



Laying the foundations for positive mental health and wellbeing

How High Speed Rail Industry Leaders are supporting a step change in mental health and wellbeing understanding and activity through the delivery of HS2

October 2018



HIGH SPEED RAIL
INDUSTRY LEADERS



CONTENTS

About High Speed Industry Rail Leaders

Representing companies with relevant experience and an interest in high speed rail, HSRIL (High Speed Rail Industry Leaders) is committed to supporting the successful delivery of a world-class high speed rail network in Britain. Our members have helped deliver major infrastructure projects in the UK and around the world, ranging from creating entirely new high speed networks through to maintaining and improving the UK's existing rail network. This gives us a unique insight into both the shortcomings in the current network, and the transformative capacity and connectivity benefits that high speed rail can bring. HSRIL supports investment in high speed rail including expansion of the high speed network through HS2. It also supports high speed rail's integration with the existing rail network, and the investment needed to spread the wider economic benefits of HS2, and supports related rail investments such as Northern Powerhouse Rail and Crossrail 2.

- 1. Overview and summary1**
 - Matching progress made on safety in the area of health.....1
 - Prevalence of mental health and wellbeing conditions.....2
 - Human and financial cost of poor mental health and wellbeing3
 - What do we mean by wellbeing and health?.....6
 - HS2 as a catalyst for change and transformation7
 - HSRIL responding to the challenge9
- 2. HSRIL health and wellbeing charter13**
- 3. Case studies.....15**
 - Laing O'Rourke: New worksites - offsite manufacture and virtual design16
 - Jacobs: Mental health matters18
 - Aktins: A digital approach to human centred wellbeing design.....22
 - Arup+: Integrating health and wellbeing into project delivery26
 - Siemens Mobility: Talk to me30
 - WSP: Breaking the taboo32
 - Bombardier Transportation: Reducing the cost of ill health..... 34
 - Hitachi: Mental health first aiders38
 - Colas Rail: Wellbeing to support resilience and productivity40
 - Firstco: Soft-skill development for graduate engineers.....42
 - Eiffage Kier: A positive environment to raise mental health.....44
 - Costain Skanska JV: Measuring wellbeing through the HS2 enabling works46
 - RSSB: Road map, risk map and readiness.....48
 - HS2 Ltd: Safe at Heart - changing the narrative around health in construction.....50
- 4. Where to find out more53**

1

OVERVIEW AND SUMMARY

When Britain hosted the Olympics and Paralympic Games in 2012, it was the culmination of an ambitious and transformative programme which involved the design and construction of new infrastructure, comprising a stadium, sporting venues and transport enhancements including to HS1.

The country rightly celebrated the record haul of medals and marvelled at the sporting spectacle. But plaudits also went to another area - the fact that the Olympic Stadium and Park were the safest ever constructed for an Olympic Games, with no loss of life. It is credit to those involved in the Olympic Delivery Authority and to the companies who undertook the complex and ambitious programme.

Today, Britain is embarking on another complex and ambitious programme, HS2. It is the most significant transport infrastructure investment undertaken for decades, reshaping the economic geography of Britain, driving and enabling growth and new jobs, transforming connections between cities and regions and supporting one of the largest skills investments.

HS2 Ltd wants to transform how complex and ambitious programmes are delivered, striving for a new standard and excellence in safety, but also in

health and wellbeing. Given the scale of the HS2 programme, HS2 Ltd aims to have a wider positive influence in rail, construction and beyond.

High Speed Rail Industry Leaders (HSRIL) is a group that exists to support, promote and champion the development of high speed rail in Britain, ensuring that high speed rail remains a prominent part of the rail industry's future vision. This report outlines why positive mental health and wellbeing is a critical component to the success of the HS2 project. It shows how our members are responding to this challenge - leading the promotion of positive mental health in the delivery and operation of HS2. This report outlines the challenges, the programmes and practices members are already undertaking, new thinking in this area and the start of a conversation and commitment to realise an ambition for excellence.

Matching progress made on safety in the area of health

The UK has a strong safety environment including laws, commitments and practices, and the rail and construction sectors work to high standards. It means UK railways are some of the safest operating in the world.¹

¹ Rail Standards and Safety Board 2016 <https://www.rssb.co.uk/News/Pages/uk-remains-one-of-the-safest-railways-in-europe.aspx>

The development of safety management is a success story - of benefit to individuals, society, business and the economy. In the year 1981/82, 495 people died in work. By 2017/18 this number had fallen two thirds, to 145.² This drop has taken place even as the population increased by seven million. If no action had been taken the death toll could have increased by an estimated 63 people per year. By way of comparison, in terms of the rate of progress, workplace fatal injuries are 2.5 times more likely on average across the EU than in the UK. For Germany it is 0.5 per higher than the UK and France seven times higher.³

In this report, the highest standards of safety are assumed as a given - prioritised and integral to the project and the delivery. High standards are what every company must subscribe to and govern how they operate. It has to be so - there can be no compromise on safety.

A positive approach to health and safety means high standards, practices and commitments in these areas. 'Health' however, is a more challenging proposition in the delivery of excellence, encompassing a broader range of areas, including wellbeing and mental health. We will be talking about health and wellbeing, incorporating mental health, throughout this report.

Prevalence of mental health and wellbeing conditions

Mental health is receiving more awareness and attention than at any time before; among businesses, across government policy and within the media and public. The Prime Minister, Theresa May, speaks passionately about the 'burning injustice' of mental health, and highlights the prevalence of problems but often the lack of recognition, and talks of the need to tackle the stigma through a 'parity of esteem' compared with physical ailments, as well as the necessity to do more to 'support all of our mental wellbeing.'⁴ Members of the Royal Family too have given mental health their attention, with the Duke and Duchess of Cambridge and the Duke of Sussex supporting a campaign to tackle the stigma, change

the conversation on mental health and fundraise for new mental health services.

Mental health and wellbeing problems are far more prevalent than workplace injuries, which shows the importance and salience of the challenge to mitigate and reduce them.

Data from the Health and Safety Executive suggests that work days lost are four times as more likely from mental health related problems than from safety related injuries. Work-related ill health accounted for 82 per cent, or 25.7 million days lost, compared with 18 per cent or 5.5 million days.⁵

Mental health issues affect one in six people in the UK at any given time and people experience problems in all forms of work.⁶ Half of those with a mental health problem say that isolation and shame is worse than the condition itself.⁷



Mental health and wellbeing is particularly important for the rail and construction sectors due to the nature of the working environment. As the Office for National Statistics data shows, the rate of suicide is 1.6 times higher than the UK average among professions. Between 2011-2015 of the 13,232 suicides where an occupation was recorded, the ONS found that in the skilled construction and building trades there were 1,419 suicides or 355 suicides every year. This represents nearly 11 per cent of the total although construction represents around just seven per cent of the workforce. Men are very much at risk, particularly the over 40s. Of the 1,419 suicides all but ten were men. Two-thirds of all suicides were of those aged 40 and above.⁸

We have to ask ourselves why this happens and how we can change this. The level of suicides is one of the reasons why health and wellbeing cannot be ignored or an optional extra. It must be integral to all activity.

Human and financial cost of poor mental health and wellbeing

Working in rail presents a host of challenges that can contribute to poor mental health. A Rail Standards and Safety Board (RSSB) study found nearly 95 per cent of frontline staff experienced workplace abuse, with over 25 per cent experiencing physical

assaults.⁹ There were 297 public fatalities on the railway in the 2017-18.¹⁰ These deaths themselves are concerning but staff also have to respond with at least 10 employees on average directly involved in each fatality, exposing nearly two per cent of the workforce to potentially traumatic events, further widening the challenge of managing mental health.¹¹



² Health and Safety Executive, Workplace Fatalities in Great Britain 2018, 4 July 2018, Figure 11, pg 11 <http://www.hse.gov.uk/statistics/pdf/fatalinjuries.pdf>

³ Health and Safety Executive, Workplace Fatalities in Great Britain 2018, 4 July 2018, Figure 10, pg 10. These standardised statistics remove transport as a sector such as driving jobs <http://www.hse.gov.uk/statistics/pdf/fatalinjuries.pdf>

⁴ Theresa May speech 9 January 2017 to the Charity Commission <https://www.gov.uk/government/speeches/the-shared-society-prime-ministers-speech-at-the-charity-commission-annual-meeting>

⁵ Health and Safety Executive website Working Days Lost, 26 October 2017 <http://www.hse.gov.uk/statistics/dayslost.htm>

⁶ NHS Digital Adult Psychiatric Morbidity Survey 2014 published September 2016 <https://digital.nhs.uk/data-and-information/publications/statistical/adult-psychiatric-morbidity-survey/adult-psychiatric-morbidity-survey-of-mental-health-and-wellbeing-england-2014>

⁷ Time to Change website <https://www.time-to-change.org.uk/about-mental-health/mythsfacts>

⁸ ONS, Suicide by Occupation, England: 2011 to 2015 <https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/deaths/articles/suicidebyoccupation/england2011to2015>

⁹ RSSB website, 'Post-traumatic stress disorder represents a real risk for rail staff' <https://www.rssb.co.uk/industry-news/post-traumatic-stress-disorder-represents-a-real-risk-for-rail-staff>

¹⁰ RSSB website, 'Post-traumatic stress disorder represents a real risk for rail staff' <https://www.rssb.co.uk/industry-news/post-traumatic-stress-disorder-represents-a-real-risk-for-rail-staff>

¹¹ RSSB 'Understanding the conditions for successful mental health training for line managers' 2018. Presented at the Faculty of Occupational Medicine Conference, London, 27/06/18



There is not just a human cost, there is a significant economic cost affecting the competitiveness of the UK economy. The Government's independent review of mental health and employers, Thriving at Work, highlights the large annual cost to employers across the economy due to mental health of between £33 billion and £42 billion a year - with over half of the cost coming from presenteeism when individuals are less productive due to poor mental health in work, and with additional costs arising from sickness absence and staff turnover.¹² The report also outlines that the cost of poor mental health is £27 billion, including the costs of providing benefits, to the NHS and the fall in tax revenue. The collective cost to the economy of poor mental health is between £74 billion and £99 billion per year. The cost of health-related absenteeism in rail is estimated to be £316 million annually and presenteeism £474 million.¹³

The changing demographics of the workforce means health and wellbeing problems are becoming more prevalent. Increases to the working age and later retirement means more older workers who are more susceptible to illness and chronic disease including work related cancers, obesity and musculoskeletal disorders. These changes are having a multiplier effect on poor health and wellbeing and which may already be having an impact on safety statistics, with a greater risk of death from work for the over 60s. This has been steadily increasing over the years.

The ambition is that the significant progress achieved in improving safety can be replicated for mental health and wellbeing, with businesses investing in and prioritising positive health. In this report we highlight examples from HSRIL members on how they are doing this.

¹² Thriving at work, The Stevenson / Farmer review of mental health and employers, 26 October 2017, pg 5 <https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers>

¹³ RSSB, Costs of impaired health across the network 2014, pg 1 <https://www.workandwellbeing.com/wp-content/uploads/2014/11/2014-02-report-WHWP-costs-of-impaired-health-across-network.pdf>

What do we mean by wellbeing and health?

Wellbeing and mental health issues can take many forms within the construction and the rail sectors. Definitions and descriptions of health and wellbeing can vary on what 'good' represents. The World Health Organisation's constitution outlines health 'as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.'

A positive approach can be seen to be one that it is not just the absence of physical illness or mental distress or harm but supporting good physical fitness and mental wellness.

