

# SDF - Wellbeing workshop





# Welcome

- Introductions
- Aims of the workshop
  1. To introduce National Highways policy on Wellbeing.
  2. To introduce industry best practice.
  3. To explore a ways to drive improvements in wellbeing for RDP contractors.





Poll questions

# Timings

Time	Topic
9:30	Welcome, introductions & poll
9:40	National Highways “Home Safe and Well”
10:00	Graham Construction – Case Study
10:10	Break
10:20	Workshop 1 – Exploring the key issues
10:45	Industry guides to improving wellbeing
11:05	Break
11:15	Workshop 2 – How to manage wellbeing
11:45	Roundup and questions
12:00	Close

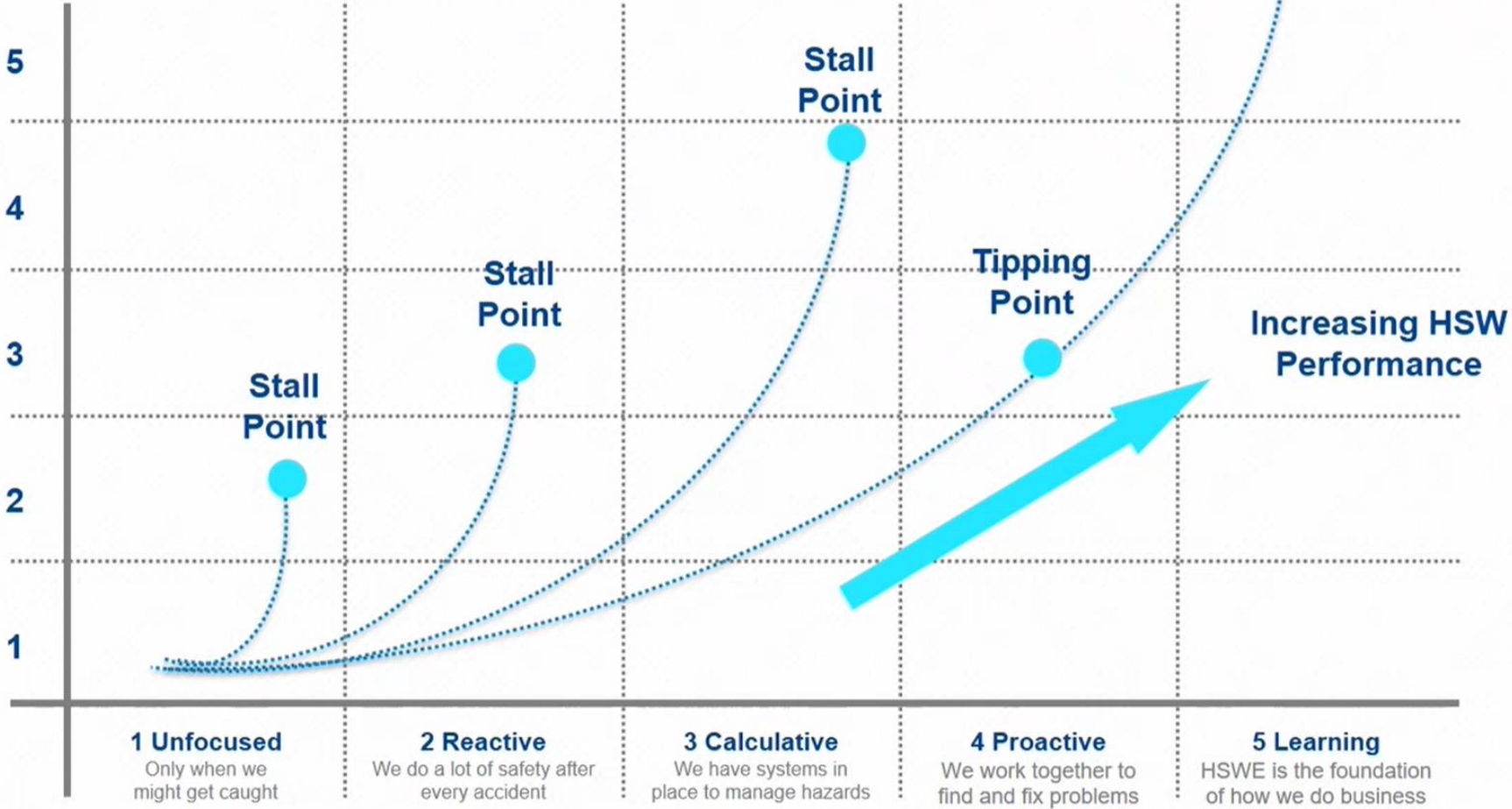


home  
**safe**  
and **well**

# The HSW Culture Journey



Improving HSW Systems and Guidelines  
*"The standards we aspire to"*



Cultural Maturity  
*"The standards we actually deliver"*



The current level →



# home safe and well



What does "Home Safe and Well" mean to you?

FAMILY  
is always in  
our heart

Why do you want to go "Home Safe and Well?"





# Home Safe and Well

Our approach to health, safety and wellbeing



# Making it personal

## Winning heart and minds

- Power of story telling to get
- emotional connection
- Connected purpose
- Being authentic
- Keeping it real
- Understanding our people



**w**ellbeing  
Helping you live your life

# Our focus areas



We want **everyone** who works with us and everyone who travels on our network to get home safe and well.

The graphic features the text "Our home safe and well promise" in a large, bold, blue font. Below this, three dark blue rounded rectangular boxes, each with a yellow pushpin at the top, contain the following commitments:

- We look out for each other and support with care and respect
- We speak up, listen and take action
- We learn from mistakes and celebrate excellence



# Our Home Safe and Well approach

# Effective leadership

Leaders as health, safety and wellbeing role models

- Understand that health and wellbeing is intrinsic to the success of business
- Set the culture- Open and 'real'
- Authentic leaders- Actions and words align
- Take action
- Leader and people manager training and development programmes
- Mental health training



## Our Home Safe and Well approach

# Capable people

People are competent and able to undertake their role

- People are happier when they are doing things that they are good at
- Learning and development programme
- Right tools, systems and collaboration that enable.
- Wellbeing education, training and information for self care



## Our Home Safe and Well approach

# Clear expectations

Everyone is clear on what is expected of them and has access to systems they trust

- Clear policy and procedures i.e attendance management, fatigue, stress etc.
- Health, Safety and Wellbeing management system
- Employees are expected to look after their own health and wellbeing
- Effective support systems- OH, EAP, mental health first aiders etc.





## Our Home Safe and Well approach

# Engaged stakeholders

Internal and external stakeholders are involved

- Collaborative working
- Joined up and aligned to strategy
- Consistent messaging
- Common intent
- Align with national campaigns



## Our Home Safe and Well approach

# A learning organisation

We use data and assurance to continually learn and improve

- Just and fair culture
- Happy to 'speak up'
- Innovation
- Health and wellbeing data – is it relevant?



## Our Home Safe and Well approach

# Health, safety and wellbeing by design

Health, safety and wellbeing is considered at the outset of any plans

- Risks are thought about and eliminated up front
- Proactive rather than reactive
- Job designed to support wellbeing
- Where and how we work
- Personalisation
- Proactive people support







