

Environment, Health & Safety strategy

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For further information

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Message from Steve Wadey

The health, safety and wellbeing of our people, their families, and the environment around us has never been more important.

In the face of a global pandemic, across all the countries in which we operate, we have had to think differently around the measures we put in place to protect our people, while still delivering for our customers as we face a challenge never seen before.

Since launching our Health, Safety & Environment strategy three years ago, we have achieved a great deal. We recognise there is always more to do, so we are updating our strategy to reflect today's needs and to provide us with a focus for the next five years.



Our new strategy is based on a global approach, sharing expertise across our whole company to strengthen the positive impact we have on health, safety and the environment.

We will continue to put an emphasis on leadership, with our most senior people leading the way and role modelling the behaviours we expect of ourselves and each other. Strengthening the resilience of our people is a vital part of our strategy where we will create a motivated, flexible and committed workforce through the development of a culture and environment that fosters employee wellbeing.

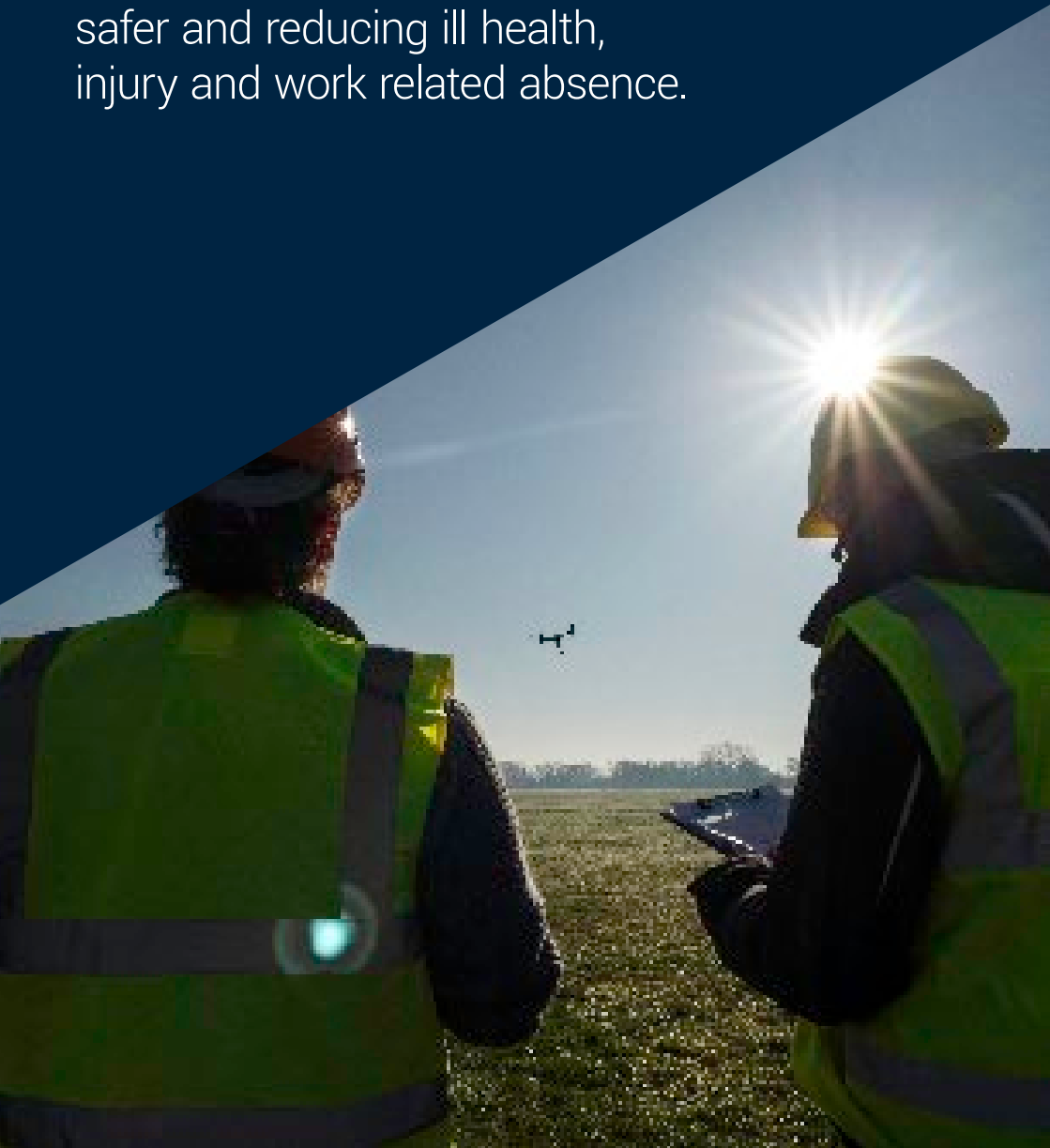
Of the many global challenges the world faces, environmental sustainability is gathering increased interest and momentum. These credentials matter in terms of attracting and retaining talent as well as securing new business. With this in mind we will be re-positioning our commitment to environmental matters.

