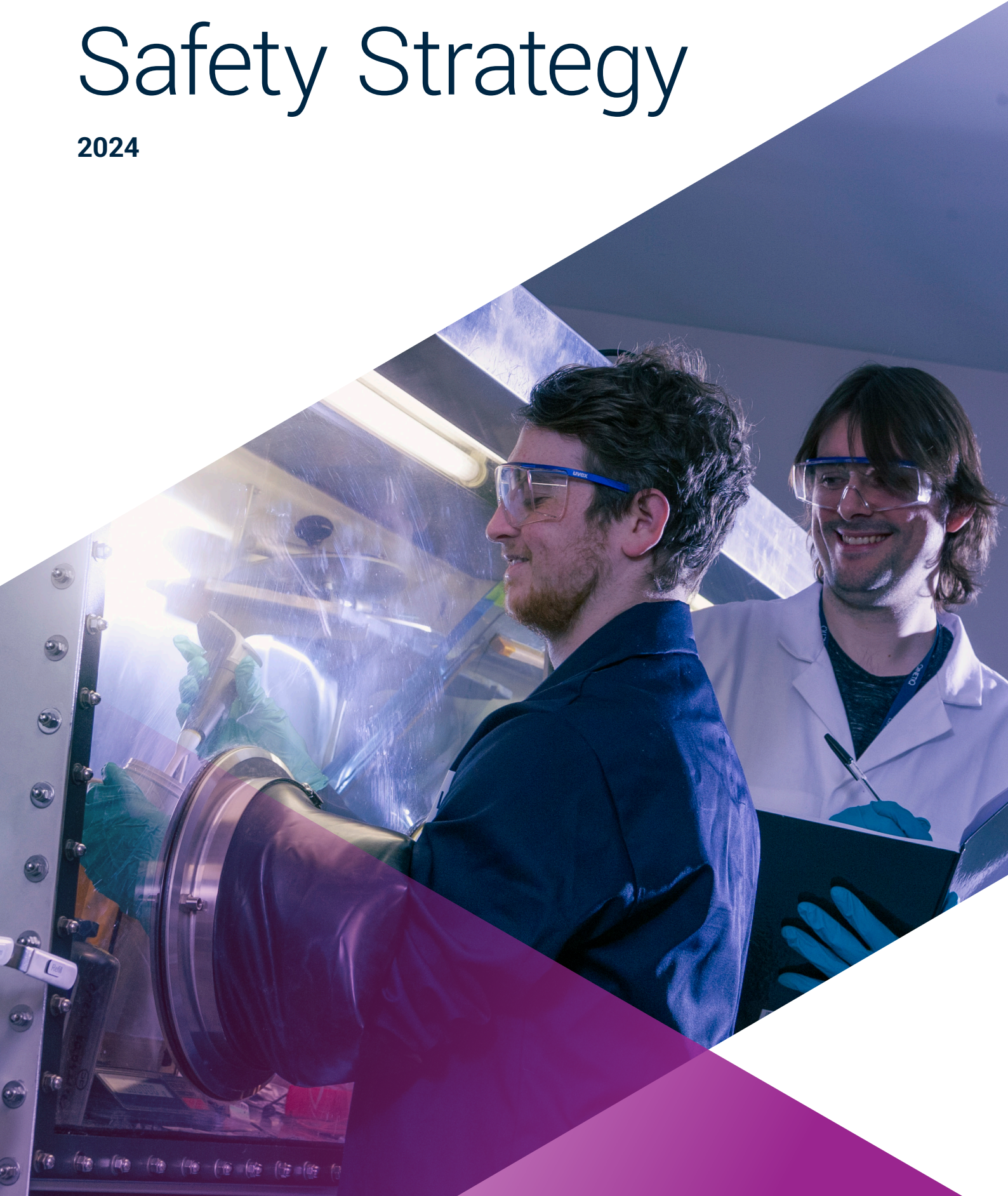


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# Safety Strategy

2024





**Steve Wadey**  
Chief Executive Officer

## **Message from Steve Wadey**

Our health and safety strategy sets out the guiding principles and priorities we've put in place to make sure we do everything we can to keep people safe.

It is imperative we operate with the highest level of safety across all the countries in which we operate, to protect our people, while still delivering for our customers who entrust us with safety-critical work.

Our strategy is based on four key areas: Committed Leadership; Governance & Management; Measuring Performance; and Engagement & Communication, providing us with the strong foundations as we continue improving our safety culture.