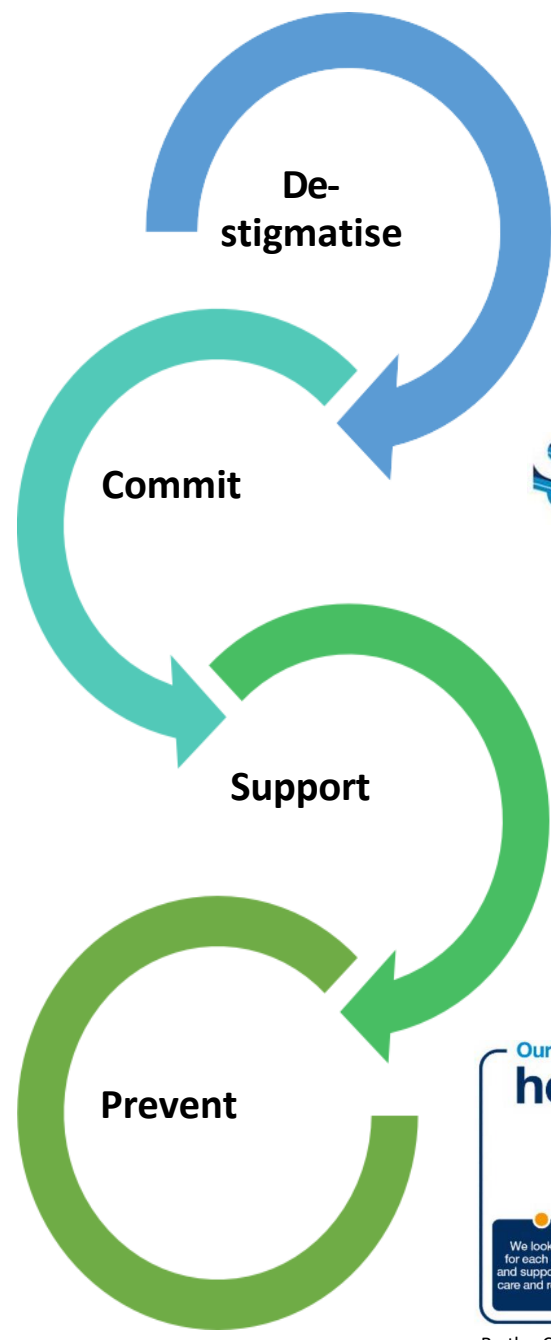
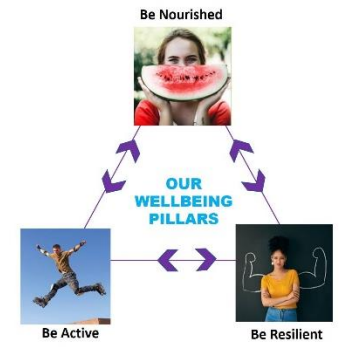
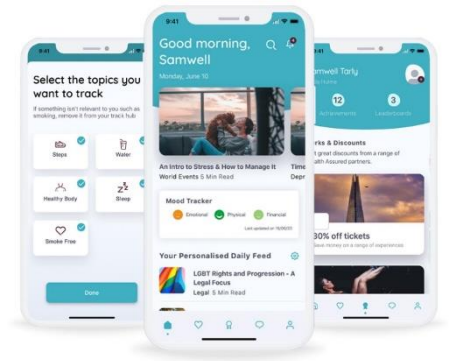
# Mental Health journey

**proud to support**  
**time to change**  
let's end mental health discrimination

**The Mental Health at Work Commitment**



Mental Health Common Intent



**HEALTH AND SAFETY STANDARD 054 WORK-RELATED TRAUMA MANAGEMENT**

**Key messages**

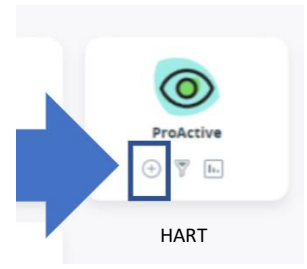
- We need to help our people manage emotional reactions to serious incidents they may witness at work
- Awareness of reactions and self-care (such as sharing how you feel with colleagues) can help reduce symptoms and the risk of post-traumatic stress disorder. We provide training to support this:
- trauma awareness to our people whose job roles involve direct or indirect exposure to potentially traumatic incidents
- trauma awareness and defusion to managers
- We provide access to counselling support from a dedicated critical incident team and a 24/7 helpline (*Employee Assistance Programme (EAP)*).

Health safety and wellbeing management system

**Our home safe and well promise**

- We look out for each other and support with care and respect
- We speak up, listen and take action
- We learn from mistakes and celebrate excellence

Be the Change Ambassador programme  
Activate + Motivate + Celebrate



# Key takeaways

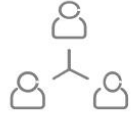
- Common purpose
- Emotional connection
- Storytelling
- Commitment – words and action
- Plenty of support





Any Questions?





# Wellbeing at GRAHAM



# *The GRAHAM* **Approach to Wellbeing**

To bring existing wellbeing issues for staff to the forefront, whilst seeking to create an organisational culture where negative wellbeing issues are identified, minimised, and managed before they affect the wellbeing of staff.