Stress and high levels of pressure are an ongoing consideration. Construction workers can be away from home for long periods of time, work long, anti-social hours and shift-patterns, and be under pressure to deliver quickly and to budget, in difficult, complex, physical and dangerous environments. Given the high degree of scrutiny and attention, including from Ministers, Parliament and the media, there is additional pressure regarding the HS2 programme. There is also intense local community interest and scrutiny, which workers must respond to. Workers must also recognise that while they themselves may be under pressure, they must also appreciate that the impact on local communities from the activities that they are undertaking.

Stress and working patterns can lead to a cycle of compromised health such as poor diets, fatigue, a lack of sleep and medication dependency, affecting health and wellbeing, and potentially lead to longer-term health and serious consequences with costs to the individual and society, as well as wider impacts such as on their families. Poor health and wellbeing can have a direct link to safety - a report on railway incidents found fatigue was a factor in 21 per cent of incidents, and in turn the stigma of speaking about poor health means that there is an underreporting of fatigue.¹⁴

The industry is also undergoing a number of changes and evolution, many positive, including through the application of new technologies, data analytics and evolving roles and remits, with implications for training, organisation, delivery and practices. HS2 is embracing these developments, encouraging its supply chain to maximise their potential in augmenting health and wellbeing.

The nature of construction and the HS2 programme also entails the integration of different generations of workers - younger and older - and from different professional disciplines, resulting in the need to support inclusive workplaces that recognise and support diversity in its widest sense, helping to build a working environment that promotes health and wellbeing.

At the 2018 HSRIL annual conference, the Young Rail Professionals highlighted the challenges of integration and offered ideas on how younger generations of workers can be positive about their workplaces, career paths, roles and status and how practices can be improved, breaking down barriers and isolation and building effective teams.¹⁵

Mental health and wellbeing issues are not simply facing tier 1 companies and HSRIL members, but across all the supply chain matrix. With HS2's goal of 60 per cent of contracts going to small and medium size enterprises we need to ensure positive approaches and practice cascades throughout the supply chain.

Positive action on health and wellbeing is also about workplace voice and engagement. This includes: employees and contractors within decision-making, collective voice such as through trade unions as well as individual voices; creating a climate of openness and trust; enabling challenge including confronting poor behaviours; sharing information; having agency to act at all levels; individual and collective responsibility; and, levels of recognition and value at work.

This is a debate taking place across business and widespread evidence showing high levels of engagement correlates with higher productivity.



innovation, profitability and staff retention and lower levels of sickness and absenteeism. As an Engage for Success report confirms 'there is a strong correlation between high wellbeing and engagement levels' and these are "mutually reinforcing" and essential for optimal individual and organisational performance.¹⁶

Engaged, happier employees can help reduce accident rates by nearly 50 per cent and increase productivity by more than 20 per cent.¹⁷ World Health Organisation research advises that for every £1 invested in mental health yields a £4 return including productivity at work.¹⁸

Health and wellbeing is not simply about the people working to construct the new infrastructure but about how it is designed, what it delivers, how it operates, and how it is used - mental health and wellbeing can and should be integral. Excellence in health and wellbeing design is about assessing the practices and conditions that have caused people previous harm or problems and resolving what can be prevented at the start. This includes stations and designs of the rolling stock and future operations including for drivers, maintenance teams and passengers.

A comprehensive programme for health, safety and wellbeing must also take into account how the programme is delivered and the impact on health and wellbeing on local communities, understanding and responding to different needs, cultures and backgrounds within communities.

HS2 as a catalyst for change and transformation

HS2 represents a transformative programme - through the scale of the investment, the level of infrastructure enhancement, the increase in jobs and skills improvement opportunities and the growth potential that comes through the connections and new services. There is also the opportunity to deliver a transformative approach in how we see and act on mental health and wellbeing. HSRIL members want to be at the forefront of a programme of change, ambition and leadership in these areas.

The HS2 programme does not sit alone - the health and wellbeing of people who work and will work on the delivery of the railway is shaped by factors outside of the delivery environment and includes societal attitudes and wider health services.

We are already ahead of other countries regarding how we think about health and wellbeing. Through the construction of the railway and the companies involved we can develop significant leadership, expertise and a global benchmark, supporting the potential of our industry and our exporting opportunities ahead - sharing expertise globally. We already know other countries are interested in our approach.

¹⁴ RSSB, Fatigue and its contribution to railway incidents, February 2015 pg 1 <https://www.rssb.co.uk/library/risk-analysis-and-safety-reporting/2015-02-str-fatigue-contribution-to-railway-incident.pdf>

¹⁵ HSRIL website Pecha Kucha presentations in Leeds <http://www.rail-leaders.com/pecha-kucha-presentations-in-leeds/>

¹⁶ Engage for Success, The Evidence Wellbeing and Employee Engagement May 2014 <http://engageforsuccess.org/wp-content/uploads/2015/09/wellbeing-and-engagement-04June2014-Final.pdf>

¹⁷ Happiness Works website, 'Happiness at work survey' 2018 <https://www.happinessatworksurvey.com/business-case>

¹⁸ WHO Scaling-up treatment of depression and anxiety: a global return on investment analysis figure 2 pg 421, published in the Lancet Psychiatry 12 April 2016 [https://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366\(16\)30024-4/abstract](https://www.thelancet.com/journals/lanpsy/article/PIIS2215-0366(16)30024-4/abstract)



We are not starting from scratch. The RSSB, as outlined later in this report, has drawn up a risk map to help improve understanding, responses and actions across the sector, and is helpful as we consider the response of HSRIL members in delivering high speed rail. HS2 Ltd through its mission Safe at Heart, is committed to excellence, with health, safety and wellbeing being a 'golden thread' and 'health always given equal status' to safety.¹⁹ HS2 Ltd's Supply Chain Health and Safety Standard is a starting point for the values and baseline expectations for contractors, suppliers and other interested parties to shape what excellence looks like.

At the peak of construction there will be around 30,000 workers delivering HS2.²⁰ Most will be HSRIL member tier 1 companies and their contractors and supply chains and all therefore have a direct role in ensuring excellence in health, safety and wellbeing.

HSRIL responding to the challenge

The importance of health and wellbeing is in the DNA of HSRIL members. Every meeting of the Board and Steering Group begins with a focus on mental health, safety and wellbeing. This report outlines the commitment of HSRIL members to not simply minimise the prevalence of poor health, but to promote positive mental health and wellbeing. It also brings together examples of what members are doing in these areas. The HSRIL website will also signpost good practice and wider information. The intention is for an ongoing commitment and programme, and enable through the delivery of HS2, excellence in promoting and supporting positive mental health and wellbeing.

HSRIL Health and Wellbeing Charter is a series of commitments that HSRIL members have signed up to, demonstrating the pursuit of excellence in health and wellbeing, outlined in the next chapter.

HSRIL member case studies represent excellence and new thinking, and contain overlapping themes:

- Implementing mental health and wellbeing strategies owned at the senior level
- Establishing mental health first aiders and champions
- Creating a culture of openness to talk about mental health to counter the stigma and taboos
- Backing national mental health awareness events and campaigns
- Supporting staff as well as their families
- Bringing forward initiatives to tackle stress and to support positive physical health
- **Laing O'Rourke** outlines the benefits of offsite construction and virtual design in reducing construction risks with fewer workers needed on site, changing the high-vis, hard hat image to one of better work environments through manufacturing centres.
- **Jacobs** talks about the company's mental health matters strategy and BeyondZero© approach to safety with mental health champions, an open culture and normalising conversations on mental health.
- **Atkins** highlights its human-centred design toolkit to address wellbeing across a project from physiological to psychological factors, improving performance and productivity, and enable designs to improve wayfinding, reduce stress and make journeys more seamless.
- **Arup+** is taking forward a programme to integrate health and wellbeing practices within everyday working and design for HS2 Phase 2b and a culture of wellbeing with a 'tell-us' user centred approach and resources from email etiquette to well cards.
- **Siemens Mobility** outlines its programme across its rolling stock business that is creating a step change in how people talk about mental health issues with actors to act out scenarios and encourage greater interaction and understanding of issues, particularly among men.

¹⁹ HS2 Ltd, Health and Safety Supply Chain Standard Overview, 2015 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/509296/CS433A_Supply_Chain_H_S_A4_V3_WEB.pdf and HS2 and HS2 Ltd, Health and Safety Supply Chain Standard (2018) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/510415/Supply_Chain_Health_and_Safety_Standard.pdf

²⁰ HS2 Corporate Plan 2018 - 2021, HS2 Ltd, 19 June 2018, pg 34 https://s3-eu-west-2.amazonaws.com/1042421-static-assets-production/wp-content/uploads/2018/06/15160731/HS2_Corporate-Plan_2018-to-2021.pdf



- **WSP** describes its programme to break the taboo of mental ill health and with mental health seen as a positive and mental ill health requiring support and management, including through mental health first aiders, employee assistance, opening up conversations and for improving fitness.
- **Bombardier Transportation** has developed a health and wellbeing strategy focused on musculoskeletal problems, not just treating ill health but ensuring prevention and with quicker recovery times, less need for surgery and halving absence and costs of absenteeism.
- **Hitachi Rail** has rolled out mental health first aiders to be the first line of support and counselling and enable people to be listened to non-judgementally and be sign-posted to support and services.
- **Colas Rail** describes its wellbeing strategy and resilience culture with mental health first aiders, Stepping Stones programme to encourage a discussion of problems, and support for nutrition, work/life balance and physical and mental wellness, including inhouse yoga.
- **Firstco's** a member of the Railway Industry Association, which is a member of HSRIL and is enabling its young engineers to develop communication and soft-skills to address low confidence that can lead to stress, anxiety and a dissatisfied work life.
- **Eiffage Kier** is promoting honest conversations and removal of the stigma around mental health with resilience workshops, opening a wellbeing room, support for exercise including teams sports, and a wellbeing survey to enable staff to put forward ideas for improvement.
- **Costain Skanska JV** in delivering the enabling works for Phase One is seeking to drive up an industry standard on mental health, including on raising awareness, and is surveying the project team and supply chain to evaluate the activity and drive best practice.

Also included are examples of wider rail industry practice as outlined by the RSSB and a summary of the aims HS2 is seeking through the programme.



HSRIL CHARTER



HSRIL Health and Wellbeing Charter

This Charter is a declaration of the ambition of High Speed Rail Industry Leaders (HSRIL) to promote health and wellbeing. HSRIL members aim to develop, design, deliver, operate, maintain and use a UK high speed rail network that:

- Strives to create mentally healthy working environments
- Allows everyone to thrive and reach their full potential
- Knows that mental illness is not a barrier to the above
 - Actively promotes good health in the workplace
 - Neither causes nor exacerbates ill health
 - Adopts a proactive approach to wellbeing
- Is accessible and inclusive for workers and users

In support of these aims, HSRIL has the following mutual objectives on health and wellbeing:

- Championing HSRIL members to embrace and enhance the HS2 Safe at Heart culture
 - Sustain a culture of care within and between our members
 - Engage with internal and external parties regarding health and wellbeing
- Encourage our members to continuously improve their standards of health and wellbeing performance
 - Promote programmes, practices, policies and activities that support positive mental health
- Raise awareness, and normalise conversations about mental health and wellbeing - making it OK to ask for help and support
- Provide a forum for our members to share their performance, risks, costs, lessons learned, best industry practice, training and innovation in health and wellbeing
- Empower our members to challenge behaviours in other members that undermine the ambitions set out in this Charter.

This Charter covers all of HSRIL's activities and will be reviewed annually by its members to ensure that it remains effective, consistently implemented and continually improved.

