



**SUPPLY CHAIN SAFETY  
LEADERSHIP GROUP**

# **Highways Safety Hub Raising the Bar 34 Mental Wellbeing**

Issued December 2020

## Introduction

This toolbox is purely to signpost to some of the resources available to support the progress of mental health work.

There is no rating to any provider - they are listed in alphabetical order of the provider

This is not an exhaustive or prescriptive list - we understand there will be other resources in addition to this, this is a live document and it is our intention to regularly review and update the resources included in this document.

Some providers maybe listed in multiple sections, this is down to the range of support they can offer.

There is a Highways England Mental Health forum which is hosted on Microsoft Teams, this is an open forum where you can safely share and discuss ideas and resources and support each other. This is available to all members of supply chain small and large - if you would like to join please contact:HomeSafeandWell@highwaysengland.co.uk

[Highways England Mental Health Forum](#)

Awareness days are usually annual events, sometimes nationally, some global to raise the profile of different issues. For many of these days there is typically some free resourcing available from different sites to support your workplace and promote the day.

[Mental Health Calendar - Time to Change](#)

Commitment					
Provider	Name	Description	Cost	Link	Additional Comments
Lord Mayor's Appeal	This is Me-Green ribbon campaign	This is Me aims to change attitudes towards mental health in the workplace by reducing the stigma, dispelling the myths and raising awareness to improve employee wellbeing. A problem shared is a problem halved - research shows that talking openly about emotional and mental wellbeing can make a real difference, and in some cases can save lives.	Free	<a href="https://www.thelordmayorsappeal.org/a-healthy-city/this-is-me/">https://www.thelordmayorsappeal.org/a-healthy-city/this-is-me/</a>	
MIND	Mental Health at Work	The Mental Health at Work Commitment is a simple framework that builds on what we know: based on the Thriving at Work standards, pulling from the pledges and standards that are already out there, using up-to-date research, from UK employers and mental health experts. We believe the Mental Health at Work Commitment, and the standards which underpin it, are a roadmap to achieving better mental health outcomes for employees. It's a set of actions that any organisation can follow to improve and support the mental health of their people.	Free	<a href="https://www.mentalhealthatwork.org.uk/commitment/">https://www.mentalhealthatwork.org.uk/commitment/</a>	
Mindful Employer	Mindful Employer	MINDFUL EMPLOYER provides businesses and organisations with easier access to information and support in relation to staff who experience stress, anxiety, depression and other mental health conditions. We will provide you with resources, training and contact with other employers and local support services.	Small charge for signing the Charter	<a href="https://www.mentalhealthatwork.org.uk/organisation/mindful-employer/">https://www.mentalhealthatwork.org.uk/organisation/mindful-employer/</a>	<a href="#">Mindful employer line managers resource.pdf</a>
The Lighthouse Club	Building Mental Health	The objective of our charter is to demonstrate a commitment and acceptance that the companies or organisations engaged will adopt the charter principles.  If your company is committed to raising the awareness of the Mental Health issues within our industry and would like to join in our campaign by signing our charter, please complete the contact form below and follow the steps on the next page to download a blank copy of the charter.	Free	<a href="https://www.buildingmentalhealth.net/sign-our-charter.html">https://www.buildingmentalhealth.net/sign-our-charter.html</a>	
Please note the Time to Change pledge retired June 2020					

