



Global Health, Safety and Wellbeing Policy

Making Health and Safety Personal means that each of us is accountable for the wellbeing of ourselves and others who may be affected by our activities.

We will ensure that advice and guidance is provided to our employees to assist them to identify, consider and effectively remove or reduce the risks associated with the work we do. This includes hazards that have the potential to impair psychological health and wellbeing.

Our global and regional leadership teams will ensure that Health and Safety is integral to the way we work, promoting a positive Health and Safety culture which empowers and enables our employees to work in a manner which keeps them safe from harm.

Pursuing our Zero Harm vision and effectively managing Health and Safety risks is the responsibility of our regional businesses and their leadership teams, which are expected to:

- Promote a positive Health and Safety culture by providing visible and tangible leadership.
- Ensure their Health and Safety management system is maintained and implemented such that it meets or exceeds the requirements of this Policy, local legislation and our “Expectations for Health and Safety Management”, and adequately addresses local Health and Safety risks.
- Make Health and Safety integral to everything we do, by ensuring it is an agenda item at all leadership meetings and given equal importance to other operational items.
- Set Health and Safety objectives annually, communicate these to all employees, and monitor and report progress to the Corporation's Board of Directors on a quarterly basis.
- Seek to continuously improve by encouraging the sharing of best practices and lessons learned across our global operations.
- Ensure that acquired businesses are integrated into our way of working.
- Ensure an appropriate level of resources and funding to support this Policy.
- Communicate with employees on any Health and Safety matters which may affect them.
- Provide feedback and recognition to employees who positively contribute to reducing Health and Safety risks.

Employees have a duty of care to themselves and others potentially affected by our activities and are expected to be aware of, and encouraged to contribute to the delivery of this Policy, by:

- Knowing where they can access suitably qualified and experienced Health and Safety advisors for guidance and advice.
- *Making Health and Safety Personal* by reporting any accidents, incidents, unsafe acts, near misses or observations where Health and Safety performance could be improved.
- Challenging the status quo, suggesting improvements and proposing innovative ideas which can remove or reduce risk from our activities.
- Keeping Health and Safety a priority in our offices, on our sites and at home.

In 2021, we will continue our efforts to remove or reduce the risks associated with all our activities and will maintain our focus on reducing the risks associated with driving, activities on project sites, and overseas working. We will also set minimum expectations for our regional businesses to promote the positive mental wellbeing of our employees. In addition, we must ensure that our plans are adapted to a new reality, where many of our employees will go directly to a work site from home.

We look forward to collaborating with our employees, clients and partners to deliver the vision, values and objectives set out in this Policy.

Alexandre L'Heureux
Global President and Chief Executive Officer