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Our Mental Health Guidebook

Promoting positive mental health and well-being

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PURPOSE

This mental health plan outlines WSP's framework to:

Promote mental well-being

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Identify and mitigate our mental health risks in the workplace

/

Support our employees who may be experiencing mental health issues

/

Reduce stigma associated with mental health conditions

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FOREWORD

LOU CORNELL

LOU CORNELL
President and CEO, WSP USA

It's time to talk about mental health. No matter our title or position, we all have a role to play in supporting the mental well-being of ourselves and our colleagues.

If we're going to destigmatize mental health, we need to have open and honest discussions. Something that we can all do is look out for our coworkers. It's tremendously powerful to engage with somebody and ask 'Are you OK?'

The resilience of our employees is paramount to the way we do business. This is why we are committed to enhancing our approach to mental health.

Let's all take the opportunity to care for each other, maintain regular check-ins and stay up-to-date on WSP's wellness resources. When we treat everyone with respect and compassion, we create a positive work experience that makes WSP special.

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WHAT IS MENTAL HEALTH?

Mental health is about being cognitively, emotionally and socially healthy. It affects the way we think, feel and act. Your mental health is important at every stage in life.

According to the World Health Organization, mental health is *"a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruit-fully, and is able to make a contribution to her or his community."*
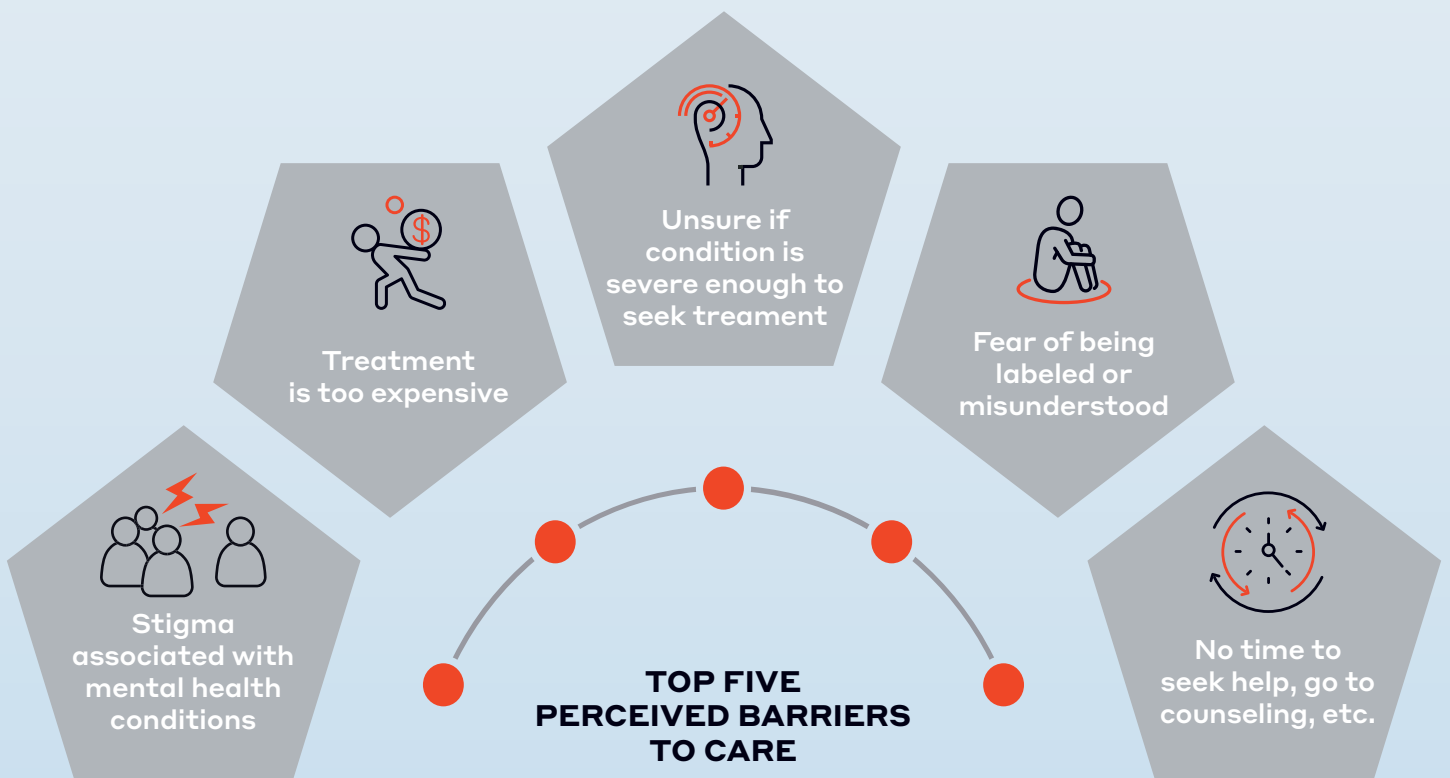
Mental health exists on a continuum along with mental illness, such as anxiety and depression. The current reality is that most of us will experience a mental health issue at some time in our lives or be in close contact with someone who experiences mental illness, be it a long-term condition or relatively short-term.