The following HSRIL members are signatories to the charter:

AECOM	Colas Rail	Murphy
ALIGN	Costain	Railway Industry Association
Alstom UK & Ireland	Eiffage Kier	Siemens UK
Arup	Fluor	STRABAG
Atkins	Hitachi Rail Europe	WSP
Bechtel	Jacobs	
Bombardier Transportation	Laing O'Rourke	

3

CASE STUDIES

HSRIL members have been developing and implementing a range of initiatives to improve mental health and wellbeing. Some are holistic approaches, others are initiatives and innovations to address particular elements of mental health and wellbeing. All provide insight into how mental health and wellbeing issues and problems can be identified and addressed.

This report seeks to be of interest not simply to health, safety and wellbeing practitioners but staff at all levels of industry, offering case studies that highlight good practice for others to emulate. They provide foundations to support the response of HSRIL members to meet the challenge of successfully delivering the HS2 project.



Laing O'Rourke

New worksites: offsite manufacture and virtual design

Laing O'Rourke outlines the benefits of offsite construction, an approach that can substantially reduce the risks associated with construction sites. It reduces the number of workers needed on site, changing the traditional high-vis, hard hat image. Offsite manufacturing means safer, warmer and more pleasant working environments - in manufacturing centres - improving wellbeing at work. Combined with virtual design, risks are also able to be designed out from the start, meaning that manufacture is more efficient and of a higher quality.



Offsite manufacture of major components is increasingly making an impact on the efficiency and value for money of major commercial and infrastructure projects. Its value for health and safety is less well known but can help remove an area of substantial risk in the workplace. At Laing O'Rourke, this is at the heart of our activity and we are seeking to bring forward these benefits.

Building major construction elements away from where they will be used can eliminate key risks:

- **A safer working environment rather than working on site** - our Design for Manufacture and Assembly 70:60:30 strategy allows for items to be designed virtually and built away from a project in a bespoke factory environment. Workers deliver key components in a warm and dry environment supporting greater worker satisfaction and better workplaces, which in turn helps to eliminate potential errors.
- **Improved quality** - the improved working environment leads to a higher standard of delivery in all areas, including finish, component utilisation and overall efficiency.
- **Improved programme** - comparison studies show offsite manufacturing achieves considerable savings to the amount of time taken to complete construction tasks. The reduced time on site also means less impact on surrounding communities, and potentially less vehicles on local roads.
- **Reduction in deployment at higher risk work sites** - developing a modular process for construction creates a fundamental change to the traditional delivery methodology. Workforce numbers required on a site are reduced as the roles evolve towards assembly and systems integration. Taken a stage further, technical fit out can take place in the factory, reducing the need for workforces at sites still further.

- **Digital design** - designing the project virtually allows the performance of a structure to be modelled long before it is built. This allows for design conflicts, such as between structural and ancillary services, to be identified well in advance and removed. This avoids the need to return to the site to modify an initial design or even redesign an initial concept, further reducing risk.

Modular delivery therefore drives a fundamentally different approach and is setting the bar and framework for major project delivery with risk designed out from the beginning, creating an efficient and high-quality construction process that is procured, managed and delivered quickly, safely and with high value.

Both the Government's Construction 2025 strategy report and the House of Lords Science & Technology Committee Building for Change identify the need to reduce work related injuries across the industry and promote the benefits of off-site manufacture.²¹

The image of construction is often high-vis vests and hard hats but increasing it is high-tech and digital design. These jobs are high skilled and more secure, located in design suites and regional manufacturing centres.

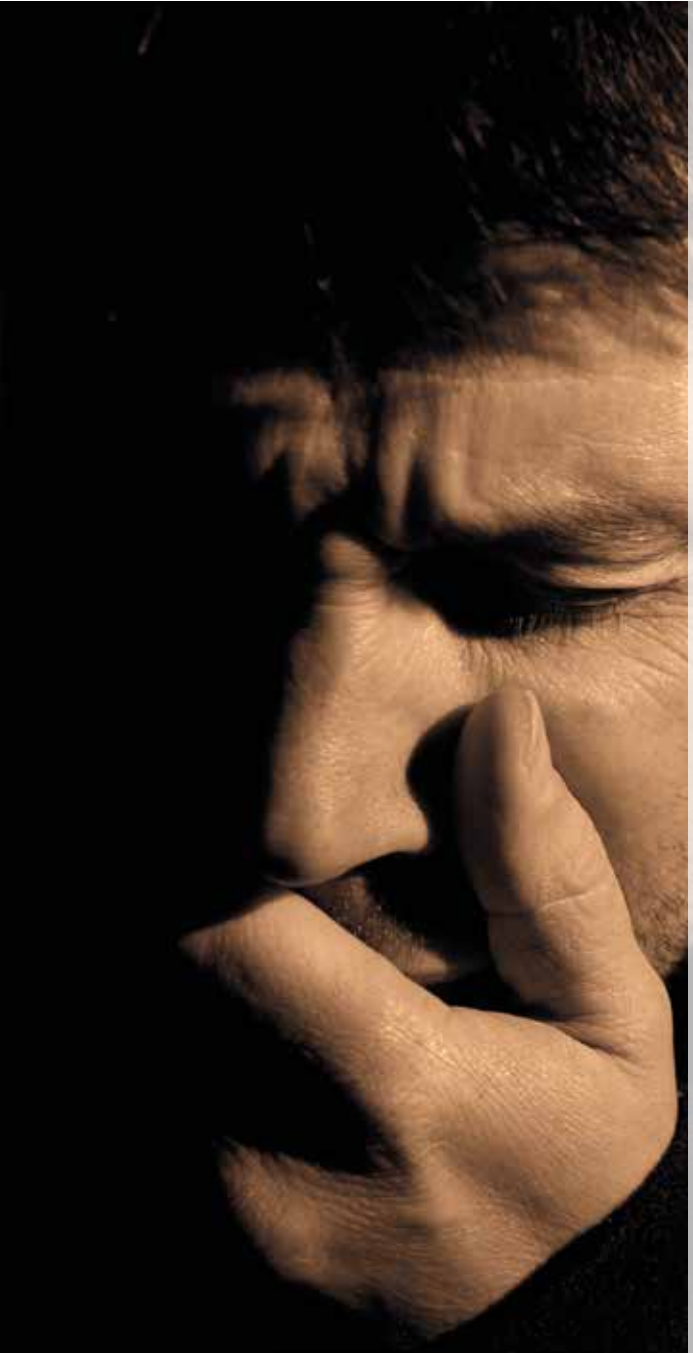
High speed infrastructure design and construction can ride the wave of innovation in these areas. New track and stations will require a substantial number of major elements to be produced, with offsite manufacture offering significant benefits. By adopting these new methods across the programme, we can start to make real inroads into reducing the high level of poor mental health and wellbeing found in construction and make the industry safer as well.




²¹ BBIS Department, Construction 2025: strategy 2 July 2013 <https://www.gov.uk/government/publications/construction-2025-strategy> and House of Lords, Off-site manufacture for construction: Building for change 19 July 18 <https://www.parliament.uk/business/committees/committees-a-z/lords-select/science-and-technology-committee/news-parliament-2017/off-site-manufacture-construction-report-published/>

Jacobs

Mental health matters



Jacobs has developed a health and wellbeing programme, extending outside the office walls and project site into how staff travel and into their homes and communities. A 'mental health matters' strategy has been launched, coming through its behavioural safety programme, BeyondZero[®], alongside the introduction of positive mental health champions. These promote mental health not as a bolt on but as integral to the day-to-day job, helping to normalise conversations around mental health.



At Jacobs we have a strong commitment to health, safety and welfare. In 2016, we launched our mental health matters strategy, which grew out of our safety programme, BeyondZero, with all staff making safety a personal value that we live by every day. Jacobs' safety culture extends outside the office walls, beyond the project or client site and into our travel, homes and communities. The promotion of mental health in the workplace is a natural extension of this culture, helping our staff understand, protect and sustain their mental wellbeing. To support this, we have also introduced positive mental health champions and designed a special programme around recognising and managing stress.

Mental health matters strategy

The principles of the strategy are:

- Positive mental health promotes wellbeing, enthusiasm, stress resilience, and retention.
- Recognising that mental illness, whether diagnosed or undiagnosed, is a reality in every workplace. We can do our part to reduce the risks whilst people are at work, but life outside work can also affect people's mental wellbeing.
- By creating an environment that supports staff who may be struggling with poor mental health or a mental illness, our people are more likely to flourish.
- Effective support, training and awareness helps staff seek assistance early and reduce the risk of long-term mental illness.
- Effective support systems help monitor and manage mental health concerns and provide a way of measuring the effectiveness of this strategy.

There are three main themes which are key to creating a culture where everyone can thrive:

- **Training and awareness** - 'normalising' conversations about mental health is the key to allowing staff with concerns to seek appropriate help, recover more quickly and to reduce the risk of these concerns developing into disabling mental illness.

- **Building resilience** - based on five ways to wellbeing, this builds on the programme of wellbeing events and engagement that is already in place through BeyondZero.
- **Improved support systems** - includes the provision of professional help (e.g. our employee assistance programme) as well as improved absence recording and reporting systems to monitor the long-term success of the strategy.

Positive mental health champions

Fundamental to the success of the strategy is our network of positive mental health champions. Their role is to promote positive mental health, raise awareness and break down the stigma associated with mental health. Champions are also available for staff to talk to and are trained to direct staff to appropriate professional health care when necessary.

Our champions make a difference in fundamental ways - from everyday 'get it off my chest' discussions, to conversations that have saved lives and prevented suicide attempts. The network of champions began in the UK in 2016, training 120 staff. We developed robust selection criteria and now have champions from graduates to directors of operations. The number has grown to almost 1,000 champions in 202 offices worldwide.

Our champions are allocated a week of work time each year to undertake the role. This allows them to have the vital conversations with staff, organise awareness-raising events, create and distribute posters, and give talks.

Positive mental health champions develop local awareness raising programmes that meet the needs of their location. Whilst at a national level we have some core events that we ask them to promote such as World Mental Health Day, the day-to-day programmes are developed by the local champions. This way the messages are relevant to the staff receiving them and are more successful as a result.

Since launching our mental health matters strategy in 2016 results include:

- A sustained increase in the use of our employee assistance programme from 2.0 per cent to 4.7 per cent. The average use for a company of our size and in our industry is 2.2 per cent.
- Our positive mental health champions have recorded over 600 mental health discussions in the UK.
- A **safety observation report** procedure, which allows staff to report unsafe acts and near misses, includes stress and mental health as a category. Since this addition, we have seen a steadily increasing number of reports on the system.

Our mental health matters strategy demonstrates what can be achieved with the full support and commitment of our senior leadership, a strong and consistent narrative, dedicated and passionate individuals, and a relentless focus on delivery.



BeyondZero

BeyondZero is at the centre of our **culture of caring**, and runs through our entire company, the companies we do business with and our families. We celebrated 10 years of BeyondZero in 2017 and it is now part of our DNA.²²

The BeyondZero programme was created in response to a tragic event. On 23 March 2005, an explosion in an oil refinery in Texas killed 15 people and injured 180 - eleven of these fatalities were Jacobs employees. From this moment, Jacobs understood that unsafe activities and attitudes could not be tolerated at any level. We had to ensure that safety was a personal value of all employees and in 2007, BeyondZero was created.

BeyondZero is first and foremost a mindset for us to work in safe environments and leave happy and healthy at the end of each day. BeyondZero has led to a cultural shift in Jacobs. This has taken a great deal of time and effort but the relentless commitment and engagement from our executive leadership team kept the company focused on delivering the aims of the programme.

The true power of BeyondZero is getting people to understand the wider consequences of an accident; on them as an individual, on their friends and colleagues, but more importantly on their family. By recognising the potential impacts of unsafe acts and behaviours, we empower people to care for each other. Our people are encouraged to speak up when they feel uncomfortable, knowing that they will have the full support of their leaders.

