**THRIVING AT WORK
SURVEY REPORT**

2020

WELCOME

Over the last three years the Safer Highways team have made significant progress with working on a number of areas of the UK health agenda and in particular, mental health and wellbeing. Building on the success of the collaborative work between our members and other industry stakeholders, along with the outputs from the first mental health survey report released last year, we are delighted to be launching the 2020 Thriving at Work survey report.

As we are all acutely aware 2020 has been an unprecedented year for us all in both our social and working lives in responding to the huge challenges posed to us by the Coronavirus pandemic. The need for us to support, care for and be kind to each other has never been more important. The survey itself is aligned to the six core and four enhanced standards set out in the Stevenson/Farmer Thriving at Work review which sets out what employers can do to better support all employees, including those with mental health problems, to remain in and thrive at work.

This year there has been a marked increase in the uptake of the survey, in particular amongst the SME's which is a really positive indicator showing there is a huge desire to continually improve the participating organisations approaches to mental health and wellbeing.

However the results of the survey also appear to indicate that in general organisations are doing a range of initiatives but are not building these into a wider strategy or business plan on mental health. By using the survey's results, establishing a baseline and building on their successes to date should allow organisations to have a more strategic outlook and put in place longer lasting tools and techniques that will help build peoples resilience and therefore a better balance of mental health wellbeing.

As the chair of Safer Highways, I am very proud to be involved in the work that has been done so far, and the boundaries we continue to push forward on, and I am looking forward to the future and playing a part in making sure that the sector and industry continues to challenge the status quo and improve the quality of mental wellbeing for all of us.

Martin Worthington
SHEQ Director
Morgan Sindall Infrastructure
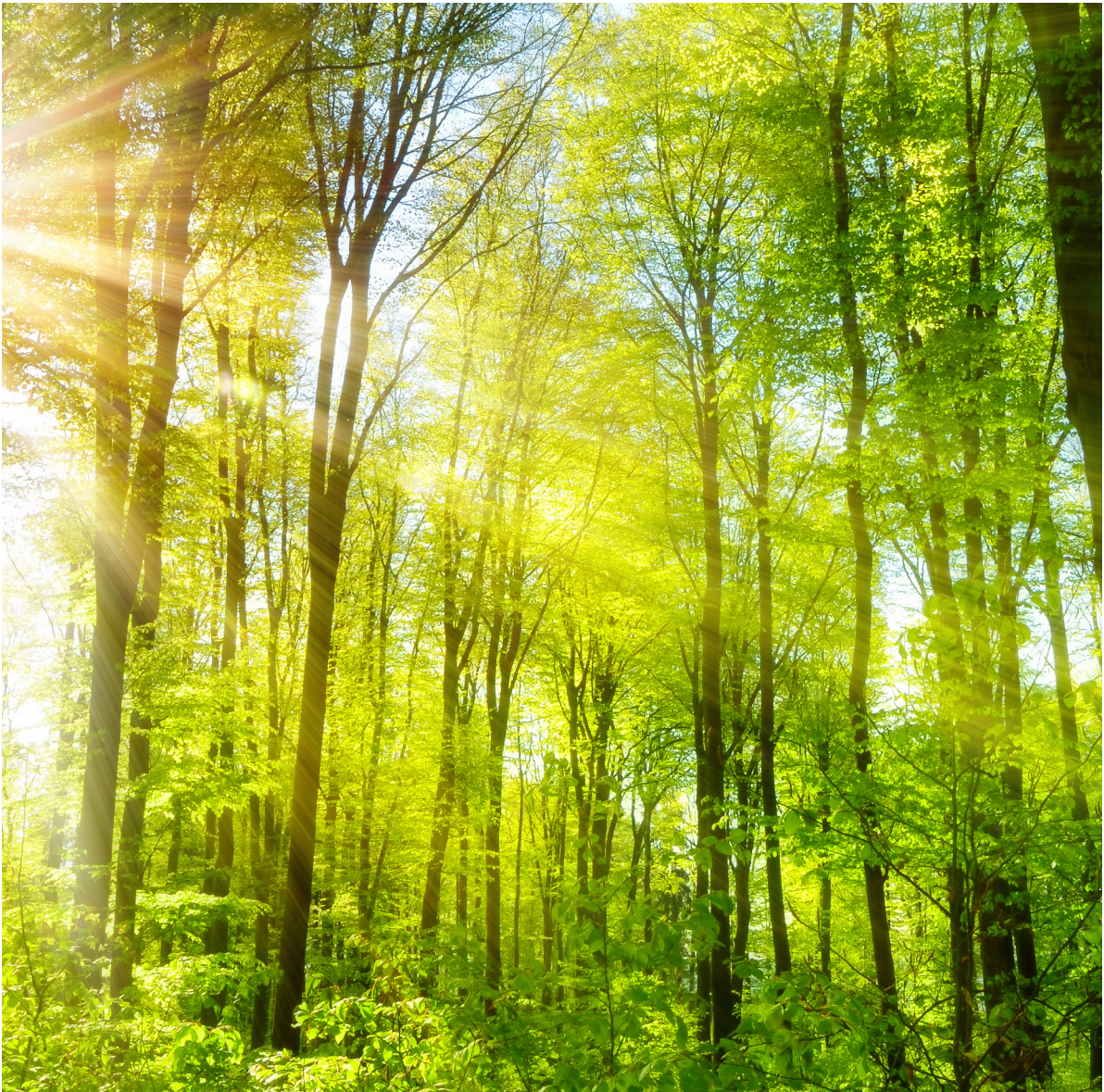Chair of the Safer Highways Advisory Board