Benchmark					
Provider	Name	Description	Cost	Link	Additional Comments
Health At Work Consultancy Services	Workplace Wellbeing Charter	An accreditation from the Workplace Wellbeing Charter demonstrates your organisation's commitment to improving the lives of those who work at your business. The process begins with our interactive self-assessment tool, includes site visits, action plans and evidence gathering, and ends with a full assessment report and award of accreditation.		<a href="https://www.wellbeingcharter.org.uk/">https://www.wellbeingcharter.org.uk/</a>	
Health & Safety Executive	Managements Standards	HSE's Management Standards represent a set of conditions that if present: demonstrate good practice through a step-by-step risk assessment approach allow assessment of the current situation using pre-existing data, surveys and other techniques promote active discussion and working in partnership with employees and their representatives, to help decide on practical improvements that can be made help simplify risk assessment for work-related stress	Free	<a href="https://www.hse.gov.uk/stress/standard s/">https://www.hse.gov.uk/stress/standard s/</a>	
Highways England	Mental Health Standards in the Workplace Charter	Self-Assessment Standards for Mental Health and Wellbeing	Free	Hosted on Highways England Mental Health Forum Teams Site	
Mind	Workplace Wellbeing Index	Our Workplace Wellbeing Index is a benchmark of best policy and practice. It will help you find out where you are doing well and where you could improve your approach to mental health in the workplace.	Starting from £1300	<a href="https://www.mind.org.uk/workplace/workplace-wellbeing-index/">https://www.mind.org.uk/workplace/workplace-wellbeing-index/</a>	
NHS TUC and North East Councils.	Better Health at Work Award	<p>The Better Health at Work Award recognises the efforts of employers in the North East and Cumbria in addressing health issues within the workplace.</p> <p>Many organisations already promote healthy lifestyles and consider the health of their employees. This Award will recognise the achievements of these organisations and help them move forward in a structured and supported way.</p> <p>For those organisations who have not considered promoting health at work, taking part in this award will help you reap the rewards of encouraging a healthy workforce.</p>	Free	<a href="http://www.betterhealthatworkne.org/index.php?section=1">http://www.betterhealthatworkne.org/index.php?section=1</a>	Only available in North East and Cumbria
Safer Highways	Road to Better Wellbeing	<p>Through the “Road to Better Wellbeing”, it is our aspiration to significantly improve the level of physical and mental wellbeing and the work environment in which our employees work and develop a specific industry wide standard for all.</p> <p>The “Road to Better Wellbeing “is a three- year plan which provides a support network to help our supply chain to ensure legal compliance, achieve best practice and demonstrate maturity in Occupational Health and Wellbeing Management. It will be supported by free resources made accessible on a hub/portal for all the supply chain to use arranged in a clearly defined pathway.</p>	Free	<a href="https://www.roadtowellbeing.co.uk/">https://www.roadtowellbeing.co.uk/</a>	
Vitality	Britain's Healthiest Workplace	<p>Britain's Healthiest Workplace has a number of key advantages for employers:</p> <ol style="list-style-type: none"> <li>1.Supports you in gaining a holistic understanding of your employees' health and wellbeing.</li> <li>2.Enables you to assess the work performance, productivity and engagement of your employees.</li> <li>3.Generates insight into how your work environment and culture is influencing employee health and performance.</li> <li>4.Assesses the effectiveness of your current workplace health strategy.</li> <li>5.Provides rich reporting on the above issues, benchmarked against your peers.</li> </ol>	Free	<a href="https://www.vitality.co.uk/business/healthiest-workplace/">https://www.vitality.co.uk/business/healthiest-workplace/</a>	Is available to all employers with 20 or more employees.

Knowledge					
Provider	Name	Description	Cost	Link	Additional Comments
Deloitte	Mental Health and Employers Report	With a sixth of workers experiencing a mental health problem at any one time <sup>1</sup> and stress, anxiety and depression thought to be responsible for almost half of working days lost in Britain due to health issues, <sup>2</sup> the relationship between mental health and the workplace is a complex one.	Free	<a href="https://www.deloitte.com/refreshing-the-case-for-investment.html">Deloitte.com/refreshing-the-case-for-investment.html</a>	
Jacobs	LAER Technique	Jacobs Positive Mental Health Training presentation describing the LAER technique for managing ‘interventions.	Free	Hosted on Highways England Mental Health Forum Teams Site	
Highways England	Suicide Prevention Strategy	Highways England Suicide Prevention Strategy explains how we will halve the number of suicides on our roads. It also explains how we will continue to contribute to delivering the Government’s national strategy for suicide prevention Preventing suicide in England: A cross-government outcomes strategy. This strategy supports our intention to have a network where no one will attempt to take their life.	Free	Hosted on Highways England Mental Health Forum Teams Site	
Mind, The Royal Foundation and Partners	Mental Health at Work	Paying attention to workplace mental health has never been more important. Mental Health at Work is here to help you find what you need.	Free - some resources may have a charge	<a href="https://www.mentalhealthatwork.org.uk/">https://www.mentalhealthatwork.org.uk/</a>	
Mind	How to implement Thriving at Work Standards		Free	<a href="https://www.mind.org.uk/media-a/4690/mind_taw_sports_a4_report_jan19_all.pdf">https://www.mind.org.uk/media-a/4690/mind_taw_sports_a4_report_jan19_all.pdf</a>	
Mindful Employer	Mindful Employer	MINDFUL EMPLOYER provides businesses and organisations with easier access to information and support in relation to staff who experience stress, anxiety, depression and other mental health conditions. We’ll provide you with resources, training and contact with other employers and local support services.	Free	<a href="https://www.mentalhealthatwork.org.uk/mindful-employer/">https://www.mentalhealthatwork.org.uk/mindful-employer/</a>	<a href="#">Mindful employer line managers resource.pdf</a>
NICE	Workplace health: management	This guideline covers how to improve the health and wellbeing of employees, with a focus on organisational culture and the role of line managers.	Small Charge for signing the charter	<a href="https://www.nice.org.uk/guidance/ng13">https://www.nice.org.uk/guidance/ng13</a>	
Public Health England	Campaign Resource Centre	The Public Health England Campaign Resource Centre has everything you need to deliver our award-winning marketing campaigns on a local level.	Free	<a href="https://campaignresources.phe.gov.uk/">https://campaignresources.phe.gov.uk/</a>	
Skanska	Out of the Blue	A support pack to help individuals, teams and the business recover from a sudden death or suicide.	Free	Hosted on Highways England Mental Health Forum Teams Site	
UK Government	Thriving at Work Standards	Thriving at Work sets out what employers can do to better support all employees, including those with mental health problems to remain in and thrive through work.	Free	<a href="https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers">https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers</a>	
The Royal Foundation	Talking Heads	In conjunction with our charity partner, Mind, The Royal Foundation has been developing the Heads Together Workplace Wellbeing Programme, which will deliver much of the help and support recommended by the government-mandated report “Thriving at Work” (Stevenson/Farmer, October 2017).	Free	<a href="https://www.headstogether.org.uk/programmes/workplace-wellbeing/">https://www.headstogether.org.uk/programmes/workplace-wellbeing/</a>	
Mind and Rethink Mental Illness	Time to Change	You can change the way people think and act about mental health problems. Join thousands of campaigners in workplaces, schools, communities and online who are making stigma and discrimination a thing of the past.	Free	<a href="https://www.time-to-change.org.uk/getinvolved">https://www.time-to-change.org.uk/getinvolved</a>	