Mental health is complex. The fact that someone is not currently experiencing a mental health condition doesn't necessarily mean that they are mentally healthy. Likewise, it's possible to be diagnosed with a mental health condition while feeling relatively well in many aspects of life.

Indicators of mental health issues are not character flaws, weaknesses, or 'just a phase'. All of us can be vulnerable to mental health issues throughout our lives. And we can all benefit from addressing such issues in a constructive and psychologically safe environment.

By helping employees identify and address mental health issues, WSP aims to foster a work environment that benefits the wellness of all employees.

Treatment
is too expensive

Unsure if
condition is
severe enough to
seek treament

Fear of being
labeled or
misunderstood

Stigma
associated with
mental health
conditions

No time to
seek help, go to
counseling, etc.

**TOP FIVE
PERCEIVED BARRIERS
TO CARE**

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WHY IS THIS IMPORTANT?
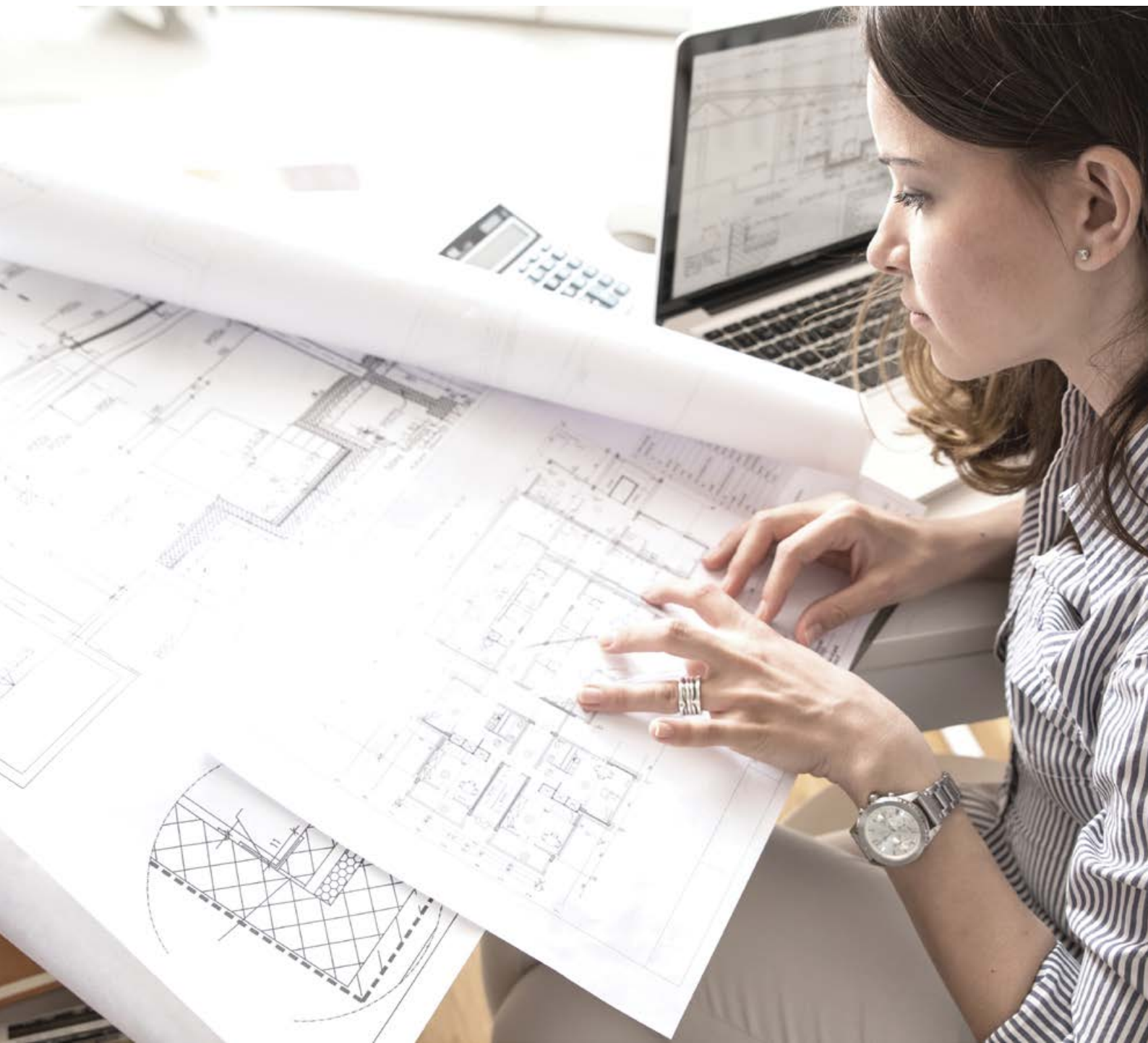
Mental and physical health are equally important components of overall health. Individuals living with mental illness face an increased risk of health problems, such as heart disease, type 2 diabetes and stroke. Similarly, the presence of a chronic condition can increase the risk for mental illness.