MORGAN SINDALL INFRASTRUCTURE

R2B ROAD TO WELLBEING

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FOREWORD

For the second year in succession Safer Highways has encouraged all organisations that employ people to work on our public highways across the UK to benchmark themselves against the Thriving at Work Core & Enhanced Standards through the completion of a self-assessment survey. Despite being in the grip of a global health pandemic that has caused widespread disruption to so many company's normal business operating routines, I am delighted that so many have taken the time to complete the survey this year. What is also encouraging from reading the responses is the substantial increase in SME Organisations completing the survey this year, demonstrating how mental health management is penetrating into so many different sized companies in this sector.

It is widely accepted that mental health is the leading cause of sickness absence in the UK with the annual cost of poor mental health to employers estimated to be between £33billion and £44billion. Costs arise from both sickness absence and from presenteeism when individuals are at work but less productive due to poor mental health. The statistics around the impact of poor mental health in the workplace are staggering and employers are now starting to change how they support the mental wellbeing of their employees.

Thriving at Work is an independent review of mental health commissioned by Government and led by Lord Dennis Stevenson and Paul Farmer CBE, Chief Executive of Mind. Through evidence and best practice, the review sets out six mental health core standards for employers. There are also several more ambitious or enhanced standards for larger employers who should lead the way in mental health provision. It's aim being that all organisations, regardless of size, will have the necessary tools and awareness to acknowledge and prevent mental ill health caused or worsened by work. Employees with a mental health condition will be given the support to thrive in the workplace and the number of employees leaving employment with a long-term mental health condition will be reduced.

Karl Simons
Chief Health, Safety & Wellbeing Officer
Thames Water

R2B
ROAD TO WELLBEING

Professor Dame Carol Black on the need for wellbeing interventions, measurement and inclusivity

With a lifetime career in medicine and healthcare, Professor Dame Carol Black is a leading voice of reason, persuasion, and expertise in public policy on health at work.

Employee wellbeing has undergone a seismic shift since 2008 when Dame Carol published Working for a healthier tomorrow, her review of the health of the UK's working population.

"Most organisations now understand that having a physically and mentally healthy workforce is linked to engagement and therefore productivity," says Dame Carol. However, while research shows that the majority of workforces now have some form of wellbeing strategy, there are still challenges to overcome.

"Employers often lack understanding about their risk profile. They don't know what percentage of their workforce suffers from anxiety because of financial problems, which employees may be affected by lack of sleep, or how many middle-aged female employees might be experiencing menopause symptoms, for example," she explains.

Offering generic services, such as nutrition advice or employee assistance programmes, without, as

Dame Carol says, "knowing the numbers" can limit the effectiveness of a wellbeing strategy.

Drawing up a health and wellbeing risk profile, she adds, "allows employers to put in targeted interventions that can then be measured." This more scientific approach to employees' health and wellbeing will help to raise it further up the corporate agenda. "Companies have a system for measuring financial capability, for example, but don't apply the same rules to collecting baseline data around health and wellbeing."

As well as enabling individual employers to develop more effective health and wellbeing strategies, Dame Carol believes that targeted strategies and detailed measurement will also benefit the wider workforce. "We could start to build up a database of evidence. Employers could share the action they have taken in response to certain problems and issues, and what the results were."

She identifies changing work patterns and employment models, such as the shift towards gig working explored in Matthew Taylor's 2017 report Good work: the Taylor review of modern working practices, as another challenge.

