2011-2020
OUR VISION FOR HEALTH AND SAFETY
Managing health and safety within our business is of paramount importance in order that we protect our employees, people we work with and others affected by our work. Our approach is to integrate safety in all aspects of our business, encouraging staff to adopt behaviours that will create a safe and controlled environment.

Creating a vision helps us all to align and move in the same direction. It helps to co-ordinate our actions towards a common health and safety goal.

But it’s not enough to simply describe this vision – to realise it we need to put words into practice. By all acting together we can create a positive safety culture where we all lead on health and safety to achieve zero harm.

Keith Howells, Chairman
March 2011
OUR VISION FOR HEALTH AND SAFETY

To create a consistent excellence for health and safety throughout our global organisation

• Creating a positive safety culture where the control of health and safety risk is embedded in our everyday work
• Preventing injuries and ill health to our staff and others affected by our work
• Managers acting as role models
• Actively managing performance at all levels and developing and driving plans for improvement
OUR APPROACH

Within Mott MacDonald we have chosen to take a holistic view of health and safety. We have identified two main areas for consideration...
OCCUPATIONAL HEALTH AND SAFETY

Whatever we do and wherever we do it, we need to do it safely and without causing ill health. In many countries there are clearly defined standards that govern occupational safety – we seek to prevent harm to our staff or others who may be affected by our activities and set high standards in relation to this.

Occupational health and safety risks are managed using defined processes and are monitored via audit and inspection. This is all about personal safety – failures of occupational health and safety usually have an immediate impact, particularly on the individual. Individuals therefore need to consider their behaviour and its consequences.

PROCESS HEALTH AND SAFETY

Process health and safety is about the impact and the integrity of our work as professionals. We aim to prevent any harm occurring, to our staff or others, through our design or process decisions. Failure of process safety may have widespread and significant consequences, and is less likely to have an immediate impact. A design or process failure may result in personal, commercial or legal implications.

In order to manage these types of risks, individuals, particularly senior managers, must have a thorough understanding of the process within their line of responsibility and the implications for safety.
ACHIEVING WORLD CLASS PERFORMANCE
## VISION

<table>
<thead>
<tr>
<th>Objective</th>
<th>What Does Good Look Like?</th>
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</thead>
<tbody>
<tr>
<td>Positive, visible leadership</td>
<td>Leaders visibly engaging in health and safety – talking to staff, discussing at meetings, undertaking safety tours – and developing plans for improvement. Managers positively influencing staff behaviour and shaping safety culture</td>
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<tr>
<td>Staff take personal responsibility for health and safety</td>
<td>Staff taking time to understand their personal responsibilities. Unsafe conditions are reported, unsafe behaviours challenged. Health and safety is integrated into everyday actions</td>
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<td>A recognition and commitment to staff health and wellbeing</td>
<td>Recognition of the need to manage health and welfare – managers actively managing and motivating staff</td>
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<td>Ownership by individuals, managers and business units</td>
<td>Development and involvement in specific health and safety planning. Development of local initiatives to drive improvement</td>
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<tr>
<td>Application of the CLASS principles</td>
<td>Integration of the CLASS principles into professional behaviour coming from a thorough understanding of risk management processes</td>
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<tr>
<td>Credible accident record and high levels of near miss reporting</td>
<td>Statistical performance demonstrates understanding of the accident triangle theory and root cause analysis. Safe behaviour and improved reporting help lead towards zero harm</td>
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### ACCIDENT TRIANGLE

1. Serious or major injury
2. Minor injury
3. Property damage
4. Near misses

So for every serious/major injury we would expect 600 near misses to be reported.
## PROCESS HEALTH AND SAFETY

<table>
<thead>
<tr>
<th>VISION</th>
<th>WHAT DOES GOOD LOOK LIKE?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of the CLASS principles</td>
<td>Managers creating and implementing processes to avoid systemic failure</td>
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<tr>
<td>Taking a holistic view</td>
<td>Managers and professionals understanding the impact of our work in its surroundings across all elements including interfaces with others</td>
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<tr>
<td>Change management</td>
<td>Understanding and appreciating the consequences of decisions, different options and changes, and how these impact on health and safety risk</td>
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<td>The use of peer assist processes</td>
<td>Managers implementing independent review on complex and high risk projects and ensuring the dissemination of lessons learned</td>
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<tr>
<td>Effective supervision</td>
<td>Managers building in supervision at all levels as a key component of achieving high quality standards first time round. Mentoring and coaching where the need is identified</td>
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<tr>
<td>Delivering safety – in the wider context</td>
<td>Following check and approval processes consistently</td>
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### CLASS requires that

- **C**ommunication is effective
- **L**eadership is shown for safety and quality
- **A**ssurance of quality is specific for each project
- **S**upervision arrangements are effective, appropriate and in place
- **S**taff competence is carefully managed
YOUR CONTRIBUTION

As part of the Mott MacDonald team your contribution is key to the success of our vision for health and safety. Our goal is that everyone will recognise and contribute to the principles outlined in this document.

We recognise that different parts of the Group are at different stages of the journey in developing a safety culture and realising the vision. Recognising where you are as an individual, manager or business will help you to identify what needs to be done.
AS AN INDIVIDUAL

- Take responsibility and ownership for health and safety on a personal level
- Consider where your individual impact is – whether this is focused on occupational health and safety, or process health and safety, or both
- Understand that both aspects need to be managed
- Question your contribution to these aspects and examine your own behaviours
- Understand your role in the project interfaces
AS A MANAGER

- Understand our holistic approach to health and safety
- Ensure arrangements are in place to manage risk using CLASS and our QES system
- Create and drive positive leadership actions, setting a good example
- Integrate health and safety into risk management processes
- Question your leadership style towards health and safety – understand the influence you have on others in your behaviour towards risk management and health and safety
- Understand where your bit of the business is on the journey of developing safety culture
- Understand the consequences of systemic management failure
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