In addition to the fact that we care for our people, positive mental health is good for business and as such:

— Our **Employee Handbook** states that "WSP places a high values on the health and safety of our employees and is committed to providing a workplace that is free of recognized hazards.

— On the flip-side, mental health conditions can impact day-to-day functioning and relationships, and are associated with poor physical health, including death from suicide. Some alarming statistics:

— More than half of all people in the U.S. will be diagnosed with a mental illness in their lifetime.

— 1 in 25 Americans lives with a serious mental illness, such as schizophrenia, bipolar disorder or major depression

— Suicide is the 10th leading cause of death in the U.S. and the 2nd leading cause of death among people aged 15-34

— The costs of serious mental illness in the United States amount to $193.2 billion in lost earnings per year

It is clear that the monetary and human toll of ignoring mental health issues is far greater than the cost of developing and implementing strategies to create and maintain a psychologically safe and healthy workplace.

A mental illness is likely to affect

1 in 5
adults
each year
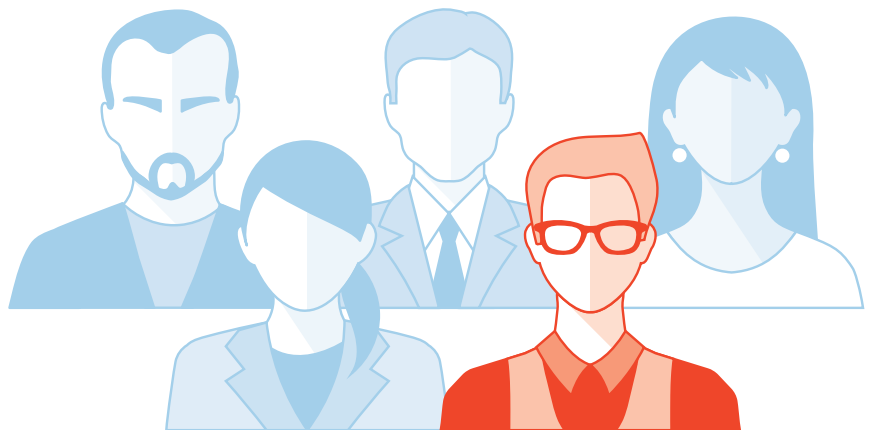
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WHAT ARE OUR MENTAL HEALTH RISK FACTORS?