The delivery of our strategy, remaining vigilant to existing and emerging risks, and the role of our leaders demonstrating commitment to safety at all levels, will help us to put health and safety at the centre of every decision we take and every action we make.

This is more than words, we're dedicated to creating a workplace where we take care of ourselves, each other and the world around us so we all go home safe and well each and every day. By doing that we all thrive - today and tomorrow.



### Care and thrive, today and tomorrow

Each day we aim to improve our culture to take care of each other's health, safety and wellbeing and to perform at our best.

Our priority is to protect our people and it is critical that we work together to create a safe and secure environment for us all to thrive, promoting psychological safety and wellbeing.

- Caring for ourselves, our loved ones, our community, our colleagues, our company, our customers, our countries and the world.
- Creating a safe, healthy and secure environment for us all to live well, enjoy life, live longer and be prosperous and happy.
- Going home healthy and safe each and every day – taking care of everybody and everything around us.



**Our Health & Safety strategy focuses on four areas:**

**Care and thrive**  
today and tomorrow

**COMMITTED LEADERSHIP**

Establishing a clear vision and fostering a strong safety culture through demonstrating visible leadership and commitment to safety at all levels in our organisation and role modelling good safety behaviours for our people, customers and partners.

**GOVERNANCE AND MANAGEMENT**

Developing and maintaining safety policy, procedures and processes to ensure safe ways of working and goals and objectives to achieve good practice across our global footprint.

**PERFORMANCE MEASURING**

Tracking safety performance through key safety metrics, conducting regular assurance, gaining insights and driving continual improvement.

**ENGAGEMENT, COMMUNICATION AND CAPABILITY**

Ensuring our employees are at the heart of improving safety, offering clear communication channels and feedback mechanisms, building our capability and competence and promoting safety through campaigns.

Together these areas create a robust framework for implementation that promotes a proactive safety culture and a safe and healthy environment in which our people can thrive.



### Vision and Commitment

We establish a clear vision for safety aligned to our organisational strategy and global operating footprint and enable our leaders at all levels to demonstrate a strong and visible commitment to supporting health, safety, and wellbeing.

### Safety Culture

We foster a safety culture which is proactive and demonstrable, using a safety maturity matrix to drive and measure the various elements of our safety culture as we move the organisation towards increasing levels of maturity.

### Accountability and Responsibility

We define clear roles and responsibilities for safety at all levels across our organisation and hold leaders accountable for safety performance, and we recognise and reward safe practice and good safety behaviours.





### Policy, Procedures and Processes

We develop and maintain policy, procedures and processes to ensure safe ways of working, simplifying for our people as much as possible, and to achieve good practice across our global footprint, and working together to solve problems.

### Compliance and Standards

We leverage expert knowledge and technology to stay compliant with local, national and international safety legislation and further the standards across our global footprint and jurisdictions and to plan ahead to futureproof our organisation.

### Risk and Innovation

We persistently conduct assessments to keep people safe and protect our assets, identify and minimise hazards and mitigate potential risks and drive a proactive, global framework to manage safety risks, seize opportunities for innovation and improve business resilience for our people, customers, partners and shareholders.





### Safety Performance Metrics

We monitor key safety performance indicators at a global and local level, allowing us to identify trends, alerting us to underlying potential problems, and enabling us to take proactive and preventative measures and actions, share learnings and drive continual improvement.

### Audit and Assurance

We conduct a programme of safety compliance, assurance and audits, enabling us to identify corrective and preventative actions along with opportunities for improvement, and good practice we can share more widely.

### Incident Reporting and Investigation

We operate a robust incident management process and system which encourages employees to proactively report safety incidents and we conduct thorough investigations to determine underlying causes, and to implement corrective and preventative actions.





### Employee Participation and Promotion

We encourage our people to take an active part in supporting safety, health and wellbeing; participate in initiatives, communities of practice and campaigns, which promotes the improvement of our safety culture. We regularly recognise the contributions of individuals and teams and at our annual Global Recognition Gala.

### Safety Communications and Feedback

We reinforce the importance of safety through building awareness and understanding, share safety success stories with our people, offer multiple feedback channels so that our people can raise any concerns and participate in improving safety together, and we regularly review and act on this feedback.

### Safety Capability

We support our people with safety training and invest in their skills and competencies to do their jobs safely. We promote good practice with our customers and partners and we sponsor safety as a profession in industry.





**For further information  
please contact:**

Cody Technology Park  
Ively Road, Farnborough  
Hampshire, GU14 0LX  
United Kingdom

+44 (0)1252 392000  
customercontact@QinetiQ.com  
www.QinetiQ.com