BeyondZero principals include:

- Empowering and motivating each other to take action
- Recognising risks at all levels of our business
- Demonstrate a visible commitment and responsibility for creating a safe and healthy environment
- Extending BeyondZero to our business partners, our families and our neighbours.

All new employees are required to take an Introduction to BeyondZero training course, where trainers help them understand what is required of them, and what they can expect in return from their managers and colleagues. A **culture of caring** has been empowered by our senior leadership, but it is driven by enthusiastic and engaged groups at all levels.



Sample slides from the stress essentials course

Stress

Stress is an issue that we all encounter, in varying forms and severity, throughout our lifetime. If it is not understood properly and left unchallenged, it can cause both mental and physical ill health. At Jacobs, we understand that our working life can evoke stress in a variety of ways, and that this can put strain on our social life, and vice versa.

Jacobs' stress essentials course was created with an external supplier to help us better manage stress and teach the difference between pressure, which can be a motivating force, and stress, which is the adverse effect that happens when the pressures we experience become too much. It is an online training module that all employees are expected to complete as part of their on-boarding process and is a fundamental part of our wider mental health matters strategy.

The course itself looks at the complexities of stress, reasons for stress, a guide to recognising symptoms of stress and techniques to manage and reduce stress. It has had an extremely positive reception from employees. Over 45 per cent of 77,000 staff globally have completed the training, with 23 per cent of those requesting extra training in stress management and time management.

The greatest challenge was getting a balance between our responsibility towards staff to manage work-related stress and our own ability to regulate how we respond to stressful periods in our lives. An employer can provide information, tips and tools that allow staff to build stress resilience, but this does not absolve the company of their responsibility to manage work-related stress. An effective stress management policy needs to address both.

By recognising that stress is anything that can absorb our mental, emotional or energy resources, we recognise that external events can impact on our capacity to deal with work-related pressures. This understanding allows managers and supervisors to recognise that whilst someone may be able to flourish under a certain level of pressure today, external factors may affect a person's ability to cope in the future and we need to take a flexible approach to managing people.

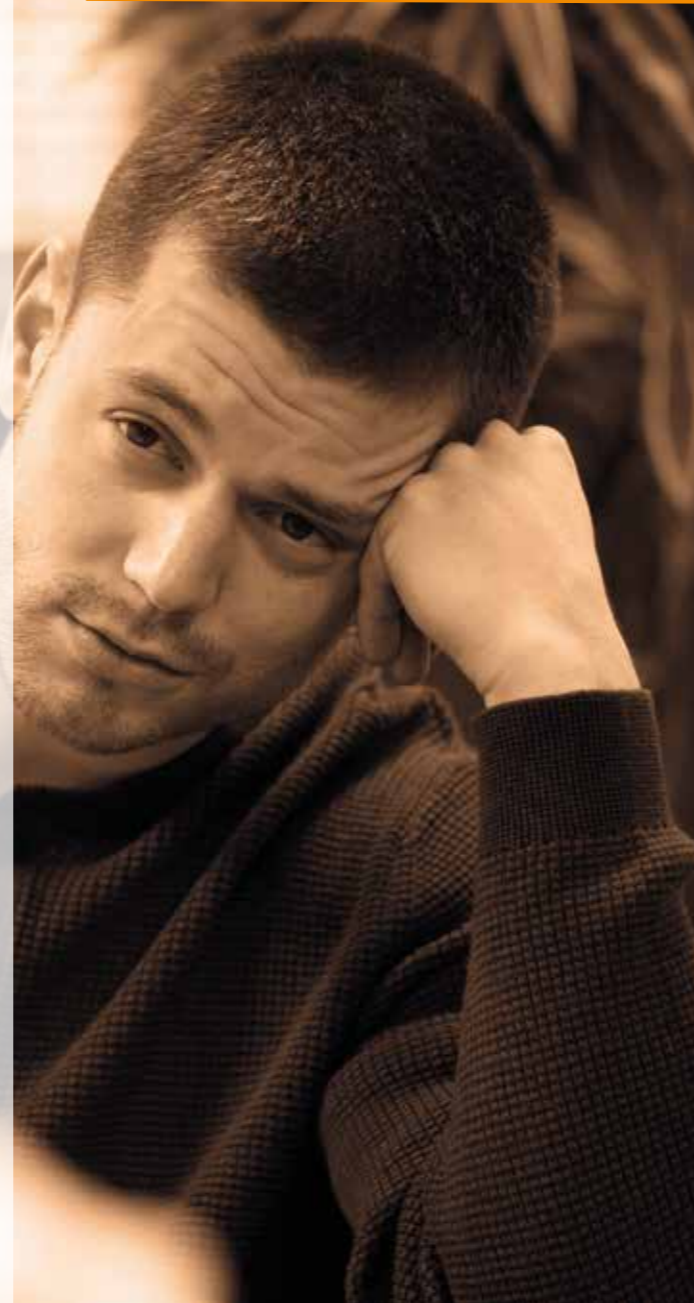
Strong policies and procedures, reporting to procedures, an open culture allowing staff to report when they are experiencing (or seeing colleagues experiencing) periods of stress, and support systems for individuals and their managers are all part of the holistic approach to managing stress.

²² See video at <https://www.youtube.com/watch?v=SgwRP2GACak&feature=youtu.be>

Atkins

A digital approach to human centred wellbeing design

Atkins has developed a human-centred design toolkit to help designers address wellbeing across all stages of a project using physiological and psychological factors. It enables the design of better performing buildings that support people's health and wellbeing, promotes performance and productivity, and gives greater surety for strategic investment decision-making. The approach can generate new performance benchmarks and holistic understanding of the needs and experience of the built environment. For stations and travel experiences, it can improve communication and way-finding, reduce travel stress and uncertainty, and make journeys more seamless and efficient, all of which are important factors in the wellbeing of transport users.



As architects and designers, we want our projects to have a positive impact on people's lives and do this in an environmentally responsible way and cost sensitive to place-making. Like all designers, we've experienced projects where design decisions relating to specification or layout have been amended on capital cost grounds, often without awareness of the impact those decisions may have on running costs or the quality of the environment being created. At Atkins, we therefore began with a question:

'Wouldn't it be great if we could quantify what people needed from their environment, and wouldn't it be better still if we could objectively connect this to design decisions and then test whether the design satisfies these needs?'

From this initial question we developed a toolkit that helps designers protect what is sometimes overlooked, the impact on user wellbeing. The human-centred design (HCD) toolkit comprises:

- **The design briefing tool** - a digital approach to user engagement, that turns a typically qualitative process into a quantitative one. From an assessment of nine wellbeing factors, the tool generates a customised set of key recommendations to improve the health and wellbeing of building users through building design, for example CO2 levels or daylight.
- **The design analysis tool** - this goes a step further, providing a platform for concept design options to be analysed against the wellbeing intelligence and recommendations from the briefing tool in context of cost and energy.
- **The design POE tool** - this closes the project lifecycle loop using a methodology based on our nine wellbeing parameters to bring lessons learnt back to the beginning of the next design cycle in a digitally compatible format. We are able to check that the design application has resulted in the impact on the wellbeing predicted of users.

Each tool is used across all stages of a project and to empower designers in their ambition to achieve high quality environments.

In 2017, our HCD toolkit secured the prestigious Architects' Journal AJ100 Best use of Technology award.



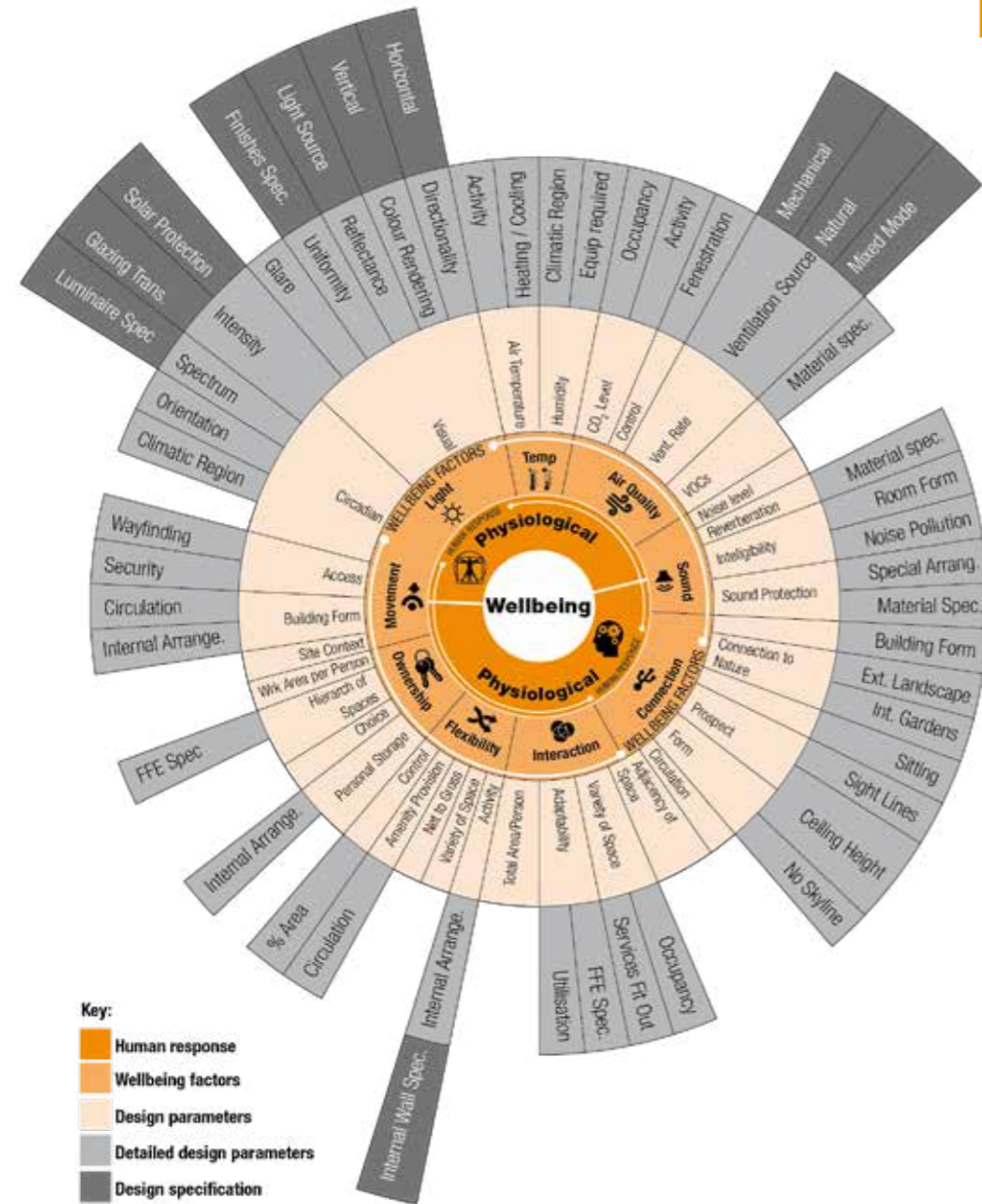
Wellbeing parameters

We consider human-centred design wellbeing to comprise physiological - light, temperature and air quality - and psychological factors - ownership, interaction, connection and flexibility. Movement and sound can be considered as either physiological factors or psychological factors.

These parameters are illustrated overleaf with some examples of corresponding design parameters.

The tools support an engagement process that enables building users and the commissioners of the building to articulate and prioritise their needs of the built environment that are most important for health and wellbeing. These are captured and inform the building brief, and different design solutions, and tested to create a building that is truly bespoke to the needs.

The toolkit is applicable across all building types, including stations and could support significant legacy benefits for the HS2 programme.