# Wellbeing Resources at GRAHAM



A DEDICATED WELLBEING TEAM



A MENTAL HEALTH FIRST AID SERVICE



A YEARLY CALENDAR OF WELLBEING EVENTS



THE GRAHAM WELLHUB



ACCESS TO A WELLBEING MANAGER



ACCESS TO AN EMPLOYEE ASSISTANCE PROGRAMME



ONGOING EMPLOYEE TRAINING



THE CONNECT PROCESS



# Case Study – Graham Construction

Break time

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# Workshop 1 – Exploring the issues



What affects your peoples' wellbeing the most?



What should you prioritise?



What could your business change to make the biggest difference to staff happiness?



What would benefit the business most in terms of return on investment?





▼ Industry Guidance on  
Wellbeing



## Why focus on wellbeing?

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- The business case
- The human case

# Industry Guidance

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- CIRIA – Developing Wellbeing at Site Level
- SCSS – Wellbeing in the Built Environment
- Health and Safety Executive
- Mates in Mind
- Mental Health First Aid
- WELL Building Institute
- Lighthouse club





# Wellbeing in the Built Environment

Report from the  
Supply Chain Sustainability School  
Wellbeing Special Interest Group



## The SCSS report - Wellbeing in the Built Environment

- Developed by the SCSS wellbeing specialist interest group
- Broad scope and framework for wellbeing
- Good practice for implementation
- Maturity benchmark
- Data points and KPI's



# ENVIRONMENT



- Access to nature
- Inclusive design
- Thermal and acoustic comfort
- Natural light
- Healthy building materials and ventilation

# RELATIONSHIPS



- Empathy in design (housing, infrastructure, workplace)
- Diversity and inclusion
- Knowledge and learning
- Communication
- Recreation and contemplation



# SECURITY

- Physical safety
- Psychological safety
- Social connectivity
- Climate resilience
- Social support (health, financial, later life)



# PURPOSE

- Connection with community
- Connection with nature
- Goals, enterprise and personal development
- Diversity and inclusion
- Supporting infrastructure (transport, retail, health)

- Water, soil and indoor/outdoor air quality
- Healthy behaviours: nutrition, sleep, hydration, physical activity
- Physical, mental and social health
- Hygiene and sanitation