Let's face it, life and work can be stressful. In particular, working on major projects with deadlines and high expectations can take stress to a whole other level.

Stress itself is not necessarily a bad thing. In fact, it can often help us perform in short bursts. However, when the demands of life and work persistently outweigh an individual's capacity to cope, it can lead to feeling overwhelmed and stress responses that may impact physical and mental health.

If we can identify the main factors that lead to a stress response, we will be better placed to address these issues before they worsen. Mental health risk factors that our people may be exposed to include:

5.1 Inter-Personal

Interpersonal risk factors, either cumulative or related to a sudden event:

— Poor interpersonal relationships, including workplace disputes or grievances.
— Physical health issues, disabilities and/or addictions.
— Burden of caring for family members.
— Unconscious bias due to gender, race, culture or age.
— Exclusion, aggression, bullying or violence.
— Significant life events (e.g. marriage, divorce, birth, death).
— Financial issues.

5.2 Environmental

Risk factors associated with our physical work environment include:

— Isolation in external project offices.
— Long and/or frequent commute requirements.
— Poor workstation ergonomics set up.
— Inadequate facilities or IT to work effectively.

5.3 Organizational

Risk factors associated with the way that our organization expects works to be carried out:

— Time pressure from deadlines.
— Inability to raise and address issues or concerns.
— Cross-organizational working requirements that are unfamiliar or in conflict with our own.
— Inadequate team size and/or ability to deliver our work as promised.
— Unclear role requirements or performance targets.
— Inflexible working arrangements.

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WHAT ARE COMMON MENTAL ILLNESSES?

The following summary is provided to highlight some of the mental illnesses that are prevalent in today's society, and to help you identify common symptoms.

While the prevalence of diagnosed mental illness is increasing, so is society's understanding and the effectiveness of medical treatment.

In extreme situations, untreated mental illness can drive a person beyond despair to the point of attempting suicide. Almost 47,000 Americans die of suicide each year and suicide rates have steadily increased in recent years.

It is important to note that not everyone who has a mental illness displays symptoms. And not everyone who displays symptoms has a mental illness. It's also not uncommon to have more than one type of mental illness.

Illness	Summary	Common Symptoms
Anxiety	Anxiety is characterized by persistent, excessive worry. Anxiety is the most common mental health condition in the U.S.	**Behavioral:** hypervigilance, irritability, restlessness, panic attacks, insomnia, nausea, heart palpitations, fatigue, sweating, or trembling **Cognitive:** lack of concentration, racing thoughts, unwanted thoughts, excessive worry, fear, feeling of impending doom
Depression	Chronic depression is characterized by a person having a persistent low mood for two or more weeks and a loss of interest in daily life.	**Mood:** anxiety, apathy, general discontent, guilt, hopelessness, loss of interest or pleasure in activities, mood swings, or sadness **Behavioral:** slowness, irritability, crying, or social isolation **Sleep:** early awakening, excess sleepiness, insomnia, or restless sleep, fatigue **Cognitive:** lack of concentration, ruminating thoughts, or thoughts of suicide **Diet:** excessive hunger, weight gain, poor appetite, or weight loss
Schizophrenia	Schizophrenia is characterized by abnormal behavior, strange speech and a decreased ability to understand reality.	**Mood:** anger, anxiety, apathy, feeling detached from self, general discontent, elevated mood, or inappropriate emotional response **Behavioral:** social isolation, disorganized behavior, aggression, agitation, compulsive behavior, hostility, repetitive movements or self-harm **Cognitive:** delusion, amnesia, belief that an ordinary event has special and personal meaning or false belief of superiority **Psychological:** hallucination, paranoia, hearing voices, depression, fear or delusion **Speech:** incoherent, rapid or frenzied speaking
Substance abuse	Substance abuse disorder is a patterned use of a drug in which the user consumes the substance in amounts or with methods that are harmful to themselves or others.	Alcohol and other drugs are often used to self-medicate the above symptoms of undiagnosed mental health problems, to cope with difficult emotions, or to temporarily alter mood. Unfortunately, abusing substances in the long-term often worsens the symptoms they initially helped to relieve.