Support				
Name	Detail	Cost	Link	Additional Comment
What is Health Promotion	Healthy and well-motivated employees can have a positive impact on an organisation, so it's important to promote health at work.	Free	<a href="https://fitforwork.org/blog/what-is-healthpromotion/">https://fitforwork.org/blog/what-is-healthpromotion/</a>	
Workplace Wellbeing Tool	Employers can use this tool to: •calculate the annual cost of employee ill health, absence from work and staff turnover •create business cases for workplace health and wellbeing initiatives •estimate the return on investment of setting up a health and wellbeing programme	Free	<a href="https://www.gov.uk/government/publications/workplace-wellbeing-tool">https://www.gov.uk/government/publications/workplace-wellbeing-tool</a>	
Training				
If U Care Share	All of the training we deliver has been developed by ourselves, this means we are able to tailor the training to suit you. We can offer a range of different training opportunities that can help to support and educate your workplace. We are also available to speak at conferences and events.	Costs on request	<a href="https://www.ifucareshare.co.uk/training/our-offer">https://www.ifucareshare.co.uk/training/our-offer</a>	
Lighthouse Club	We are able to offer a full range of construction-focussed mental health training courses to the industry. These training courses form part of the Building Mental Health five-step framework, so whether you're just starting out on implementing a positive mental health culture or you've already started your journey, these courses will ensure that you have a robust wellbeing strategy in your organisation	Costs on Request (Some maybe FOC)	<a href="https://www.lighthouseclub.org/mental-health-firstaid-training/">https://www.lighthouseclub.org/mental-health-firstaid-training/</a>	
Mates in Mind	Mates in Mind is a registered UK charity raising awareness, addressing the stigma of poor mental health and promoting positive mental wellbeing across workplaces. We help to make sense of available options and support employers to address mental health within their workplace.	Costs on Request	<a href="https://www.matesinmind.org/">https://www.matesinmind.org/</a>	
Mind	Mind provide e-learning and face to face training for employees and managers about mental health	Costs on Request	<a href="https://www.mind.org.uk/workplace/mind-training/">https://www.mind.org.uk/workplace/mind-training/</a>	
Mental health first aid England	Mental Health First Aid (MHFA) England offers a variety of training for employers across the UK	Costs on Request	<a href="https://mhfaengland.org/">https://mhfaengland.org/</a>	
Samaritans	We support workplaces with a range of programmes including our Wellbeing in the Workplace eLearning tool and our in-house and open workplace training courses.	Costs on Request	<a href="https://www.samaritans.org/how-we-canhelp/workplace">https://www.samaritans.org/how-we-canhelp/workplace</a>	
Supply Chain School of Sustainability	The School works together with its Partners and members to provide an online and in-person community improving the knowledge of the built environment sector.	Free	<a href="https://www.supplychainschool.co.uk/">https://www.supplychainschool.co.uk/</a>	
Zero Suicide Alliance	The Zero Suicide Alliance (ZSA) is a collaboration of National Health Service trusts, charities, businesses and individuals who are all committed to suicide prevention in the UK and beyond. We are an alliance of people and organisations coming together around one basic principle: Suicide is preventable	Free	<a href="https://www.zerosuicidealliance.com/">https://www.zerosuicidealliance.com/</a>	
Able Futures	Able Futures delivers the Access to Work Mental Health Support Service on behalf of the Department for Work and Pensions	Free	<a href="https://able-futures.co.uk/">https://able-futures.co.uk/</a>	
CALM	The Campaign Against Living Miserably (CALM) is leading a movement against suicide. Every week 125 people in the UK take their own lives. And 75% of all UK suicides are male.	Free	<a href="https://www.thecalmzone.net">https://www.thecalmzone.net</a>	
Every Mind Matters	Every Mind Matters aims to help people take simple steps to look after their mental health, improve their mental wellbeing and support others	Free	<a href="https://www.nhs.uk/oneyou/every-mind-matters/">https://www.nhs.uk/oneyou/every-mind-matters/</a>	Additional Resource Materials can be found at Public Health England - <a href="https://campaignresources.phe.gov.uk/">https://campaignresources.phe.gov.uk/</a>
If U Care Share	Trained volunteers are on hand to help with a range of issues common issues have included Abuse, Anxiety, Bullying, Depression, Loneliness, Self-harm & Suicide.	Free	<a href="https://www.ifucareshare.co.uk/how-we-can-help/prevention/crisis-messenger">https://www.ifucareshare.co.uk/how-we-can-help/prevention/crisis-messenger</a>	This is a text service only