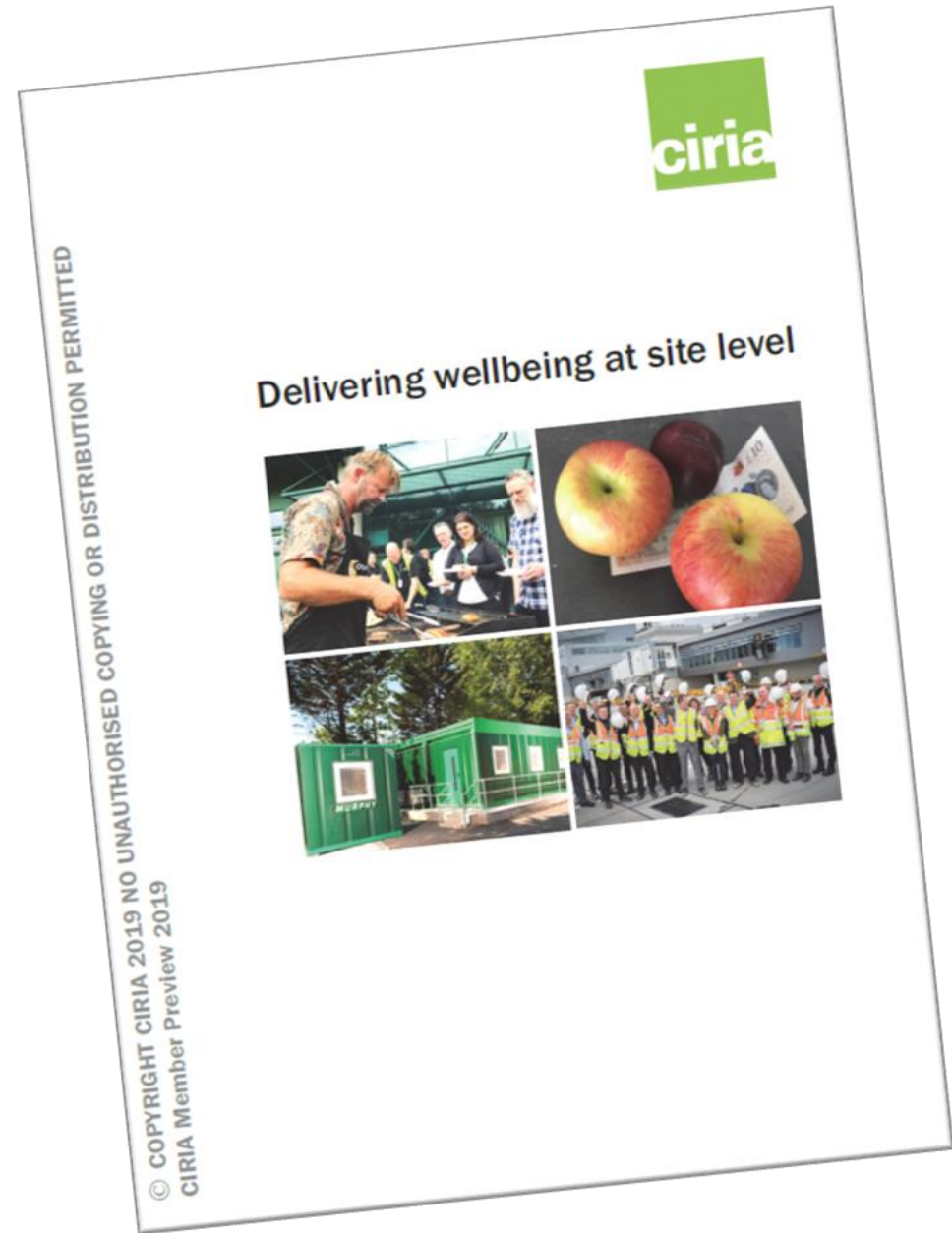


# HEALTH