"There needs to be an inclusive approach. Organisations

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tend to think they don't have responsibility for [non-permanent staff and gig workers] because they can go off and work for another employer. However, if businesses change that mindset and see it as beneficial to build up a pool of workers who are productive, fit, healthy and could therefore contribute more to their organisation, it would be a positive move for themselves and the individuals."

Probably the biggest immediate challenge to wellbeing at work will be the long-term impact of the Covid-19 crisis, which could precipitate permanent change to workplaces and employment practices.

However, Dame Carol is confident that health and wellbeing will continue to be a priority. "I feel positive that employers' focus on wellbeing, particularly around mental health, won't be lost. It also paves the way for more trusting and compassionate relationships, and even more positive working cultures."

WHY IS OUR APPROACH IMPORTANT?

The Safer Highways Road to Wellbeing Strategy and Thriving at Work Survey offer organisations, both large and small, a simple, yet effective, framework for the implementation of a robust organisational wellbeing strategy built across four key pillars: measure, evaluate and plan, train and implement (evidence of this is shown later in the document).

1. Measure

In order to effectively write a cohesive implementation plan, organisations must be able to effectively benchmark themselves against a recognised framework.

In year two of the Road to Wellbeing, this involved a simple survey based upon the individual company's implementation of the core and enhanced standards of the Goverment commissioned "Thriving at Work" report.

The survey, whilst allowing the organisation to benchmark itself, also provided a personalised report emailed to the organisation immediately afterwards containing handy hints and tips to further improve their implementation strategy.

2. Evaluate

Upon completion of the survey and on reciept of the simple, yet effective report, we suggest the organisation formulates a strategy to ensure that they are fulfilling the recommendations of not only the core but also the enhanced standards of the Thriving at Work Report.

By doing this, the organisation will begin to see significant business benefits in terms of a reduction in lost time due to sickness and a more positive workplace culture.

Timeline

Road to Wellbeing Mental Health Strategy Launched

Safer Highways Mental Health Summit Survey Laucnhed

Road to Wellbeing Survey Results Launched

Road to Wellbeing Three Year Strategy

June 2019	December 2019	May 2020	November 2020	December 2020

Safer Highways Mental Health Report Launched

One Million Lives Launched

By jacobs in partnership with Safer Highways for the benefit of those we put to work.

3. Train

Recognising the signs of poor mental health in the workplace is more cost-effective than trying to find a post event cure. However, the need to provide the whole sector with mental health first aid trained employees is both an onerous and expensive task.

Safer Highways have taken the approach instead of trying to make our industry self sufficient by instead delivering a number of mental health first aid instructor courses through a partnership with CITB.

More information on this can be found by visiting www.saferhighways.co.uk

4. Implement

Following a successful benchmarking, evaluation and training programme, every organisation should be fully equipped with the tools to implement a robust strategy around mental health and wellbeing.
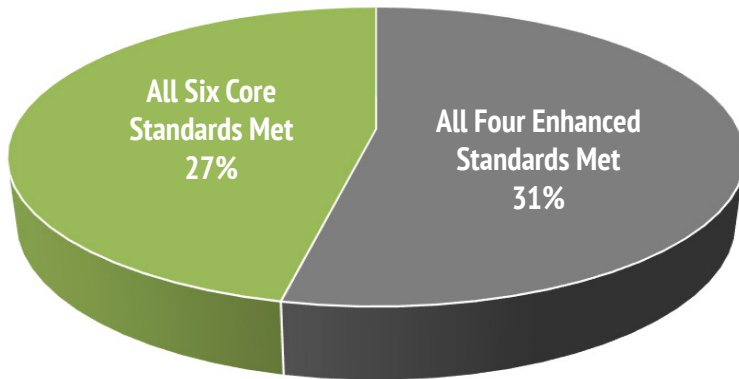
R2LB

ROAD TO WELLBEING

EXECUTIVE SUMMARY

Analysis shows that 27% of the organisations responding have achieved compliance against the core standards and 18% have achieved compliance against both the core and enhanced standards.

Thriving at Work Overall Compliance

All Six Core Standards Met 27%

All Four Enhanced Standards Met 31%

Compliance against the Core Standards

27% Meeting all of the Core Standards

29% Not meeting any of the Core Standard

Of the 134 organisations, who represent circa 150,000 people across our sector, only thirteen are still working towards meeting any of the ten standards and eight organisations are only meeting one of the standards. It is hoped that the benchmarking survey and the personalised report has highlighted to these organisations what they should be looking at introducing for their employees and has directed them to the avaliable resources as employers.