Support (continued)				
Lighthouse Club	We are the only charity that provides physical,mental and financial wellbeing support to construction workers and their families in the UK and Ireland. We provide a confidential 24/7 Construction Industry Helpline and supporting app which provides information, advice and guidance on a huge variety of wellbeing issues.	Free Support Training is chargeable	<a href="https://www.lighthouseclub.org/about-us/">https://www.lighthouseclub.org/about-us/</a>	
Awareness and Events				
Action for Happiness	Action for Happiness is a movement of people committed to building a happier and more caring society.	Free	<a href="https://www.actionforhappiness.org/about-us">https://www.actionforhappiness.org/about-us</a>	
Lord Mayor's Appeal	This is Me-Green ribbon campaign	Free	<a href="https://www.thelordmayorsappeal.org/a-healthycity/this-is-me/">https://www.thelordmayorsappeal.org/a-healthycity/this-is-me/</a>	
Public Health England	The Public Health England Campaign Resource Centre has everything you need to deliver our award-winning marketing campaigns on a local level.	Free	<a href="https://campaignresources.phe.gov.uk/resources/campaigns">https://campaignresources.phe.gov.uk/resources/campaigns</a>	
Re-think	Throughout the year we will be campaigning and highlighting the problems facing people living with mental illness. This page highlights just some of the key dates and stories that we will be covering.	Free	<a href="https://www.rethink.org/get-involved/awarenessdays-and-events">https://www.rethink.org/get-involved/awarenessdays-and-events</a>	
Time to Change	It's hard enough to experience mental health problems, without having to face the judgement, shame and isolation that often surrounds them. That's why we want to end mental health discrimination.	Free	<a href="https://www.time-to-change.org.uk/">https://www.time-to-change.org.uk/</a>	
World Suicide Prevention Day	Observed on September 10th, every year, World Suicide Prevention Day (WSPD) provides the opportunity for people, across the globe, to raise awareness of suicide and suicide prevention	Free	<a href="https://www.samaritans.org/supportus/campaign/world-suicide-prevention-day/">https://www.samaritans.org/supportus/campaign/world-suicide-prevention-day/</a>	



## Case Studies

### Case Study 1 - Costain

Costain have recognised that as an employer, they are uniquely placed to influence the mental wellbeing and safety of their staff. Since 2016, Costain have set an organisational target for mental wellbeing, demonstrating senior leadership buy-in. They have taken tangible measures that can contribute to a healthier workforce. This senior leadership buy-in has been delivered with passion and funding for training.

As part of the 2016 corporate strategy, in addition to preventative measures to prevent mental ill health, Costain committed to having a mental health first aider in every office and project. They now have over 250 mental health first aiders in the business and have had an employee complete the train the trainer course to support the costs of rollout.

Costain have ensured that there is a support and monitoring framework around their mental health first aiders project. They facilitate a bi-monthly meeting regionally. They have been using an app to monitor number of conversations and identify location hotspots. Not only does this help demonstrate utilisation and value of the project, it can also help the company target support and interventions, such as line manager training, strategically.