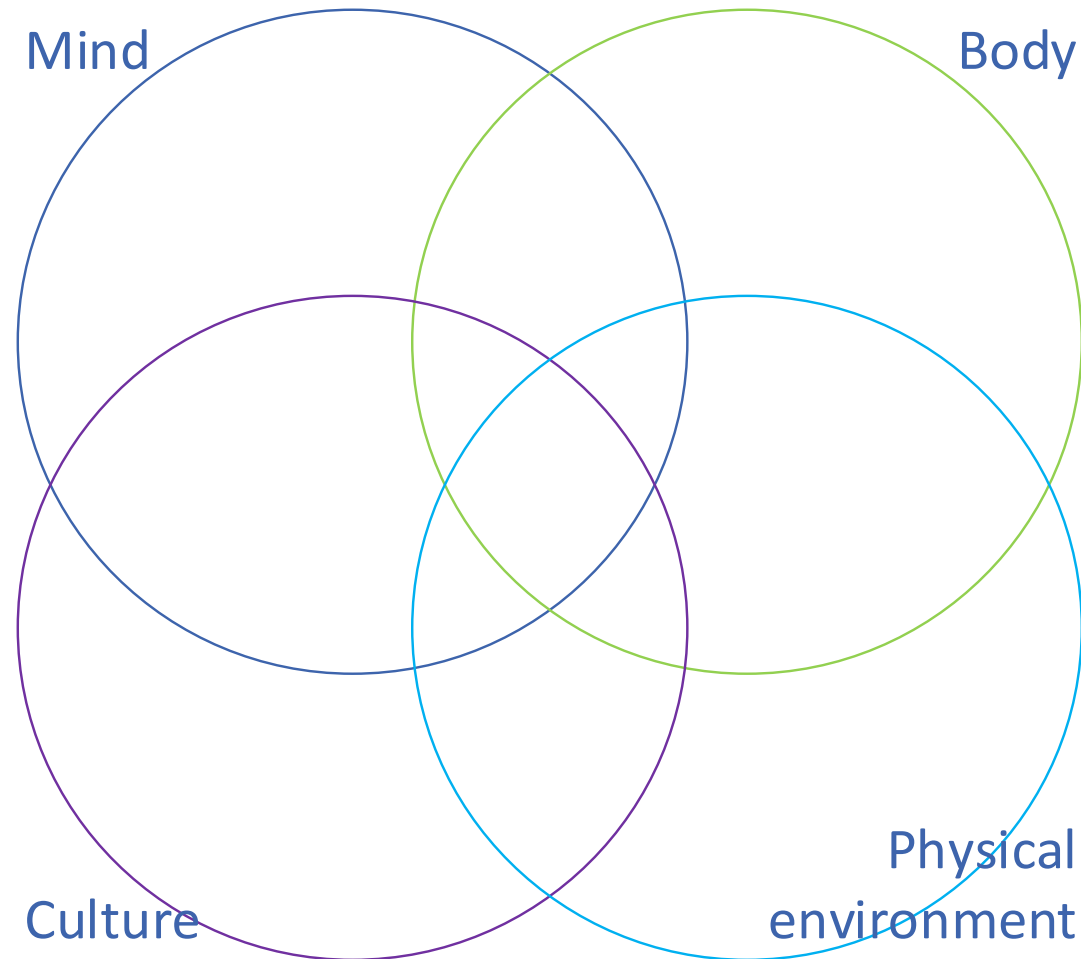
# CIRIA - Delivering wellbeing at site level

