

Zero Harm Roadmap 2018-2020

	Leading	Simplifying	Re-thinking	Involving	Learning	Tracking
Objective	Every Leader commits to Zero Harm and inspires our people to make it their personal priority.	We make sure our systems and processes enable our people to do this, not get in the way.	We look at what we do with fresh eyes, challenge the status quo, and re-engineer how we do our work to eliminate risks.	We engage everyone who works for us to Make Safety Personal – contributing to Zero Harm through everything that they do.	We seek out and share what works well, adapt it for our environment then make it what we do.	We identify where we can improve, how to close the gap and when we have achieved success.
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.	1.7 Employee H&S Reps will provide direct input to the annual roadmap action plan and will be engaged throughout the year on H&S matters.	1.9 Employees will be inducted in the business requirements for H&S via a structured process with records maintained.	1.11 Processes will be in place to ensure employees routinely record incidents and observations into iSMS, such that H&S performance can be effectively monitored and proactive action taken.
	1.2 Senior Management will be visible to employees and undertake regular safety-focused engagements within a structured regime.	1.4 Regional H&S systems will be regularly reviewed to ensure that they are simple to navigate, effectively implemented and easily accessible by all employees.	1.6 Senior Management will conduct an annual H&S risk review with the sole purpose of identifying and implementing methods to remove potentially fatal risks.	1.8 Employee feedback on H&S performance and company arrangements will be sought annually via a structured process.	1.10 Line Management will be trained in the H&S requirements appropriate to their role, in support of ensuring the safety of those employees under their supervision.	1.12 A suite of leading indicators will be used to monitor progress towards Zero Harm which includes Safety Tours, Observations and Near Misses.
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.	2.7 Customer/Supply chain feedback on H&S performance will be sought annually via a structured process.	2.9 Employees will have H&S objectives set as part of an annual performance review regime.	2.11 H&S performance will be published monthly. Roadmap action plan progress will be reviewed quarterly and progress reported to the Senior Management team.
	2.2 Regional Leadership will develop and promote annual H&S Targets linked to a performance review process.	2.4 Employees will be set to work with clear and effective work instructions, that support the removal/reduction of risks.	2.6 An effective process will be in place which ensures the risks associated with working overseas are monitored and controlled.	2.8 Findings & lessons learned from incidents & accidents will be shared with all employees and our supply chain partners.	2.10 H&S fatal risk subject matter experts will be identified as a resource for all employees to engage with for advice and guidance.	2.12 Completion of actions arising from adverse events, audits findings and Hi-Potential incidents and accidents will be completed by agreed due dates.
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.	3.7 Employee exceptional safe performance will be regularly identified and recognized by Management through an established rewards process.	3.9 A business wide stand down or focused event should be held following a significant event to share H&S performance, lessons learned, or to communicate a significant theme or initiative.	3.11 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.
	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.	3.8 Employee and supply chain input should be sought such that it contributes to the development of safe working practices and safe methods of work.	3.10 Regions will train their H&S team and Operational Management in incident & accident investigation.	3.12 Corporate H&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&S.