Improving mental wellbeing literacy of line managers has become a competencies priority and was embedded in the 2017 strategy, with training compulsory as part of line manager competency management.



The 2018 strategy focussed on ensuring that all people who work on site for a significant period have some exposure to a mental wellbeing awareness training, such as a toolbox talk. Costain have found trainers and speakers that their workforce connect with, including the charity [State Of Mind](#) which 'harnesses the power of sport to promote positive mental

health among our sportsmen and women, fans and wider communities, and ultimately to prevent suicide'. They have had the comedian, John Ryan, who is a former sheet metal worker, give talks on mental health. February 2018 also saw Costain join the growing list of rail companies to have signed the [Time to Change Pledge](#), demonstrating an organisational commitment to change the way they think and act in relation to mental health.

One of the most progressive steps Costain has taken within the industry is [opening up](#) their Employee Assistance Programme (EAP) to the supply chain. Many suppliers are small companies that simply do not have the economies of scale which larger companies have. For smaller companies, the cost of procuring and managing health and wellbeing services may not always be perceived as an affordable business decision. There may also be larger suppliers in the industry which simply have not reached this level of maturity in health and wellbeing. Costain's approach sends a very strong message that the health and wellbeing of everyone on site is valued, irrespective of their employer. Not only does this demonstrate how Costain is a responsible business, but it also makes sound financial and safety sense.

In 2019 the new three year Wellbeing, inclusion, innovation, safety and environment ([WiiSE](#)) strategy was launched placing Wellbeing at the forefront of the business, sponsored by the Chief Finance Officer the Wellbeing Steering Group fed into [WiiSE](#) targets including a companywide Impact Day that focused on Wellbeing (all contracts stop work for a Skype broadcast with members of the Executive Management Team followed by local engagement sessions) and integration of Wellbeing into training for line managers. The commitment to the Wellbeing programme has been recognised by BITC with Costain being highly commended in the Bupa Health and Wellbeing Award category at their awards in July 2019.

Small considerations can make a big difference for staff on site. A lot of Costain's supply chain staff are paid hourly. Employers may fear that managing mental wellbeing means losing paid hours, whereas it can mean simple flexibility in working hours to attend medical appointments or managing the demands of childcare. Flexibility and increased understanding of the impact of work-related pressure within the business has contributed to greater psychological safety within the workforce, which translates into greater physical safety. People are increasingly confident to identify concerns, reducing the risks associated with trying to meet too many demands (home or work) at once. It has become alright to [say](#) 'I can't do it'.



## Case Study 2 - Skanska – building mental health literacy and encouraging action in our supply chain

The facts are readily available: construction and allied professional are a more vulnerable group of workers in respect of mental ill health and suicide. Over the past 5 years Skanska has developed their strategy and deployed their tactical plans to increase people's awareness, build line managers confidence and reduce the stigma of mental health issues in the workplace. But we also recognised that many of our contractors didn't have the internal expertise or infrastructure to really get going on their own mental health programme. We had already developed some materials specific for our supply chain workers such as the resource card, which mirrored our internal card but this one was with free resources.

### Making the connection

If you are concerned about the mental health of yourself or others, there are lots of places you can go to get more information, advice and support.

- > If you feel comfortable, talk to your manager or HR team to find out what internal support services are available
- > Talk to one of Skanska's Mental Health Ambassadors – look out for the posters on Skanska sites or ask your Skanska Health and Safety Manager who they are
- > Talk to the Construction Industry Helpline on 0345 605 1956, a free confidential helpline

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Other places you can go for support:

- > Talk to the Samaritans free on 116 123
- > Call NHS 111 (England) or NHS Direct 0845 46 47 (Wales)
- > Contact your GP for an emergency appointment
- > Go to your local accident and emergency (A&E) department
- > Call 999 and ask for an ambulance if you can't get to A&E

Useful websites:

- > [Mind.org.uk](http://Mind.org.uk) – information on common mental health issues
- > [Matesinmind.org.uk](http://Matesinmind.org.uk) – a new charitable programme to improve and promote positive mental health in construction
- > [NHS.co.uk](http://NHS.co.uk) – for information and advice

But we knew that more was needed. So, in 2018 using our internal expertise and learnings we developed a ½ day workshop that we offered to our supply chain We wrote to our supply chain proposing the workshops and asked them to let us know if they would like to participate and secondly, could they offer a venue (We only have 2 locations we can host groups of up to 20 people and they are hard to secure). We wanted senior people from the contractors who had the influence and position to make things happen – otherwise the workshops content was unlikely to be used to drive the start of their programme.