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DEALING WITH
MENTAL HEALTH SITUATIONS

There may be situations where someone needs the help of others.

The point is not to diagnose, but to recognize behaviors which may help to understand someone's situation, or prompt a caring conversation.

That situation may present gradually due to deterioration of mental health over time, or it may be obvious in an emergency situation such as:

— Adversely affected by alcohol or other drugs in the workplace.
— Acute panic attack (may be heart attack).
— Threats or talking about suicide, even indirectly.
— Threats of harm to self or others or evidence of self-harm.
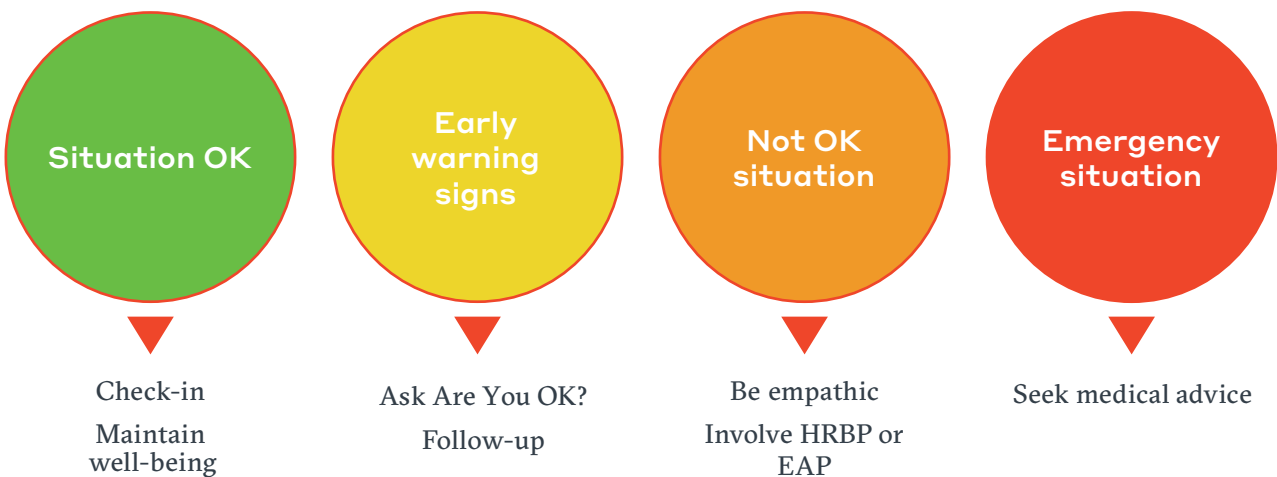— Absent without leave (AWOL).

Due to the inherent complexities of mental health, the best way to approach any intervention will vary depending on the situation, and the people involved. The following general guidance is provided for dealing with two distinct scenarios:

7.1 Are you OK?

— If you notice someone not being themselves, at the right time and place, ask '**Are you OK?**'
— Listen without judgment.
— Help them to verbalize an action plan, this could involve contacting our EAP or seeing a doctor.
— Follow-up to check on progress.

7.2 Emergency

— Put your safety first and then the safety of others.
— If non-life threatening, connect with HRBP and EAP for next steps.
— If warranted, call Police and Emergency Services out of office.
— Where appropriate, safely usher affected people to a private area and try to calm tensions by focusing on breathing.
— Manage and report any incidents as per our **Incident and Observation Reporting (iSMS)** procedure, respecting confidentiality for those involved.