The long-term impact

The long-term benefits range from better performing buildings that support people's health and wellbeing, reducing the burden on health and social care provision through to improving people's performance such as improved cognitive function, creativity, engagement with work or learning, and the subsequent economic benefits including improved productivity. There is much greater surety around long-term strategic investment decision-making.

To date, we have applied the toolkit mainly in the educational sector, with Bournemouth University, Fusion Building 3 being an example. Data and

evidence gave design teams the confidence to freeze several design decisions early on and the toolkit also saved 25 per cent effort in RIBA Stages 0 to 2, and created a more coordinated design.

Our approach has the potential to generate new benchmarks for performance. It could connect to other data sets to give a more holistic understanding of people's needs and experience of the built environment. For station environments and the overall travel experience, our approach has the potential to improve communication and way-finding, to reduce travel stress and uncertainty, to better target improvements in the physical environment, and to make journeys more seamless and efficient.



Arup +

Integrating health and wellbeing into delivery: HS2 Phase 2b



Arup+ is undertaking preparatory work on HS2 Phase 2b and has been taking forward a programme to integrate health and wellbeing practices within everyday working and design. It is creating a culture of wellbeing and the removal of health hazards through the ownership of the senior project leadership, moving to a 'tell-us' user centred approach with full engagement of the project team, and producing helpful resources from toolkits and email etiquette to 'well cards'.

Arup+, an Arup-led team that includes ERM, Foster + Partners, Jacobs, Ramboll, TYP SA and Costain, is the engineering design and environmental overview consultant for Phase 2b, covering the route section from Nottinghamshire to Leeds. We are developing the preliminary scheme design, undertaking an Environmental Statement and Environmental Impact Assessment, preparing the mitigation designs and providing expertise to support the HS2 Bill being taken through Parliament. Wellbeing is at the centre of this programme.

Senior leadership engagement

The key to creating a culture of wellbeing is through the senior leadership of the project. Senior leaders must become role models for behaviours conducive to wellbeing and ultimately, they set the tone for the project. Workshops were held for the leadership teams of Arup and HS2 Ltd to support this. A health and wellbeing commitment workshop, involved:

- Building familiarity with health and wellbeing and among the teams
- Finding key influencers within the project for positive health and wellbeing outcomes
- Identifying actions and committing to the cause

The defining wellbeing workshop involved:

- Establishing a common language on wellbeing
- Recognising what contributes to an experience of wellbeing
- Moving to collective action on key aspects that can unlock improved wellbeing

Project team engagement

We shifted from an 'expert tell' view to a user-centred 'tell-us' view to tailor the approach for the team's readiness for change - stretching but achievable change. Qualitative and quantitative data was collected to devise targeted actions and interventions, including:

- Surveys - focusing questions on areas of collaboration and wellbeing, job demands and resources to act

- Focus groups - targeting of discipline leads who manage teams to explore project barriers and team relationships
- One-to-one interviews - targeting individuals across all career levels to dive deeper into some of the survey results

Developing resources to support wellbeing

The analysis informed the development of resources, which were presented at core meetings to raise awareness and how best to use them. All resources are aimed at enabling the project team to take ownership of their wellbeing, have meaningful conversations around wellbeing and recognise changes in their behaviour or of a team member.

These included:

- **Wellbeing Toolkit** - enhances wellbeing awareness and knowledge as well as providing practical tips to help optimise individual and collective wellbeing.
- **Toolkit talks** - more detailed talks in the core toolkit areas and advice on implementation.
- **Working well cards** - themes on what constitutes a collaborative, healthy and productive workplace arising from the workshops, survey and focus groups have been turned into a best practice card set for team meetings, conversation starters and behaviour change tools.
- **Wellbeing champions** - those with positive mental health training who are the go-to people to signpost additional resources, have conversations and champion wellbeing behaviours.
- **Email etiquette** - an advisory to only send emails between 7am and 7pm Monday to Friday to ensure that no one feels pressured into working late and if people work flexible hours they are asked to delay sending their emails to be within this timeframe.

Integrating health and wellbeing into design

Work-related ill health affects all industries, but it is an even more significant problem for manual labour sectors such as construction. Designers can reduce the health risks that arise from construction activities and the prevention of ill health. Design decisions and assumptions influence construction methods and the build programme, all of which have a bearing on the exposure to health risks for construction workers, maintainers, operators and communities.

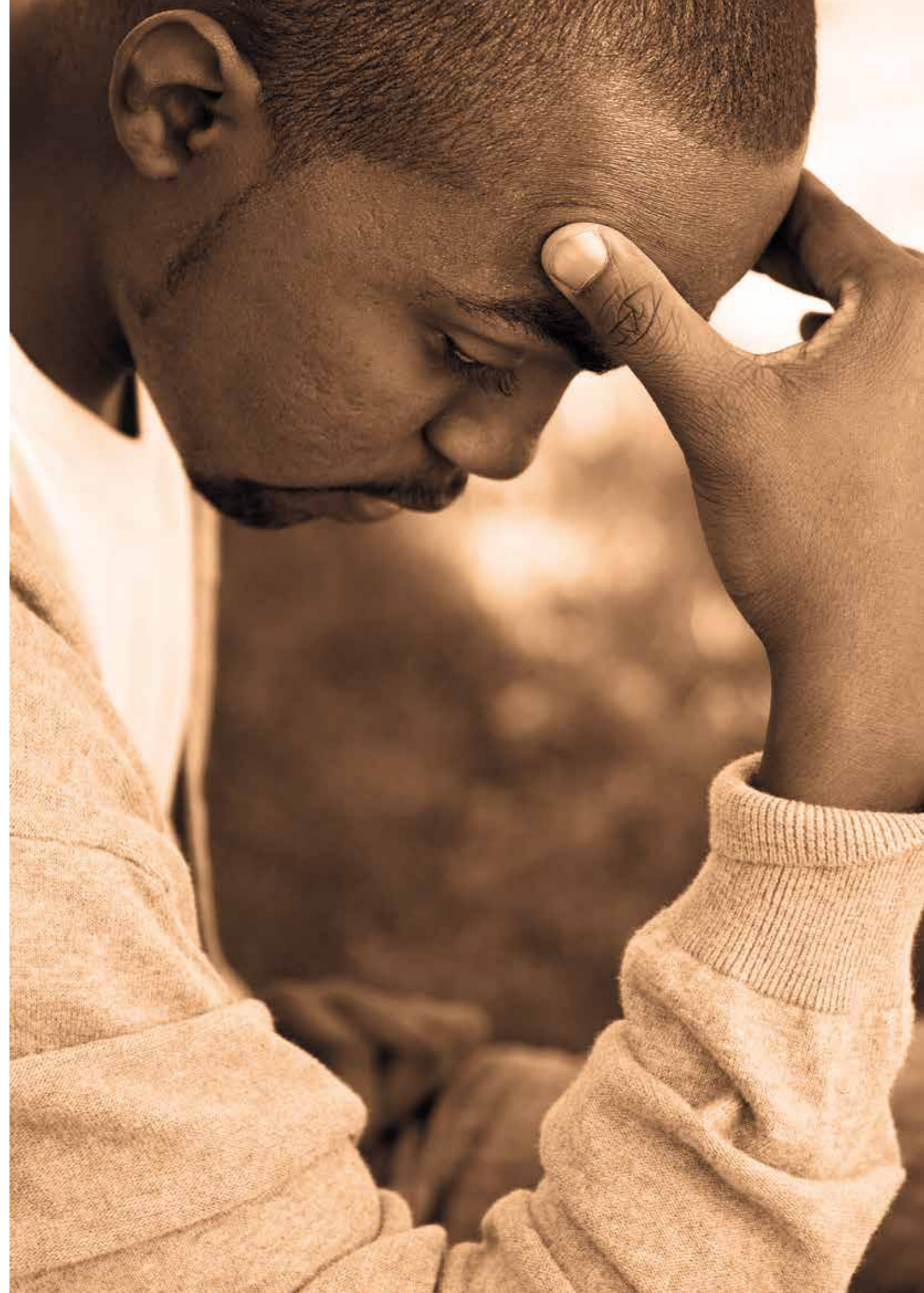
To establish a robust understanding of these issues, health hazard identification (HAZID) workshops were held for project phases or risk areas in:

- Delivery including for site activities and the office environment
- Design
- Construction
- Operations and maintenance
- Demolition

'Personas' were developed such as a train driver, elderly traveller and construction worker to put the project team in their shoes, and which was combined with a site visit. This helped bring out and address the different factors at play for health and wellbeing and to shape the designs.



Evaluation process



Siemens Mobility

Talk to me

Siemens Mobility has been taking forward a programme across its rolling stock business that seeks to create a step change in how people talk about mental health issues. The 'Talk to me' programme enables much greater interaction and understanding of issues, using actors to act out scenarios with employees.

Health and safety training programmes encourage us to 'stop' work if we see something that looks unsafe. But at Siemens, we recognise that 'stop' is only half of the equation. Talk to me, our new health and safety culture programme within our Siemens Mobility rolling stock business, focuses not just on having the courage to challenge where something does not look right, but also on what it means to have the character required to accept a challenge and engage in a positive conversation to promote health, safety and wellbeing.

We are working with actors from a drama-based interactive training provider, Dramanon, to run fully interactive sessions that allow staff to get involved in simulated scenarios that reflect actual issues that could arise in the workplace. This technique, known as forum theatre, involves those taking part to stop the scenario and then interact with the characters to explore their thoughts and feelings, and to direct their approach before restarting the action to see how the situation plays out. Multiple 'stops' allow the group to refine and optimise the approach and interaction of the characters to achieve the desired outcome.

Research has shown that this kind of interactive learning is much more effective than a passive presentation based approach. It feels more comfortable than role play, those involved do not have to risk making a fool of themselves, and it can be fun to take part in.

The programme is also an opportunity to promote effective conversations about wellbeing. Many of us feel uncomfortable talking about our mental and physical health with work colleagues. This is

a particular issue for men.²³ However, there is a lot to be said for the old adage 'a problem shared is a problem halved', and the interactive 'talk to me' supports this.

Chatting about, sharing and discussing our concerns with others can make a hugely positive difference just by reducing feelings of fear, stigma and isolation. The programme is addressing this too, encouraging people to inject some meaning into phrases such as 'how are you?' and 'are you OK?' that we so often use as greetings, without any expectation of starting a real conversation.

The programme is rolling out across all of the Siemens rolling stock traincare depots and office locations in the UK. The feedback is positive with delegates describing it as the best health and safety course they have ever done, and reporting that after five minutes they forgot that there were actors in the room and just became totally immersed in the scenario.

We have also worked side-by-side with our customers, and are inviting them take part in the programme. Joint sessions are already planned for the Eurostar depot at Temple Mills later this year.