From more than 250 emails offering this workshop, 239 said "yes – please" and offers of venues also arrived. So, we set off in

October 2018 with our first workshop at a Trox (one of our suppliers) office in London with 25 HR Directors, Operational Managers and HSEQ leads amongst others attending, it was a huge success as were the following 10 workshops around the UK.

Testimonials include

*"Skanska are leading their peers in this area. Please continue to share your campaigns and awareness" (Joe Mitchell, HSEQ Director, Mitchellsons)*

*"Very interesting and interactive session. Food for thought, has given us lots of ideas to think about and discuss." (Jennifer Lindsey, HR Coordinator, Astins)*

*"Thank you for inviting us and sharing with us – would like more discussions on this topic." (Lynette Blackwell, Director Human Resources, Selwood)*

The content of the day includes:

- Mental Health quiz- how much do you really know?
- How Skanska approached the topic and their strategy
- 3 interactive round-table discussions:
  - i. How do you currently raise awareness in your organisation?
  - ii. Why is our employee's mental health important?
  - iii. Why do you think there is a major problem with suicide in our sector?
- What free and 'buyable' resource and products are available
- Time to consider – so what will you do when you go back to your business

As the subject of mental health and wellbeing has risen up the agenda in the industry, we were mindful that we need to play our part in sharing our knowledge and experience by supporting our supply chain, in this case with the free workshops. It needs everyone in the industry to contribute if we are to effect a change of mindset and behaviours.



### Case Study 3 – WJ Group – A Proactive Approach to Mental Wellbeing

For many years WJ Group has been developing a safety and wellbeing culture throughout our entire business with care, investment, determination and innovation whilst also fostering a sense of community. We challenged ourselves to find better and safer ways of working by radically changing our thinking, empowering our people and influencing behaviours. The hard work invested provided ground-breaking outcomes, including innovations that were developed in collaboration and shared across the industry.

Our journey started with an awareness that we were not alone and there was excellent work being accomplished across industry on influencing and improving behaviours. We listened, we collaborated with others and we shared ideas. Members of the WJ Board then attended behavioural safety courses to learn how to encourage safer behaviours in day to day operations. Understanding the principal that good mental health is fundamental to our state of overall wellbeing, as well as the link to safe behaviours, was the driver for us to initiate a more proactive approach to the previously taboo subject of mental health. We realised that a cultural shift was needed, and that people's minds need to be attuned to safety as much as to physical risk assessment and appreciated that their wellbeing was equally as important.

The steps involved, raising awareness and removing the stigma of mental illness by creating; toolbox talks; posters; information cards with independent helplines for card wallets; training days, charity funding, posts on our internal social media and our website. As we had hoped a visible increase in conversations about mental health was experienced but we acknowledged that we needed to do more for our employees to feel fully valued and supported. As a result, our overall training approach was adapted to become more focussed using innovative methods of engagement with increasing emphasis on mental wellbeing.

Our people had been introduced to why we think and act in the way we do by psychologist Dr Damian Hughes and a mock trial had huge impact by highlighting the potential consequences of not behaving in a safe manner. We have also used comedy to good effect with John Ryan hosting our training days, joined by charity State of Mind, who highlighted real life experiences from ex-pro rugby players, coaches and referees and their stories of mental health challenges.

One key step to help evolve our mental health strategy, was the creation of a support system with 28 trained mental health first aiders (MHFA), who were available for anyone to talk to confidentially, 11 opting to be available 24/7. We monitored engagement to measure effectiveness which proved to be largely successful with our MHFA talking to several staff members.

However, our employee survey showed that we were not meeting the needs of everyone in our organisation, reaffirming our view that it would be an ongoing journey requiring a sustained effort. Our collaborative partner, HW Martin, introduced us to Zen Life Wellbeing and invited WJ along to sample a training session. The training evaluated was a comprehensive approach to improving mental health in the workplace and we instantly recognised the value in employing further external support.

Initially Zen Life Wellbeing were appointed to provide support for an employee in crisis, which we then expanded at the onset of COVID-19 to provide one to one counselling and management support sessions to ensure all our employees had wrap around support during this crisis. As a result, our COVID-19 survey showed 80% agreed their wellbeing had been suitably supported during the pandemic.

We have now progressed to a 3-year plan designed to change the landscape of mental wellbeing and to improve the culture towards mental health throughout WJ. As part of the next stage in our strategy, we are creating a specialised group of Mental Health Ambassadors from each area of our business, utilising our trained Mental Health First Aiders to establish a more formal support network.

