

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.



LEADING



SIMPLIFYING



RE-THINKING



INVOLVING



LEARNING



IMPROVING

Objectives	We ensure each leader commits to Zero Harm and inspires our people to make it their personal priority.	We make sure our health, safety and wellbeing systems and processes are simple yet effective.	We look at what we do with fresh eyes, challenge the status quo, and re-examine 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.
Each Region /Organization shall:	Develop and promote annual HSW targets linked to a performance review process.	Ensure HSW Systems are regularly reviewed to ensure that they are simple to navigate, effectively implemented and easily accessible by all employees.	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.	Seek employee, client and supply chain feedback on HSW performance via a structured process.	Ensure all employees are trained in the business requirements for HSW via a structured process, with records maintained.	Review and publish its HSW performance monthly and quarterly and report findings to the senior management team.
	Ensure HSW is a demonstrable consideration in management decisions and meetings, on a par with commercial matters.	Ensure employees are set to work with clear and effective work instructions that support the removal/reduction of risks.	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.	Share findings and lessons learned from incidents and accidents with all employees and if applicable, with our supply chain partners.	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.	Ensure that actions arising from adverse events, audit findings, Hi-Potential incidents and accidents are completed within agreed due dates.
	Ensure members of senior management are visible to employees and undertake regular safety-focused engagements within a structured regime.	Ensure employees are empowered to change or stop site work if HSW arrangements are inadequate or not understood.	Ensure an effective process is in place to identify, monitor and control the risks associated with working overseas.	Employee/project exceptional safe performance will be regularly identified and recognized by management through an established rewards process.	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.	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.
	Develop and implement an effective and structured program to promote, implement and manage initiatives for positive mental health and wellbeing for its employees.	Provide access for employees to professional support on mental health and stress issues, whether personal or work-related.	Ensure method statements/project safety plans meet or exceed local statutory requirements to eliminate potentially fatal risks from our work practices.	Identify HSW subject matter experts as a resource for all employees to engage with for advice and guidance.	Conduct business-wide HSW stand down or focused events to share HSW performance, lessons learned, or to communicate a significant theme or initiative.	Review progress of its mental health and wellbeing program annually as part of a structured and documented process.
	Ensure line managers demonstrate their accountability for HSW performance.	Ensure employees are given the opportunity to provide input to local HSW system modifications to improve system effectiveness.	Ensure all Hi-Potential severity incidents are subjected to Human Factor Analysis and Classification System Analysis to determine organizational influences or human factors.	Work to remove the stigma associated with mental illness across the Organization and communicate to all employees about its mental health and wellbeing program.	Provide training to their HSW team and operational management in incident and accident investigation.	The Global Head of Health, Safety & 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.