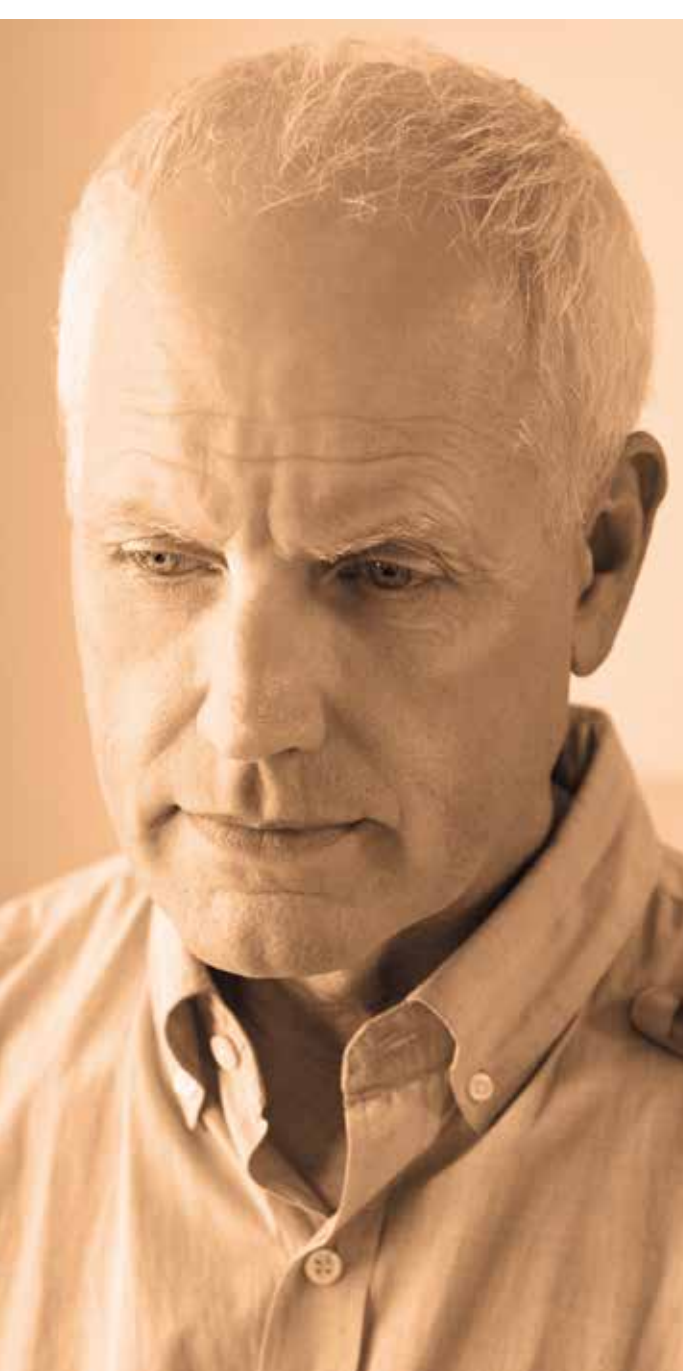

We are determined to equip our teams with the courage to step in whenever they are concerned that something or someone is not quite right, and with the character to accept an interaction positively and to engage in a positive conversation.

Our vision is that everyone should return home at the end of the working day safe, well and fit to enjoy their lives. We hope that Talk to me will help to make this a reality across our business.

²³ The Guardian, 5 November 2016, 'Men much less likely to seek mental health help than women' at <https://www.theguardian.com/society/2016/nov/05/men-less-likely-to-get-help-mental-health>

WSP

Breaking the taboo



WSP has been rolling out a series of initiatives that seek to break the taboo of mental ill health. Through the programme, mental health is seen as a positive statement with mental ill health requiring support and management. Mental health first aiders, schemes for employee assistance, support for opening up conversations and for improving fitness have all contributed to a reduction in absenteeism.

At WSP we have been taking forward initiatives that are helping to destigmatise mental health in the office and encourage a healthy dialogue among staff.

When we began our work in June 2017, mental health was a hot topic in workplaces. There were questions such as how do we identify it? How do we support it in the workplace? The questions were relatively straight forward to answer once we were able to understand the root causes of feelings of anxiety, stress and depression experienced in the workplace.

A key consideration is the language we use in the workplace, as well as in society, as this will determine the behaviour and understanding of others. We recognise mental health is a positive statement; the same as physical, social, nutritional and financial health. Mental ill health on the other hand, needs support and management.

In the average workplace at any given time, one in six people will be experiencing mental ill health, causing absenteeism. The impact on colleagues as well as family members during this time off can be physically and mentally demanding and there is also the impact, including financially, to the business and projects being undertaken. We need to respond and reduce mental ill health. To do this we need to recognise that some of the most funny, creative and successful people in society have a mental ill health condition, controlled and managed with either medication and/or their own specific coping mechanisms. This allows them to be continuously creative, goal directed and highly productive.

Through WSP's online health and wellbeing assessment, we have been able to specifically identify key areas of behaviours in and out of work as well as lifestyle risk factors, that could cause or contribute to mental ill health. Contributory factors to good physical and mental wellbeing includes the right nutrition, decreased alcohol consumption, regular physical activity, socialising, sufficient sleep and recovery.

Engaging in employee health and wellbeing

Thrive is a WSP health and wellbeing programme that is designed for employees and their families to better understand and shape their health and

wellbeing. It helps provide education on the link between physical and mental wellbeing. It also offers opportunities to become more active and provides information on using WSP's cycle to work scheme, local gym memberships, walking clubs, as well as Strava and Fitbit groups for running and cycling that help to challenge and motivate each other.

At the beginning of 2018, WSP launched mental health first aiders within the business, targeting office hotspots and demanding projects that sickness absence data was highlighting. Since the launch, there has been a significant increase in people talking about mental health and mental ill health experiences. This has included conversations about where people accessed support, how the business supported them, and in some instances, how being at work helped take their mind away from non-work-related stresses.

The success of the initiative saw 92 per cent of the people who had ill health problems and who were engaged, remain in work on full, reduced or modified duties during the period of support and recovery. Over 25 per cent had open conversations with their line manager, providing a greater understanding of their issues whether work or non-work related.


At WSP, we have a proactive employee assistance programme that is used in varied ways from financial worries, relationship issues, bereavements, caring for loved ones and legal advice. These are events in life that can impact our psychological state of mind, work, quality of life, behaviours and relationships in and out of the workplace.

In February 2018, we also launched a mental health toolkit, which helped to advise on how to create a conversation about mental health, listen and signpost to appropriate support. With a visible poster in all communal areas, the toolkit has brought significant benefits with conversations catalysed, a raising of awareness of other people's behaviours and physical symptoms, and most of all, signposting to help and support.


Recent monitoring shows that absenteeism is reducing, suggesting that the initiatives are helping. It is important that we create and maintain the environment in the workplace where we look out for each other, identify early symptoms of anxiety and stress, and signpost the way to supportive networks to gain the appropriate advice, treatment and future management. This way, mental ill health can be addressed before it gets to the point where that individual is isolated from the business or unsupported entirely.

Bombardier Transportation

Reducing the cost of ill health



Bombardier Transportation has developed an integrated health and wellbeing strategy focused on musculoskeletal problems, not just treating ill health, but ensuring prevention. It seeks to address the huge cost to the industry each year and impact on individuals. Through mini-health assessments, awareness, on-line referrals and other services brought together all in one place, the strategy has supported quicker recovery times, less need for surgery, the halving of absence and reduced absence costs as well as savings of £1m for Bombardier.



At Bombardier Transportation we have worked closely with Bupa to create a fully integrated health and wellbeing strategy for employees across more than 20 of our UK sites. Bombardier provides private medical insurance and occupational health services to all 2,600 UK employees. We wanted to move from treatment alone to preventing the causes of absences, as well as promoting a health and wellbeing culture within the organisation.

A primary focus has been on musculoskeletal issues and the objectives are to:

- Prevent musculoskeletal issues including organisational costs and claims and educate staff including the risks of being unable to work
- Raise awareness and encourage health and wellbeing across the entire workforce, through online engagement, events and content, complementing the award-winning safety measures
- Reduce employee absences using data analysis to understand the causes and focus on prevention
- Make it easier and simpler to obtain support for addressing musculoskeletal issues, including equipping managers with the tools and knowledge to support employees
- Reduce Bombardier's private medical insurance spend through long-term investment in wellbeing and mental health rather than simply managing employees back to work

Prevention and innovation

Within the rail sector, occupational health spending has tended to focus upon reactive activity. Our strategy focusing around the prevention of musculoskeletal issues seeks to move beyond this and address the £316 million cost of absences to the industry each year, the impact on our business, and on our employees.

We have simplified and streamlined our activity and programmes with all services, information and health tools in one place. This gives employees immediate

access to a choice of services, advice and an ability to book treatment. Employees receive consistency no matter where they are due to virtual and remote services. Our online health portals also enable employees to access a range of advice, videos, blogs and webinars, which have raised awareness and encouraged uptake of services and attendance at events.

As part of the strategy, we have offered 20-minute mini on-site health assessments for the entire workforce as well as physiotherapy days and workshops. These highlight the risks of musculoskeletal problems and ensure relevance to office and factory-based employees - risks are more prominent in manual roles and musculoskeletal problems can also contribute to delayed projects. The mini-health assessments give everyone the opportunity to identify their own health risks and has helped us develop a clear strategy for education and prevention, based on common issues that have arisen from anonymised employee data.

Due to shift patterns, onsite physiotherapists are not viable and therefore employees use phone physiotherapy consultations, reducing time spent out of work on GP visits. Following the call, employees are sent emails containing step-by-step treatment plans. Not only does this empower employees with the opportunity to self-manage conditions, it can bring down costs of treating the problems. Employees are able to access musculoskeletal services without a GP referral, meaning less time is taken off work and problems can be dealt with earlier. This often results in quicker recovery times and lower chances of needing surgery.

Due to the large number of sites and locations, we have also introduced health champions to manage health and wellbeing at each site. This has enabled managers to be proactive about health issues and improve awareness on where to find health services.

Outcomes

Outcomes

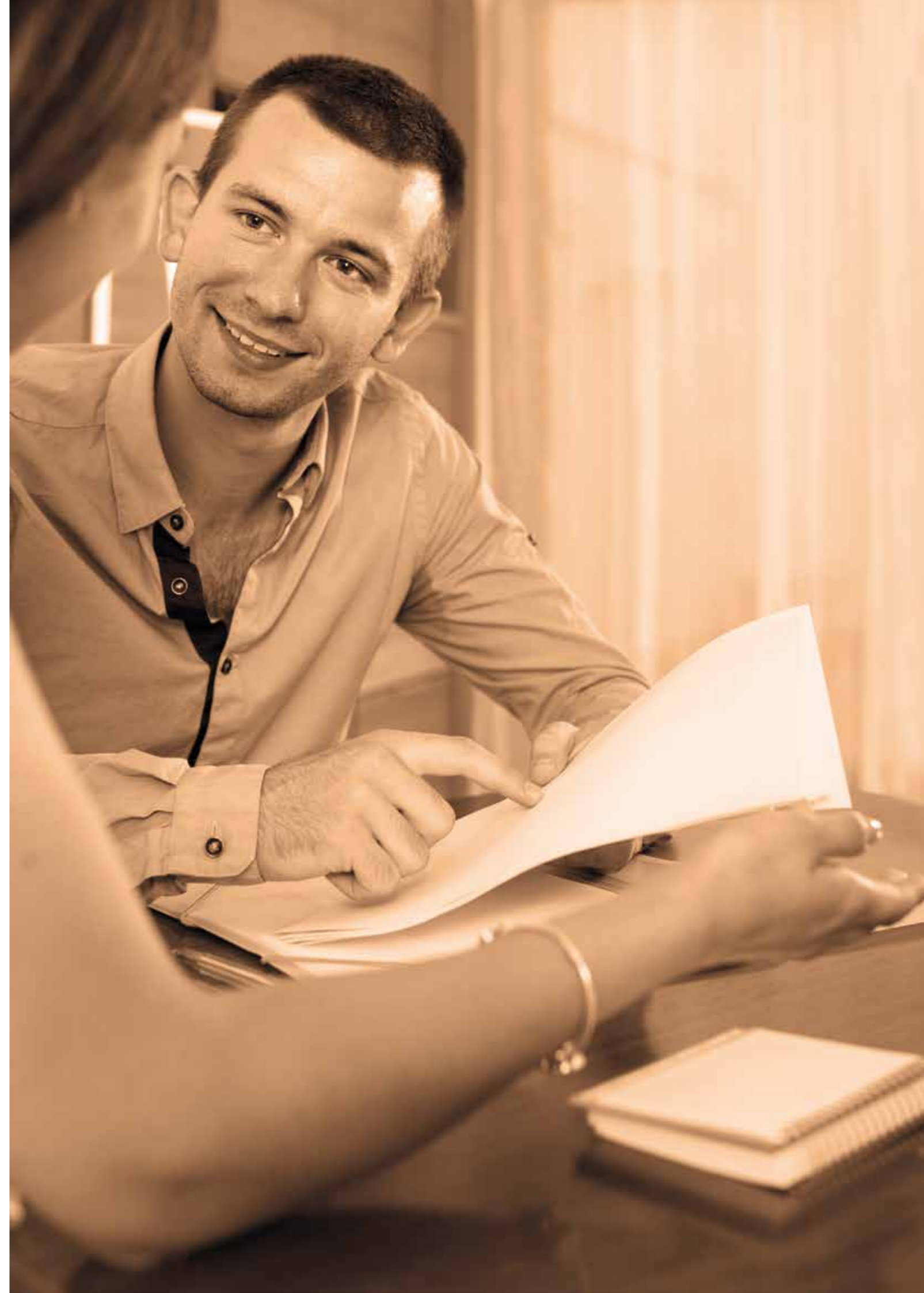
The strategy has brought results including savings of £1 million, absence costs reduced from £2,655 to £1,365 per absence, and the average absence days halved. There has been a month on month decline in musculoskeletal absences while there has been a 50 per cent increase in employees being directly referred to a physician enabling alternatives to surgery, quicker recovery times and a reduction in absence.