These MH Ambassadors, alongside 90 managers/supervisors, will attend a preventative training programme that will give them the tools to recognise red flag behaviours in employees before escalation. Following this a hybrid red flag course will be delivered to our entire organisation as part of our groupwide training events.

Moving forward we will continue to engage with the wider industry to explore new and innovative ways to address the changing needs of our employees, as we strive to build a legacy of mental wellbeing that will impact lives for years to come.

Concurrently we are working with Business in The Community to develop an overall wellbeing strategy, focusing on physical, mental, financial and social wellbeing. We know that each of these aspects are interdependent and critical when creating a sense of overall wellbeing.

The value of empowered people is hard to overstate and our commitment to Fairness, Inclusion and Respect in Construction running in parallel further contributes to creating an environment where everyone feels secure.

Dedication to achieving our objectives for mental wellbeing is also supported by us signing The Mental Health at Work Commitment.



#### Case Study 4 - PDS - An SMEs Journey into Wellbeing

At PDS we work on the road tunnel systems in Strategic Road Network Areas 1, 3, 4 & 5. We fulfil capital projects and provide 24/7/365 support keeping the critical assets open. Our employees are educated professionals dealing with complex issues, they work on critical national infrastructure to exacting processes and detailed specifications; and in pressured situations impacted by travel, unsocial hours and fatigue. As a father and grandfather, and as an MD responsible for the lives of 50 employees, I find myself in a position with some experience of wellbeing issues, and the passion and means to implement an improvement plan. This is not about complying with regulation or trends; it is about taking responsibility and making a difference to people and their lives.

##### **Aims and objectives**

We want to do better than “just” making sure that our people get home safely every day, I believe we should aim for our employees to go home better than when they arrived. To support this we need to know if there are issues that we can help with, and we want to provide leadership, guidance, a supportive environment and a programme of improvement.

##### **The path**

On starting down this path in 2017, it seemed the usual and recommended action in our situation was to train people as Mental Health First Aiders. Before jumping to that conclusion we wanted to take a moment to consider and understand the wider factors involved in Wellbeing. Through reading and talking with people involved we came to understand that Wellbeing is a complex balance of issues across many aspects of life, including personal, social, work related, health, fitness and interests.

We have always had a positive, flexible, supportive attitude towards our employees. Understanding that good Wellbeing comes from a positive approach in many of the strands of life, we wanted to address and support as many as we could. We came to understand that many of our business actions all have related Wellbeing implications: e.g. we need to

recruit the right people for any role, and we then need to train, and empower, and motivate and flexibly support them. At that point we published a **Wellbeing Charter** to summarise these aspects, the support we will provide, and our commitment to be a flexible supportive employer.

With a basic understanding we decided to step forward on “Time to Talk” day in 2018.

##### **Wellbeing survey**

We then decided to survey our staff. Initially we found ourselves paralysed; highly concerned about uncovering problems for which we would have no experience or solution, and with no knowledge or resource mapped out with which to respond.

Seeking guidance, we found mentors in Julie at Talking Mental Health Derbyshire and at A-one+. With some the confidence to move forward we drew up our survey: wanting to identify any current issues, determine what information would be useful, what support is needed, and how we can provide leadership.

##### **Survey Results**

Information was requested on weight loss, exercise, back pain, sleep quality and other topics. The information requested was obtained and shared, much was freely available on the internet or via the NHS

We identified how we could provide Leadership and Support. A workshop on “Stress awareness for team leaders” was well received, it included signs and symptoms to look out for. Attendees commenting that they had picked up useful relevant knowledge, others found ways to analyse previous problems and improve their response, and it has changed the companies’ response to a current problem: we have established a more supportive return to work process.

We were surprised to identify a number of previously unknown issues where people needed support.

We obtained useful metrics to enable analysis and trending



Although not a subject where support was requested, I personally wanted to address a few young smokers in the business. The detrimental effect of smoking is widely known, and our young ones need guidance – I believe we all have a duty to address such problems in our world.

### **What happened next?**

As a result of the company creating a receptive environment a number of employees stepped forward and identified situations that they were struggling with and needed help. These included bereavement support, work life balance, poor sleep quality, and stress.

For some professional counselling was obtained, for others a simple amendment to hours or working location, or for others just to know that help was available if needed was enough to make a difference.

One of our team leaders suggested a long-distance walk in aid of charity. The training walks were opened to all staff which led to improved relationships across the business and to our overall fitness and morale. In 2019 we raised Sponsorship for MIND, all of which contributed to a feeling of involvement and worth. In 2020 we focussed on helping the homeless and supported Derby City Mission with their efforts.