Situation OK

Check-in
Maintain well-being

Early warning signs

Ask Are You OK?
Follow-up

Not OK situation

Be empathic
Involve HRBP or EAP

Emergency situation

Seek medical advice

Suicide help and resources

If you or someone you know is experiencing suicidal thoughts and feels like life is not worth living, seek help *immediately* by calling the **National Suicide Prevention Lifeline** at 1-800-273-TALK (8255), by texting Crisis Text Line at 741741 or by calling 911. Involve others; connect with family, a trusted friend or counselor.

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ROLES, RESPONSIBILITIES AND RESOURCES

There are several people who have an important role to play in creating and maintaining our mentally healthy workplace – and it starts with you!

8.1   Me

We all have a role to contribute to a safe and healthy workplace. This includes being physically and psychologically fit for work, so that we can perform our work competently, without threatening the safety, health or well-being of ourselves or others. Should mental health issues arise, each of us should feel comfortable raising them with our managers, and **Health & Safety Team**.

To maintain our personal resilience and promote mental health at WSP, each of us should:
— Develop an effective system to manage time and to keep track of obligations. Manage expectations by providing realistic time estimates, and let your manager know ASAP if more time or support is needed.
— Develop a stable lifestyle with regular patterns of healthy behavior.
— Set aside non-work time to refresh, re-energize and re-motivate. Spend quality time with friends and family to foster positive personal relationships. This can be an excellent source of emotional support.
— Take a break for lunch, and avoid sending emails out after hours.
— Develop positive attitudes toward stressful situations in life. Manage feelings such as fear, anger and regret with mindful breathing and other meditative practices that calm stress.
— Learn to communicate effectively and avoid misunderstandings. Be understanding to others who haven't lived up to your expectations.
— Be ethical and respectful in your dealings with others, regardless of race, religion, life situation, gender or sexual orientation.
— Be prepared for potential workplace or life changes.

8.2   Medical Professionals

Your Primary Care Physician (PCP) can provide an initial assessment, medical treatment, psychological or 'talking' therapies and/or give a referral to mental health specialists, psychologists and social workers.

If you're unsure of what might work for you, speaking to your PCP is a good place to start. If you don't have a regular PCP or would like to see someone different, log in to your **Aetna member site** and click on 'Find Care and Pricing.'

8.3   Support Network

Hopefully you have an active and available support network that may include family, friends or trusted colleagues that you can rely on for advice, or to be a sounding board. Whether you realize it or not, chances are that you are part of someone else's support network - here are some behaviors that support people should model:
— Look after yourself (refer to tips under 'Me') - providing high levels of support to others can put your own well-being at risk.
— Routinely check-in with your people, and look-out for signs that they may be struggling with mental health issues.
— Speak-up if someone is struggling - at the right time and place, ask **Are You OK?**
— Listen with empathy and compassion, without judgment.
— Help them to make a plan, this could involve contacting our EAP or seeing a doctor.
— Follow-up to check on progress.

8.4   Managers

Managers have an important role to play in providing an emotionally safe and mentally healthy workplace. All WSP Managers are encouraged and actively supported to demonstrate the following positive behaviors:
— Role model positive lifestyle habits (see above tips under 'Me').
— Set people to work with clear roles, responsibilities and expectations. Demonstrate fair decisions and actions, without bias or favoritism.
— Encourage open and honest discussions, including talking about mental health issues.
— Build an inclusive team culture.
— Be available for regular catch-ups and conversations with team members.
— Provide regular constructive feedback.
— Support flexible working arrangements.
— Make reasonable adjustments to work arrangements in the event of mental health concerns.
— Support participation in social activities.

RESOURCES

Employee Assistance Program (EAP) with Carebridge

Our Employee Assistance Program (EAP) provides confidential consultations and referrals for counseling at no expense to you and members of your immediate family. Work-Life specialists can assist you with mental health, stress management, childcare, eldercare, personal finance management and much more.

Contact Carebridge

Five counseling sessions at no expense

Available 24/7

Call: 800-437-0911

Email: clientservice@carebridge.com

Go online: www.myliferesource.com (Code GBR73)

Live Well Program

WSP's wellness program offers a number of services and activities to support your well-being. Mental health topics include mindfulness, burnout, loneliness and social belonging. Monthly newsletters are sent out with informational tips and resources.