Other positives include an increase in use of the PhysioLine with direct access to musculoskeletal experts and an increase of nearly 130 per cent in the use of self-referral services, indicating a significant increase in awareness of these.

While private medical insurance claimants for musculoskeletal issues are up by 22 per cent, the total paid out has only increased by 0.1 per cent which indicates that treatment is being delivered earlier and more efficiently and patients do not have to receive the most drastic treatment.

The strategy has enabled us to change the nature of the private medical insurance scheme to a healthcare master trust where Bombardier pays for treatment directly and is integrated with the strategy; it brings savings and a better way of managing medical support.

While the savings and productivity gains have been noticeable the real success has been the prevalence of much greater wellbeing among our workforce.



Hitachi Rail

Mental health first aiders

Hitachi Rail has rolled out mental health first aiders across its sites, the first line of support and counselling, and the opportunity for people to be listened to non-judgementally. Support and services can also be signposted. All mental health first aiders go through an intensive two-day training to prepare them for the role.



At Hitachi Rail UK we have 26 mental health first aiders across our 12 sites who can offer initial support to any of our staff who may be experiencing difficulties. The role is our first line of support and it is also a chance to assess if the individual is a risk to themselves or others. The conversations or initial counselling that mental health first aiders have with staff members are an opportunity for them to be listened to non-judgementally, to be offered reassurance and to talk through self-help strategies. If need be, the mental health first aiders can signpost them onto further support services.

All mental health first aiders go through an intensive two-day training programme to prepare them for the role and duties.

Mental health first aiders can be approached directly by employees who feel they are in need of support, or people can be referred by their manager. A key part of the counselling role is to help people to stay in work while they get the additional help they need or to support those returning to work. We also have an employee assistance programme and a private medical insurance scheme so that staff can access quick support if needed.

We regularly take part in wider mental health campaigns such as Mental Health Awareness Week, World Mental Health Week and Suicide Awareness Day. During these campaigns we share materials that help to reduce the stigma of mental health issues, while raising awareness of the type of common problems that people may experience and where staff can easily access immediate support.

We are committed to developing an understanding of mental health issues and we are in the process of further expanding our stress and resilience training.



Louise Williams, mental health first aider, explains her role at Newton Aycliffe assembly plant in Durham.

Since completing my mental health first aid training there have been several instances when I've had to put it into practice. I've helped people through difficult times in their life, including some who have had suicidal thoughts or depression. The skills taught in training have really worked when needed and that helps me feel comfortable offering further guidance and support.

I've also been asked about advice that can be passed onto friends and family members that are suffering with mental health issues, and I hope I have been able to make a difference there. Although these conversations can be difficult, the expert advice and professional support I can give them really has a long term positive impact and allows people to continue with their role.

I've had lots of great feedback from the people I've spoken to and I find this especially rewarding. I really believe that the availability of a mental health first aider programme makes a big difference and reassures our workforce that there is a genuine concern for their welfare.

Colas Rail

Wellbeing to support resilience



Colas Rail is committed to a wellbeing strategy across the business and is developing a culture of understanding and resilience. As well as mental health champions and mental health first aiders, there are programmes such as 'Stepping Stones' to encourage people to discuss mental health problems, as well as a focus on nutrition and work/life balance, and to improve physical and mental wellness through inhouse yoga and employee health assistance programmes.

Agreed in 2017, our wellbeing strategy at Colas Rail has a four-pillar approach: communication, choice, sustainable wellbeing and inclusive wellbeing. Quarterly themes throughout the year are linked to a holistic view of psychological and physical wellbeing. One theme has been 'nutrition and a healthy mind' and is aligned to events such as diabetes week. Another theme is around 'activity, work/life balance and resilience' and the impact of these on good mental health.

There are three elements to our well-being support and involves being:

Informative - information and awareness raising events to change the culture into one that will help prevent poor mental health.

Supportive - education to recognise symptoms and signpost to support which allows us to use interventions to support mental health conditions within the workplace.

Inclusive - jointly negotiated and owned return to work and wellness plans to get people back to work as soon as possible and to stay at work.

We have been implementing the programme as well as developing and expanding it further, trailing new ideas.

We have established a network of wellbeing champions and mental health first aiders across the business, many of whom are managers. Champions have developed their own local approaches and challenges such as walking groups.

Mental health awareness training is taking place for all managers and our wellbeing champions groups are designing and developing mental health training tool box talks for all employees to use. The champions include many who have personal experience or knowledge of mental health conditions. We provide myth busting and help sheets too.

With our safety conversations program now embedded, we will use the same transferable skills to expand conversations around health.

We are planning new development areas including a training package that will deliver Train the Trainer - how to look after yourself with support plans designed when you are mentally healthy.



Another development is Stepping Stones to help people discuss mental health problems and any need to request help or reasonable adjustment. It is designed for both employees and managers, and to align with a new mental health policy which is being drawn up.

Another avenue of support for our theme of resilience is an active engagement programme to identify personal needs and links to existing support - such as employee assistance programmes and health cash plans. We are also looking at a mindfulness app and a challenge wheel to encourage people on their journey.

We recognise that wellbeing supports good healthy habits and health choices, as well as connecting consequences of good safety choices and habits. With design safety already part of our processes, there will also be an overt recognition of its impact on health.

To build on our resilience theme, we are organising mindfulness and yoga sessions inhouse for both relaxation and posture, and we will trial this to impact on situational awareness roles where high level of concentration is required, and to assess the impact on productivity. We are also designating 2019 as a resilience building year, as a business and for individual employees.

Firstco

Soft-skill development for graduate engineers

Firstco is a member of the Railway Industry Association, which is a member of HSRIIL. Firstco is enabling its young engineers to develop communication and soft-skills to address low confidence that can lead to stress, anxiety and a dissatisfied work life. The programme is proving to be a success with 87 per cent feeling more equipped for working life.

At Firstco, our specialism is control and communication systems within transport environments, including rail stations. Although our engineers inevitably spend a lot of time interacting with technology, it has become increasingly necessary for them to acquire an ever-expanding range of soft-skills to carry out their jobs successfully. We recognise that many young engineers, particularly those in graduate positions, can be affected by low confidence due to a lack of experience within the industry. This can lead to stress, anxiety and a dissatisfied work life.

Just as employers provide support and training for engineering-specific topics, they should also provide for soft skills too. This is what led us to develop the 'Communication and Confidence Skill Building Programme' in 2017 with soft-skill workshops tailored to young graduates joining the engineering industry. We want all our graduate engineers to be well-rounded in all aspects of communication, whether it be dealing with clients, colleagues or senior management.

The modern-day engineer can face various challenges as a result of poor communication; an idea unclearly presented during a meeting, a call ending badly with a client or a document confusingly articulated. It can be particularly daunting for those just entering a career in engineering.

Our workshops provide opportunities for our engineers to practice their communication skills and build confidence around social interaction, so that they can progress in all areas of their careers and thus experience a happier and more successful work life.

To kick-start the new programme, graduates were sent to the Royal Central School of Speech and Drama for a course that covered various aspects including conquering nerves, managing habits and increasing confidence in one-to-one and public speaking scenarios.

After a positive reception, we began conducting workshops to inspire younger engineers to learn the importance of clear and confident communication in the workplace. Each workshop focuses on a specific objective to assist our engineers in reaching their overall communication goals.

People learn and engage more effectively when they're having fun, which is why we recently conducted an interactive 'Whodunit - Murder Mystery' workshop. Our engineers developed an understanding of the importance of asking direct questions and articulating facts correctly, useful for example during client interactions. We use other confidence-building measures too, encouraging our employees to: speak publicly, undertake internal presentations, run conference stands and take part in project meetings.

We also consider it vital to enable those on the programme to tackle any communication fears in private during monthly one-to-one meetings. These meetings provide engineers with a safe place to develop the tools they require to be successful in their roles.

The results

The results have been impressive. We've observed a dramatic increase in graduate participation within meetings and public-speaking opportunities. Feedback surveys from those on the programme have revealed that 87 per cent feel more equipped for working-life.

Providing our engineers with the tools to speak confidently about the work they do is of the utmost importance to us. By doing this, it has led to inspired ideas, increased productivity and critically, given our engineers a better chance at success and happiness at work.



Young graduate having the chance to run a stand at an exhibition to build communication skills.

Eiffage Kier

A positive environment to raise mental health

Eiffage Kier is promoting open and honest conversations to remove the stigma around mental health with resilience workshops, the establishment of a wellbeing room, support for exercise including team sports, and a wellbeing survey to enable staff to put forward their ideas.



Across the industry there is a concern that employees still do not have confidence that mental health issues will be taken seriously, and that the stigma associated with reporting issues may affect their employment. Untreated, this leads to absenteeism, high churn and lower productivity. Mental health is a real and overlooked issue in our industry and it is important to have an open and honest conversation about it.

At Eiffage Kier our aim is to remove the stigma attached to talking about the issues worrying us because this is one of the biggest blockers in helping manage the onset of any mental health problems.

We've implemented a package of initiatives to raise mental health awareness and promote wellbeing.

Resilience workshops: We held mental health, resilience and stress workshops in April as part of Civil Engineering Contractors Association's 'Stop. Make a change week'. With over 120 people attending, the workshops explored how we can look after ourselves and colleagues, and showed just how common mental health issues are and how overwhelming they can be. We discussed how being able to talk and be listened to without judgement can be one of the most helpful ways of dealing with these situations.

Wellbeing survey: Following the workshops, an anonymous survey was sent to each member of staff to assess the best ways to improve work life.

Mental health first aiders: We've appointed fully trained mental health first aiders with their own communications channel on our internal platform to provide reactive and proactive information and support. They are available, accessible and on hand to provide support and advice to staff when needed. Every Friday, they take it in turns to provide an hour's drop-in time in a local coffee shop, where people can visit and have a chat away from the office. The idea of holding these sessions came from the survey, where people identified a need to have a safe space to talk.

Wellbeing Room: The survey also identified the desire to have a private place to take a break during the working day. With a prayer room already in place, we converted it to the wellbeing and prayer room.



The room has calming décor, stress balls, magazines, live plants and a yoga mat. It is strictly a no work zone, and the door has an 'in use' sign so people know they will not be interrupted.

