational illness.
c. Training.
d. Inspections.
e. Audits.
f. Work related ill-health.

8.4 Reporting
Each Organization shall maintain a documented process for HSW reporting, in order to:

a. Inform management and HSW teams of prescribed incidents, as defined in the internal Standard 103 - Reporting Requirements.

b. Notify relevant authorities as applicable.

The following incidents must be reported in the integrated Safety Management System (iSMS) in accordance with Standard 103 - Reporting Requirements:

a. All injuries to employees, including fatalities*, major permanently-disabling injuries*, lost time, medical treatment beyond first aid and first aid injuries.

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* Fatalities and major permanently disabling injuries must be reported to Renae Walter, Global Director of Health, Safety & Security at renae.walter@wsp.com and zero.harm@wsp.com within 24 hours.
b. Work-related illness incidents.
c. All injuries to contractors, third parties and members of the public where WSP has a legal or contractual responsibility for health, safety and wellbeing.
d. High-potential events (i.e. incidents and near misses with the potential for fatality).
e. Hours worked.
f. Legal and regulatory incidents.
g. Management safety walks.
h. Near-miss events.
i. Observations (positive and negative).
j. Rail events.
k. Road traffic incidents.
l. Utility strikes, e.g. underground power cables.

8.5 Investigation
Each Organization shall investigate HSW incidents in line with WSP’s internal Standard 102 - Incident Investigation, in order 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.

8.6 Health, Safety and Wellbeing Audit
Each Organization shall maintain a documented process that:
a. Ensures audits are undertaken and documented.
b. Assesses implementation and safety management arrangements, including compliance with the Expectations for Health, Safety and Wellbeing Management.
c. Evaluates any projects operating under an alternative HSW management system against the Expectations for Health, Safety and Wellbeing Management.

8.7 Independent Audit

Each Organization shall ensure that an external, independent audit of HSW management arrangements is conducted at least annually, to establish and confirm effectiveness. Each Organization shall:

a. Communicate key findings to its senior management, including the regional COO/MD.


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

d. Ensure Safety Management Systems are assessed by an external verifier to confirm they meet the requirements of ISO 45001.

e. Ensure Safety Management Systems achieve certification to ISO45001 by 2023*.

8.8 Management Review

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

a. HSW performance in line with stated objectives.

b. The adequacy of the Organization’s HSW management arrangements versus those defined in the Expectations for Health, Safety and Wellbeing Management.

Each Organization shall ensure that management review meetings:

a. Are attended by senior management representatives.

b. Consider HSW occurrences and monitoring activities, as well as benchmarking with similar Organizations.

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

9. Continuous Improvement

9.1 Action Plans

Each 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 Safety Management System.

b. Ensures timely close out of improvement actions stemming from HSW inspections, audits and other sources.

c. Evaluates improvement actions for effectiveness.

* Newly acquired businesses will be required to achieve certification to ISO45001 within two years of acquisition, or will operate under an existing WSP Safety Management System if this is not feasible. All businesses with fewer than 50 employees may opt not to become ISO45001 certified but must fully comply with WSP’s Zero Harm Roadmap and the Expectations for Health, Safety and Wellbeing Management.
The Roadmap sets out the specific activities that each region must undertake, with support from Group resources. It aims to develop HSW excellence and a positive safety culture to reduce the likelihood that employees, subcontractors or others will be subjected to harm.

The philosophy underpinning the Roadmap is to involve all stakeholders in initiatives and ways of working which reduce risks, in addition to promoting the six Zero Harm Pillars to continuously improve our processes.

Each Organization shall develop its own annual action plan, including the Zero Harm Roadmap requirements. The plan must set out the specific actions to be taken to achieve the Roadmap requirements, and be agreed with the Leadership Team of that Organization.

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

Annual progress reviews will be undertaken, which will be supported by the Global Head of Health, Safety & Security.
Zero Harm Pillars

LEADING
We ensure each leader commits to Zero Harm and inspires our people to make it their personal priority.

SIMPLIFYING
We make sure our health, safety and wellbeing systems and processes are simple yet effective.

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.

INVOLVING
We engage everyone who works for us to Make Health, Safety and Wellbeing Personal – contributing to Zero Harm through everything that they do.

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

IMPROVING
We identify where we can improve, how to close the gaps and when we have achieved success.
## 2021–2023 Zero Harm Roadmap

The elements under the six Roadmap Pillars are mandatory requirements and represent the minimum expectations that each Organization shall achieve by the end of 2023.