I am proud of the environment, health and safety programme we have established and, as we move forward, we will continue to explore the variety of ways in which we can thrive; encouraging us to look after ourselves, each other and the world around us.

Steve Wadey
Chief Executive Officer

Our vision

Working together to look after ourselves and each other, by making our environment safer and reducing ill health, injury and work related absence.



Our Environment, Health & Safety strategy focuses on four key areas:

1

Enabling and empowering safe and competent people who are engaged to make informed Environment, Health & Safety decisions

2

Building a community of strong, active and visible leaders who have a clear commitment to safety, employee wellbeing and environmental matters

3

Globalising our approach to Environment, Health & Safety, so that we strengthen governance, support global working, and share best practice

4

Continuous monitoring and improving to strengthen performance and enhance employee wellbeing while creating a safe, successful and resilient business

Strategic aim	Our aspiration and focus	The benefits
Empowering our people to make safe, competent and informed decisions	People who: <ul style="list-style-type: none"> – Work together to improve our environment, reduce our exposure to ill health and injury, and look after our wellbeing – Are confident and competent to make informed and proactive decisions – Build their knowledge, so that they can recognise hazards and unsafe working practices and take action – Create a positive and safe working environment that benefits successful delivery to our customers 	<ul style="list-style-type: none"> – We all look after ourselves and each other, and the environment around us, through building our knowledge and competence – We safely deliver for our customers – We improve how it feels to work here through enabling our people to make safe and informed decisions
Building a community of strong, active and visible leaders who have a clear commitment to safety, employee wellbeing and environmental matters	Leaders who: <ul style="list-style-type: none"> – Work together to reduce work-related ill health and injury by ensuring our people are safe, engaged and motivated to reach their full potential – Play a significant role in cultivating a culture of safety and wellbeing, where their behaviours, attitudes and beliefs drive the behaviour of our people through the ‘shadow’ they cast – Engage with our people, demonstrating how important safety is to us and providing a route to creating a safer working environment – Improve the quality of conversation we have with our people, improving safety, health and wellbeing matters for us all 	<ul style="list-style-type: none"> – We create an environment where we are all encouraged to put environment, health and safety matters first – We drive a high performance culture – We live our values and set the standard to which we hold others accountable – We challenge and breakdown barriers that get in the way
Creating a globalised and digitised Environment, Health & Safety function that shares best practice, delivers global working and works together to solve problems	A function that: <ul style="list-style-type: none"> – Works together to share best practice, solve problems, align global standards and improve safety governance – Reduces the adverse impact from Environment, Health & Safety risks by building business resilience – Understands the possibilities and connections of working together that singularly we wouldn’t otherwise see – Shares ideas, skills and experiences from our communities of practice, creating and shaping a safer and healthier environment globally 	<ul style="list-style-type: none"> – We reduce risk and improve business resilience through sharing skills and experience – We have a consistent approach with aligned standards and tools which enables us to make a great impact globally – We make better decisions through working collaboratively and exploring different views and experiences
Enabling continuous improvement and monitoring to improve performance, enhance employee wellbeing and reduce ill health and injury and environmental exposure	A company that: <ul style="list-style-type: none"> – Drives the highest standards of excellence in the way that we work, through our uncompromising commitment to wellbeing, safety and environmental matters – Monitors Environment, Health & Safety systems and performance, alerting us to potential underlying problems – Is committed to improving the wellbeing and resilience of its people through developing a culture which fosters inclusivity and wellbeing – Considers how it can continue to improve its environmental sustainability credentials and build strategic resilience and corporate responsibility 	<ul style="list-style-type: none"> – We reduce ill health and injury as well as our impact on the environment; our productivity is improved – We are trusted to deliver, supporting growth, innovation and excellence – We are a company where environment, health and safety is an enabler of business, working hand in hand to strengthen our reputation with our people, future employees, customers and investors



Why we need an Environment, Health & Safety strategy

The health and wellbeing of our people and the environment in which we operate are intrinsically linked to our success, with our people, investors and regulators expecting to see an on-going commitment to continuous improvement.

I am proud of our Environment, Health & Safety record which, following a focus on leadership engagement, has resulted in us significantly reducing the number of safety incidents and contributed towards driving a new level of safety culture in the company.

But we know we can do more. Every day thousands of people across the world are fatally impacted as a result of occupational accidents or work related illness. We are committed to understanding the risks that have the potential to affect our people, customers and visitors and have measures in place to protect their safety.

Our people will be enabled and empowered to make informed decisions and, through our focus on continuous improvement, we will learn from experience and drive our performance in areas where we identify risk.



In addition, with mental health difficulties increasing, stress and stress-related illnesses creating a significant challenge, improving wellbeing and resilience is an increasingly vital part of our strategy.

It supports us in strengthening our employee brand, improving retention and attracting new talent and, more importantly for our people, it helps to improve motivation and create a great place to work.

The future of work offers opportunities to create conditions for sustainable, inclusive and shared prosperity; collaborating together to create a safe and healthy environment for all.

Jane Austin

Group Director Health, Safety & Environment