Our HR Manager is passionate about Wellbeing, and as MD I want to lead by example from a position of knowledge. At that point, with an understanding of the context, we are now both trained as Mental Health First Aiders.

### **Lessons Learned**

In our journey (so far) we have found that:

You don't need to know all the answers to make a start.

There are great people out there willing to help and provide advice.

Resource and information is widely available and not as expensive as you think (some is free!)

Absence due to mental health issues can lead to an absence or vacuum of information. We have learnt not to fill the vacuum with speculation and

opinion, instead we encourage communication, an exchange of information and positive engagement.

As a by-product of the survey and our open-door approach, staff feel able to raise issues.

Friendly conversation can be of great benefit. The response needs to be personal and relevant.

We have come to understand the social pressures on young recruits, especially those from far afield, and the need for a supportive environment.

We have changed our mind-set when dealing with performance issues, we are becoming more aware of how we approach people who may need help.

### **The future**

We will drive on with the programme, survey again in 2021, and act on the results

We plan more talks on topics of interest: and will repeat the ones on Work / Life balance and Quality of sleep. We monitor that sufficient breaks are taken during work and we endeavour to make sure everyone takes their holiday allowance.

We will identify what charity or topic our staff want to focus on in 2021 and we will support it across the board leading from the top.

We plan to have more people trained as Mental Health First Aiders across all our teams.

We will share our learning and promote a proactive and informed approach to Wellbeing wherever possible.

**Mike Rose, Managing Director, P Ducker Systems Ltd. Oct 2012 to Dec 2020.**



## Case Study 5 - A-one+ - Mental Health Journey

### Background

Integrated highway services provider; managing three Highways England areas and topping 1,000 employees at its peak, A-one+ began its journey to mental health around 8 years ago.

It was at one of our monthly safety, health, and environment forums where it was suggested that wellbeing and general health awareness could be improved.

### What did we do?

We quickly identified a framework called 'Better Health at Work Award' created by the TUC that we could use to help us improve in Area 14.

We started by carrying out health needs assessments to understand which health concerns our colleagues were most interested in learning more about. Engaging with everyone at this early stage encouraged buy-in on every level from the very start. The assessments helped us to determine which topics we should promote throughout the year.

Several campaigns were promoted internally by trained, volunteer health advocates, we also provided signposting to individuals who needed further information or medical assistance following the campaigns.

At the end of the year we submitted campaign evidence along with written criteria, which is independently assessed by a local NHS team and TUC member this was our first 'Better Health at Work Award'.

The award gave us the kick start that we needed and the impetus to see what else we could do.

Our mental health campaigns were very popular. We managed to source and develop training for mental health first aid, suicide intervention and we created a network of listening buddies.

We also used a poster to raise self-awareness and the signs and symptoms of depression, the poster used a red triangle shape with icons and graphics and was called 'Depression, the warning signs' relevant in more ways than one to our industry. The poster was picked by other tier one contractors and Highways England as part of their mental health campaigns.

Some of the other activities we completed include:

1. Drama group bringing to life stress affecting mental health and working life
2. Time to Talk sessions and catwalk identity parade
3. Parent company presentations

4. Summer health campaign with water bottles and UV beads
5. Sleep management sessions (crucial for shift or nightshift operatives)
6. Emergency life skills training

We also offer annual DIY MOT's as well as our occupational health screening.

After such a successful couple of years we wanted to use the framework throughout A-one+. Initially this award was only available in the north east, but they welcomed our approach, so we extended the initiative to our other A-one+ contracts and our supply chain.

### Driving the change

- We're still working on those initial basic principles but since the kick start in 2012 we've included wellbeing in our safety, health and environment strategy and objectives.
- We've got several trained mental health first aiders available to listen and help signpost colleagues in need.
- We've engaged with organisations such as Share if U Care and asked them to present at Highways UK as part of our A-one+ Safety Theatre programme.
- We've developed desk calendars and pads with an annual calendar of activity, events and reminders.
- We've mentored our supply chain and presented our journey to other organisations such as councils, the NHS and other engineering companies.
- We've developed an App initially for reporting observations and improvements but there is also a dedicated health and wellbeing page with links and information.
- During Covid-19 and many of our people working from home we've encouraged wellbeing check ins during meetings and one to ones both off-line and on-line.
- We've also created a COVID-19-Portal to host updates, ideas, links and the option for feedback to try and support people through lockdown periods.
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### Benefits

The biggest benefit is that we talk about mental health and make it the norm.

We've managed to help and support colleagues both as an organisation and individually through our mental health first aiders.

We've helped to make our people feel valued by our dedication and commitment to this journey.