- Developed with construction industry consultation group
- Main themes
  - Body
  - Mind
  - Environment
  - Culture
- Outlines good practice on 19 sub-issues
- Outlines a framework for a strategic approach





# Defining wellbeing





# Mind

- Having a purpose
- Job satisfaction
- Work life balance and long working hours
- Job security
- Relationships and support systems



# Culture

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- Fairness, inclusion and respect
- Leadership styles
- Technology
- Stigma of mental health





# Body

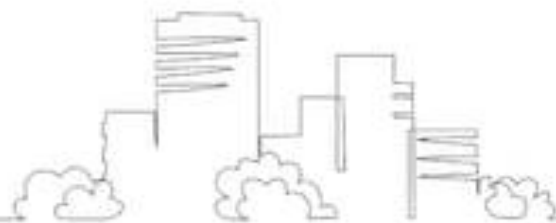


- Diet, nutrition & hydration
- Sleep & avoiding fatigue
- Pain & ergonomics
- Fitness & physical activity

# Physical environment



- Workplace design & welfare facilities
- Lighting
- Air quality
- Thermal comfort
- Noise & vibration
- Travel to & from site



# Getting started on a project

- Set up a project working group
- Assess baseline performance
  - Questionnaires
- Develop targets and indicators
- Rollout training & comms

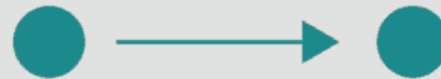




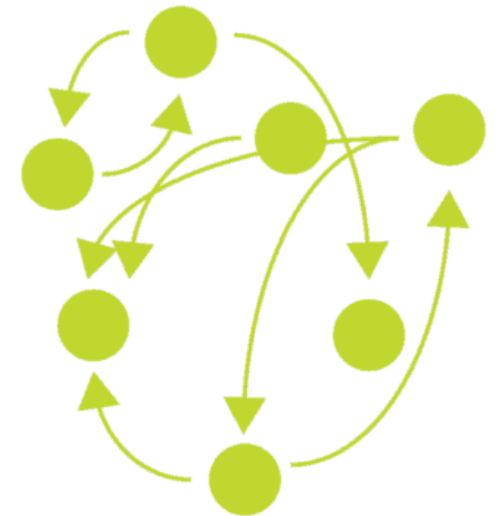
# Early systems development

- Leadership policy
- Action plan
- Comms strategy
- Operations mapping
- Indicators and monitoring

Traditional thinking



Systems thinking



# Wellbeing strategy

- Key elements
- Who should be involved
- Integrating
- Obstacles to success



# Case studies

## Example 4.4 Raising mental health awareness

Mates in Mind is a registered charity that works across the UK construction industry, helping to raise awareness, address the stigma of poor mental health and improve positive mental wellbeing. The charity launched in 2017 and was founded by Health in Construction Leadership Group (HCLG) and the British Safety Council.