Exercise: Given the positive benefits to health and mental health, we have a running club, rowing team and cricket team to encourage people to exercise and socialise. With some of our workforce working away from home, we've tried to make exercising a more social and collective activity, rather than leaving it to the individual, such as a hotel gym. We have people running in the Birmingham half marathon in October and many sporting events are in aid of Eiffage Kier's chosen charity, Birmingham Children's hospital.

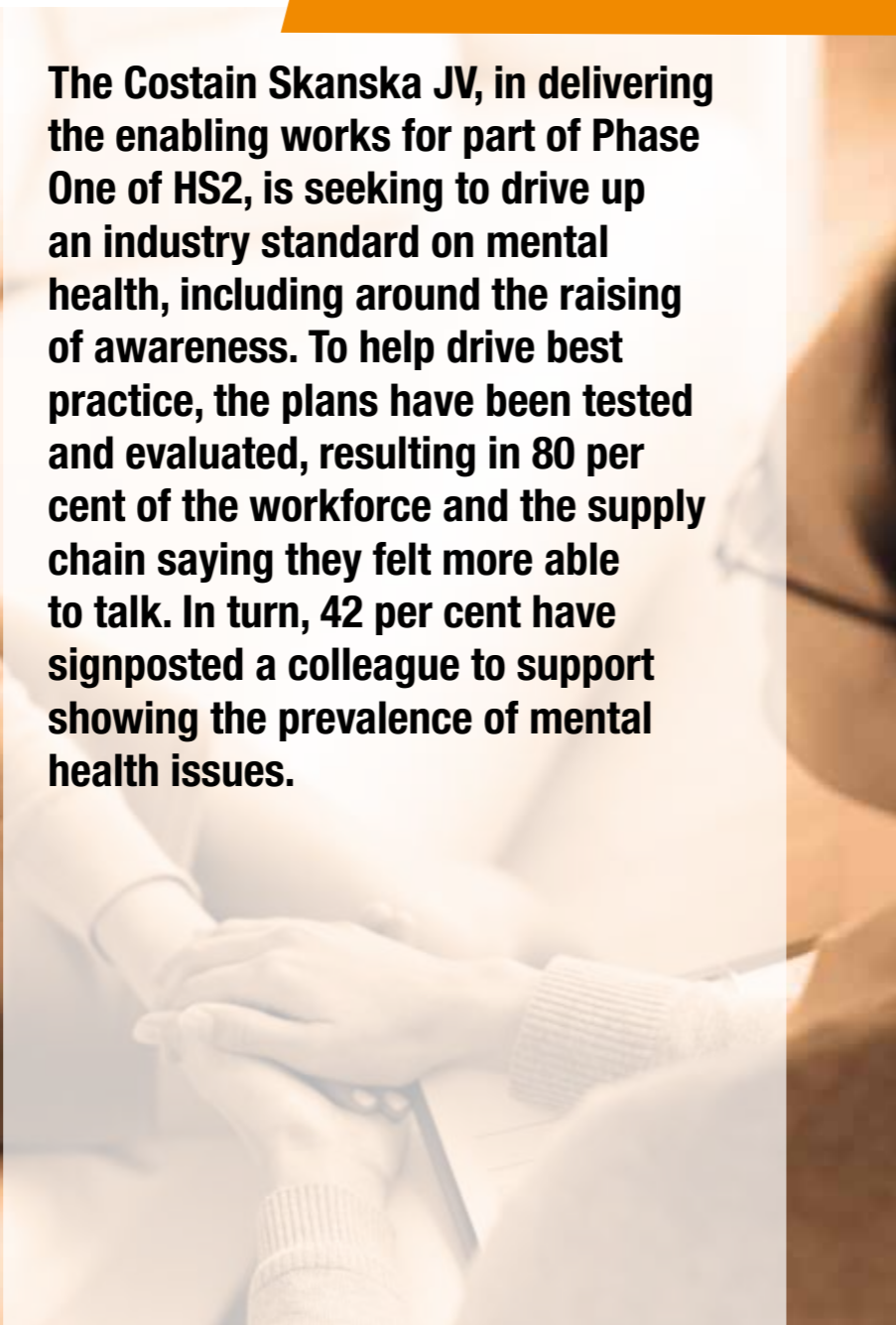
Wellbeing and resilience are key parts of our safety, health and wellbeing strategy and we are clear that we need to keep talking about it.

Costain Skanska JV

Measuring wellbeing through the HS2 enabling works



The Costain Skanska JV, in delivering the enabling works for part of Phase One of HS2, is seeking to drive up an industry standard on mental health, including around the raising of awareness. To help drive best practice, the plans have been tested and evaluated, resulting in 80 per cent of the workforce and the supply chain saying they felt more able to talk. In turn, 42 per cent have signposted a colleague to support showing the prevalence of mental health issues.



Costain Skanska HS2 EW South Delivery JV is delivering the enabling works at Euston for Phase 1 of HS2, which is an early opportunity in the programme to demonstrate our commitments to positive mental health and wellbeing, and meet the ambitions of the HS2 Ltd.

The aspirations are to achieve positive mental health and wellbeing set out in our Sustainable Working, Happy Living Strategy and Health Management Plan. A goal for the whole workforce is for an increased awareness and understanding of mental health as well as overcoming stigmas.

We very much wanted to test the effectiveness of the approach, including the campaigns, events and activity. Sharing good practice is part of our commitment and it is essential that we as an industry evaluate the impact of our interventions and whether they work. We therefore surveyed a cross section of the project team and supply chain during Mental Health Awareness Week in May.

The results were encouraging and indicated that our approach to raising awareness of mental health, spotting signs and symptoms, was considered by 97 per cent to be good to excellent, and in addition, over 80 per cent felt more able to 'chat'. It also revealed the prevalence of mental health issues with 42 per cent signposting a colleague to support. We received many additional individual ideas on how to improve yet further. The survey will be repeated during the programme alongside a monthly 'sharing of success' update for rotating mental health first aiders.

The mental health and wellbeing aspirations are included in daily workplace values and project objectives, supported by HS2 and sponsored by the senior leadership team, executive board, both parent companies and senior leadership teams of the tier 1 and 2 contractors. The goal is not simply to eliminate stigma and discrimination or equip our workforce and supply chain with the knowledge, skills and awareness to normalise positive mental health, but to drive up the industry standard.

To ensure a parity for mental health with physical health, it is not treated as a separate plan (although there is a separate mental health policy) but is part of an integrated wellbeing approach. The plan includes a range of measures: signing up to the 'Time to Change' pledge for employers on changing how they act and think about mental health, launching a 'Let's Talk Mental Health' bulletin, encouraging storytelling, ensuring information on mental health is available across the project starting from induction, and establishing a network of 50 mental health first aiders and training 180 managers.

An employment assistance programme and wellbeing hub service is available for all and their immediate family including a 24/7 free support and counselling. We are also making sure our supply chain is included and are auditing the approach of contractors in their provision for mental health.



Rail Standards & Safety Board

Road map, risk map and readiness

The railway sector as a whole has come together, through RSSB (Rail Standards and Safety Board) to recognise the importance of health and wellbeing management through a joint commitment to promote collaborative improvements to performance across the sector, which provides lessons for the programme for high speed rail.



RSSB has worked collaboratively with the rail sector, backed by the chief executives and managing directors of rail companies, to build a framework for action and a network of professionals to work together with clear goals and activity to improve health and wellbeing. At the centre is the health and wellbeing policy group, chaired by the managing director of Network Rail Wales Route and with cross industry and cross-functional representation.

The group has created a set of tools including a health and wellbeing roadmap of activities, an industry risk map, and mental health and wellbeing products and services. These are at different levels of advancement and being tested for success and application.

Mental health products include a set of post-traumatic stress disorder videos as part of a package of information on recovering from a potentially traumatic incident, which highlights where to go for support and to learn more. A service to assist companies to implement a mental health leadership programme is also in place and will be further developed and enhanced in the coming months.

The programme is supported by RSSB specialists that have expertise in the key themes being tackled.

Fifty rail professionals meet regularly to work on issues identified in the roadmap. Seventy-four companies are connected to the network with a quarterly health and wellbeing briefing helping keep companies up to date.

The network is leading discussions on a range of topics including behavioural change activities around employee wellbeing, the management of employee diabetes and research into the effectiveness of mental health training.

The network has built the case for improved health and wellbeing, which has led to increased industry investment in this area and has led industry to back mental health stigma campaigns and health data collection activities. It has also advised on responses to cases outside of the sector, including the case of a German Wings pilot, unfit for work who took his own life and those of his passengers through crashing the plane and the incident where a driver of a bin lorry in Glasgow killed six people when he lost consciousness at the wheel due to ill health.



The RSSB road map for the rail sector

HS2

Safe at Heart: changing the narrative around health in construction

At HS2 Ltd, we are developing a culture, through our 'Safe at Heart' approach, where health, as well as safety, is our first consideration. For HS2, good physical and mental health is just as important as safety. When we care about the health and wellbeing of our people, we create a safer environment that supports good decision making and drives better performance.

Tackling ill health issues in construction and the rail sector makes good business sense, reduces the cost of failure and has an improved impact on productivity. Good health is good for everyone.

Changing the long-term health of our employees and those within our supply chain requires an approach that reflects the current and future health hazards, and the resources required to address each different health and wellbeing component to deliver the full potential benefit.

HS2 Ltd has committed to set a new and better standard in occupational health. Building HS2 will affect the lives of thousands of people along the line of route. We will proactively manage health risks for those whom we may impact; our workforce, passengers and public, by:

- Introducing our industry leading health by design programme - adopting new data, research, technology and skills to enable our designers to deliver
- Using innovative solutions to anticipate unknown future health hazards
- Ensuring a fit and healthy workforce - we have an ageing population and a need for more skilled workers to deliver HS2, and so we have the challenge of designing work so that more people can work well, for longer.
- Supporting the resilience and mental wellbeing of our own teams and help them to cope with a changing programme.

HS2 Ltd has established health commitments which reflect our focus on:

- **View health like safety** - we are changing the narrative and raising the profile of health by focusing on prevention rather than mitigation as a principle. Health by design from the start of construction will create healthier work places and better standards of healthcare right across our supply chain, leaving an industry legacy
- **Employee resilience** - we will provide the support and care needed directly to our people as well as making sure our line managers hold 'good health' conversations to support our teams.
- **Eradiate or mitigate the top five causes of occupational ill health in construction** - occupational cancers, respiratory disorders, skin reactions, vibration and noise. We are raising the standards in the selection of materials and handling methods that will minimise workforce exposure both in construction and operation through work with the Institute of Occupational Medicine.

This year we have signed the 'Time to Change' pledge for employers on how they think about and act on mental health, and we have developed a plan to demonstrate what HS2 Ltd is doing to tackle stigma and raise awareness. We have updated our mental wellbeing policy and began a huge training programme around mental health. This included awareness training for our teams, line manager training on handling complex situations and upskilling over 60 mental health first aiders across our office.



WHERE TO FIND OUT MORE

This report provides insight and case studies on improving mental health and wellbeing. Signposting and resources will be available on the HSRIL website. This enables the most up-to-date information to be included such as new research, practices and initiatives.

This report is also the start of HSRIL members increasing efforts and attention in this area. We will be seeking to use events and awareness days, and campaigns such as future Mental Health Awareness Weeks.

The aim of High Speed Rail Industry Leaders is to support, promote and champion the principles of high speed rail in the UK. Our members come together to coordinate and share the expertise and experience within the industry and help assure that Britain's national high speed rail network is delivered successfully to world class standards. A list of our current members, and details of how to join can be found here: www.rail-leaders.com. You can follow us on Twitter here @RailLeaders.



HIGH SPEED RAIL
INDUSTRY LEADERS