Mentoring

Our **Mentoring Program** aims to support, encourage and facilitate learning, development and the expansion of personal networks. The program presents employees with an opportunity to build a relationship with a colleague who has a desire to grow, outside of your immediate network.

Community Events

WSP supports involvement in a variety of community-run awareness events, fundraisers and activities that provide an opportunity for social connectedness, purpose and meaning.

Aetna Behavioral Health Services

Through our medical plan with Aetna, WSP offers treatment for behavioral health in several ways:

— **AbleTo:** A national outpatient provider group in behavioral health support.
- o An 8-week counseling and therapy program.
- o Face-to-face support with a therapist and behavior coach through online video-conferencing or phone sessions.
- o Available to members 18 years and older.
- o Call 1-844-330-3648 to enroll today.

— **Teladoc:** telemedicine for behavioral health.
- o Choose to see a psychiatrist, therapist, psychologist, or social worker.
- o Adults 18 and older can get care for anxiety, depression, grief, family issues, and more.
- o Download the app or sign up at Teladoc.com/Aetna.

Flexible Work Schedule

As stated in the **Employee Handbook**:
The program "Where the demands of the business can accommodate such options, WSP allows managers and employees to explore flextime options to meet family or other personal needs. Flextime options may include permitting an employee to work remotely, subject to supervisor approval, written approval from your HR Business Partners, and adherence to any telecommuting policies, guidelines and practices established by WSP. Full-time employees who are in good standing with WSP are eligible to be considered for a flexible work schedule."

Career Development

WSP provides various development programs enabling employees to be successful in their roles and feel fulfilled with their careers.

Training and Awareness

Training and awareness that benefits mental health shall be periodically provided to staff, including:
— Mental Health trainings for Managers.
— Safety trainings.
— Diversity & Inclusion initiatives.

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HOW DO WE ACHIEVE POSITIVE MENTAL HEALTH AND WELL-BEING?

HEALTHY TIPS TO ENSURE GOOD MENTAL WELLNESS:

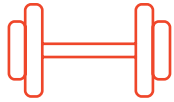**Sleep:** have regular quality sleep, ideally 7-9 hours every night.

Eat: maintain a healthy, balanced diet and have moderate amounts of sugar, caffeine and alcohol.

Physical activity: schedule regular activity and exercise into your routine.

Unplug: leave work at work, take advantage of vacation time and be in the present moment.

Purpose: connect meaningfully with family and friends, and find purpose in what you do.

Celebrate: enjoy life; celebrate small wins and big successes.

Remember, there is no health without mental health.

9.1 Conversation tips

Listen.
Show compassion and appreciation that your colleague confided in you. A simple, "Thank you for trusting me with information," or "I'm here to listen" are good places to start.

Respond with empathy.
— "What you're going through sounds difficult."
— "It seems like you've got a lot on your plate right now."

Remain non-judgmental.
Do not minimize or maximize how a person is feeling. Language to avoid:
— "Don't worry. This is just a small problem."
— "Stop focusing on the bad stuff. Look at all the good thing you have going for you."

Stay up-to-date on WSP's resources.
Helping someone understand resources without discussing details can also make a difference. Become familiar with WSP's EAP and wellness offerings so you can refer to them to someone in need.

Be prepared for emotional reactions.
Everyone expresses themselves in a different manner. Prepare yourself for different potential reactions. Allow them to express their emotions. Stay calm and be an active listener.

Let the person know if you "get" it.
Have you had a similar experience? Share it so the person doesn't feel so alone. If relevant, indicate that you or a friend or family member found therapy or counseling helpful.

Follow up with regular check-ins.
All people should routinely check-in with their colleagues, especially if there are challenging work or life situations in play, or it's noticeable that someone is not being him or herself. At the right time and place, we should ask, 'Are you OK?'

Encourage and be a role model for healthy lifestyle habits.
Our leaders should role model positive lifestyle habits, including visibly leaving work at reasonable hours, avoid sending emails after work if possible and maintaining healthy relationships.

WSP