The charity's objectives are to improve knowledge and understanding of mental health and mental ill-health, to help people to understand how, when and where to get support and to break the silence and stigma through promoting cultures of positive wellbeing throughout the industry. The charity works with a wide number of UK construction companies, helping them to take a joined-up and complete approach to mental health and wellbeing.

## Example 4.2 Understanding the workforce



Mace have undertaken a wide ranging wellbeing survey of their staff to identify key areas to focus work on. One of the areas identified was the need to upskill managers on their knowledge of health and wellbeing.

Mental health awareness training is now being rolled out in the organisation to support conversations on mental health and a wellbeing framework of resources and support has been launched to give guidance on a wider range of wellbeing topics. The survey has been linked to Mace's 2022 Business Strategy and will be run annually with KPIs to measure progress.

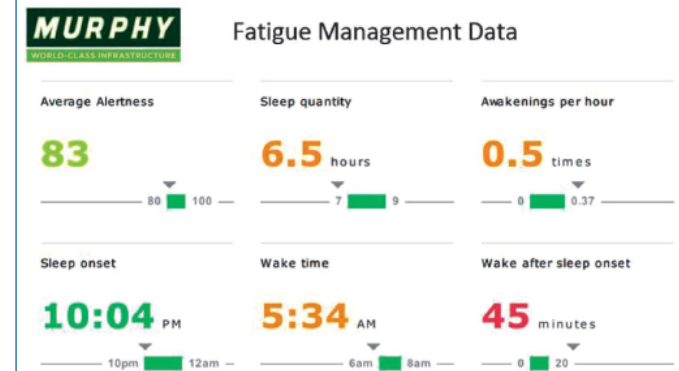
## Example 2.1 Staff-led strategy

In 2017, Galliford Try, launched its new employee wellbeing programme *Be Well* and a new partnership with mental health charity Mates in Mind. Based on the five themes of take notice, stay connected, keep learning, be active and give back, and supported by a number of tools and resources, the programme has grown organically in response to demand from staff.

Taking a people-led approach, the business has empowered staff to take action where they think it will have the biggest effect for them and supported that with policy and procedures. This approach has followed in the footsteps of the group's behavioural safety strategy, focusing on winning people's hearts and minds, and supporting this with systems only as needed. The emphasis is on changing attitudes and behaviours rather than filling out forms. In this sense it is a light-touch management system, but it has already made significant changes within the business. In the first nine months alone the number of sick days was reduced by 7700 and the *Be Well* programme has won industry recognition from both the Inspire Awards and the Employee Benefit Awards.



## Example 5.4 Fatigue management data



Of the sleep measures analysed, four were outside of the optimal range. If workers feel the working and sleeping conditions experienced during this evaluation period were typical, any out of range values are a cause for concern. Consider seeing a fatigue management expert for an in-depth consultation.

Murphy recognised that fatigue has the potential to become a significant risk and used a technological solution that is worn on the wrist similar to fitness-style watches. The device uses actigraphy technology to continuously monitor physical activity throughout the day, as well as during sleep (although they did not track location, sound or other personal information).

The trial showed an increased awareness of sleep quality and quantity, decreased exposure of risk, especially regarding the operation of vehicles, following long periods of travel and improved awareness of the effect of fatigue on performance.



Remember...



"Heal."

It takes work to feel good

# Industry Guidance



## Q&A

Sam Hall

SI Partnership

Break time

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# Workshop 2 – How to manage the key issues



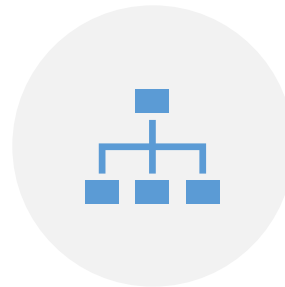
Should we have targets or minimum standards?



What should we measure?



Should we benchmark?



Is there a need for independent quality assurance?



Poll questions



Round up  
and close  
—



# RDP - Wellbeing workshop