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<tr>
<th>Objectives</th>
<th>LEADING</th>
<th>SIMPLIFYING</th>
<th>RE-THINKING</th>
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<tr>
<td>Each Region /Organization shall:</td>
<td>We ensure each leader commits to Zero Harm and inspires our people to make it their personal priority.</td>
<td>We make sure our health, safety and wellbeing systems and processes are simple yet effective.</td>
<td>We look at what we do with fresh eyes, challenge the status quo, and re-examine how we do our work to eliminate risks.</td>
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<td>Develop and promote annual HSW targets linked to a performance review process.</td>
<td>Ensure HSW Systems are regularly reviewed to ensure that they are simple to navigate, effectively implemented and easily accessible by all employees.</td>
<td>Conduct an HSW risk review at least annually with the sole purpose of identifying and implementing methods to mitigate/remove key risks including potentially fatal risks.</td>
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<td>Ensure HSW is a demonstrable consideration in management decisions and meetings, on a par with commercial matters.</td>
<td>Ensure employees are set to work with clear and effective work instructions that support the removal/reduction of risks.</td>
<td>Acknowledge the benefits of good mental wellbeing to the business and develop a program to promote work/life balance that goes beyond local statutory requirements.</td>
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<td>Ensure members of senior management are visible to employees and undertake regular safety-focused engagements within a structured regime.</td>
<td>Ensure employees are empowered to change or stop site work if HSW arrangements are inadequate or not understood.</td>
<td>Ensure an effective process is in place to identify, monitor and control the risks associated with working overseas.</td>
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<td>Develop and implement an effective and structured program to promote, implement and manage initiatives for positive mental health and wellbeing for its employees.</td>
<td>Provide access for employees to professional support on mental health and stress issues, whether personal or work-related.</td>
<td>Ensure method statements/project safety plans meet or exceed local statutory requirements to eliminate potentially fatal risks from our work practices.</td>
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<td>Ensure line managers demonstrate their accountability for HSW performance.</td>
<td>Ensure employees are given the opportunity to provide input to local HSW system modifications to improve system effectiveness.</td>
<td>Ensure all Hi-Potential severity incidents are subjected to Human Factor Analysis and Classification System Analysis to determine organizational influences or human factors.</td>
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<td>We engage everyone who works for us to Make Safety Personal – contributing to Zero Harm through everything that they do.</td>
<td>We seek out and share what works well, adapt it for our environment then make it what we do.</td>
<td>We identify where we can improve, how to close the gap and when we have achieved success.</td>
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<td>Seek employee, client and supply chain feedback on HSW performance via a structured process.</td>
<td>Ensure all employees are trained in the business requirements for HSW via a structured process, with records maintained.</td>
<td>Review and publish its HSW performance monthly and quarterly and report findings to the senior management team.</td>
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<td>Share findings and lessons learned from incidents and accidents with all employees and if applicable, with our supply chain partners.</td>
<td>Ensure line managers are trained in the HSW requirements appropriate to their role, in support of ensuring the safety of those employees under their supervision.</td>
<td>Ensure that actions arising from adverse events, audit findings, Hi-Potential incidents and accidents are completed within agreed due dates.</td>
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<td>Employee/project exceptional safe performance will be regularly identified and recognized by management through an established rewards process.</td>
<td>Provide guidance and training to line managers and supervisors on recognizing, managing and reducing work-related stress from their work and those under their supervision.</td>
<td>Review the content in iSMS on a regular basis to ensure it supports the business to identify the need for, and to make continuous improvements to, working practices and processes.</td>
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<td>Identify HSW subject matter experts as a resource for all employees to engage with for advice and guidance.</td>
<td>Conduct business-wide HSW stand down or focused events to share HSW performance, lessons learned, or to communicate a significant theme or initiative.</td>
<td>Review progress of its mental health and wellbeing program annually as part of a structured and documented process.</td>
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<td>Work to remove the stigma associated with mental illness across the Organization and communicate to all employees about its mental health and wellbeing program.</td>
<td>Provide training to their HSW team and operational management in incident and accident investigation.</td>
<td>The Global Head of Health, Safety &amp; Security and regional senior management will conduct an annual review of progress against this Roadmap and the effective implementation of the Expectations for Health, Safety and Wellbeing Management.</td>
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As one of the world’s leading professional services firms, WSP provides engineering and design services to clients in the Transportation & Infrastructure, Property & Buildings, Environment, Power & Energy, Resources and Industry sectors, as well as offering strategic advisory services. WSP’s global experts include engineers, advisors, technicians, scientists, architects, planners, surveyors and environmental specialists, as well as other design, program and construction management professionals. Our talented people are well positioned to deliver successful and sustainable projects, wherever our clients need us.