Core standard one expects organisations to have a mental health at work plan in place. Of the six core standards this one was the least compliant with only 59% of respondents demonstrating how they meet this. It is empowering to indentify that 80% of all repondents are introducing initiatives to enhance employee awareness around mental health at work.
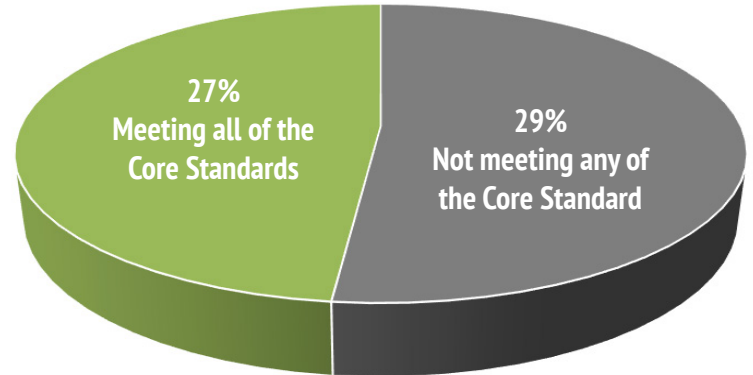
Overall, it is clearly apparent that organisations within the highways sector are acknowledging their role in supporting mental health in the workplace. Through deeper analysis of the responses, it appears that organsations are doing several initiatives but are not building these into a wider strategy or plan on mental health. Thriving at Work is designed to steer organisations to the areas where they are not compliant and offer resources to build strength in this area. This benchmarking survey was designed specifically as an educational survey through steering those completed the survey to the guidance sections on how to improve in each specific area and ultimately achieve compliance.
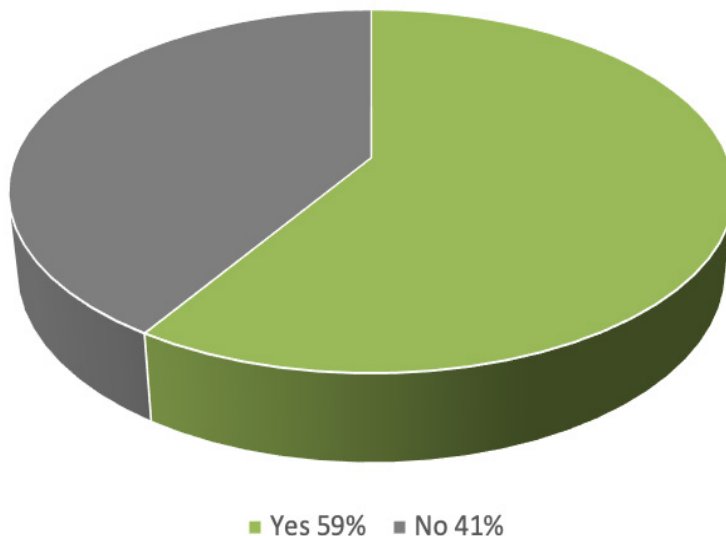
A further analysis of the responses generated from all ten questions follows.

CORE STANDARD ONE

Does your organisation produce, implement and communicate a mental health at work plan?


■ Yes 59% ■ No 41%

Core standard one expects organisations to have a strategy document or pledge to support mental health at work. It should include how senior leaders are involved, how awareness is raised and how staff are involved in dialogue and decision making to create a culture of openness and trust. It should also cover how organisations promote a healthy work life balance and how opportunities for learning and development are created.

Of the 134 responses analysed, 56% of organisations assessed themselves as having a mental health at work plan in place. On deeper analysis of the responses, despite many initiatives being discussed, there wasn't reference to a specific mental health at work plan, strategy or policy. Initiatives included mental health first aiders, mental health awareness training and provision of employee assistance programmes for support. For those organisations that were able to discuss a specific mental health at work plan to meet the criteria required there was a lot of reference to the Mind Time to Change pledge, and the Mates in Mind programme in construction. It was enlightening to read how many initiatives have been put in place to support the mental health and wellbeing of employees during COVID-19, and it appears this has pushed organisations further into supporting mental health at work. We would urge any organisation here to ensure there is a strategy, policy or a pledge in place that covers what they are doing collectively to support mental health in the workplace.

CORE STANDARD TWO

Has your organisation started to develop mental health awareness among employees?


■ Yes 80%   ■ No 20%
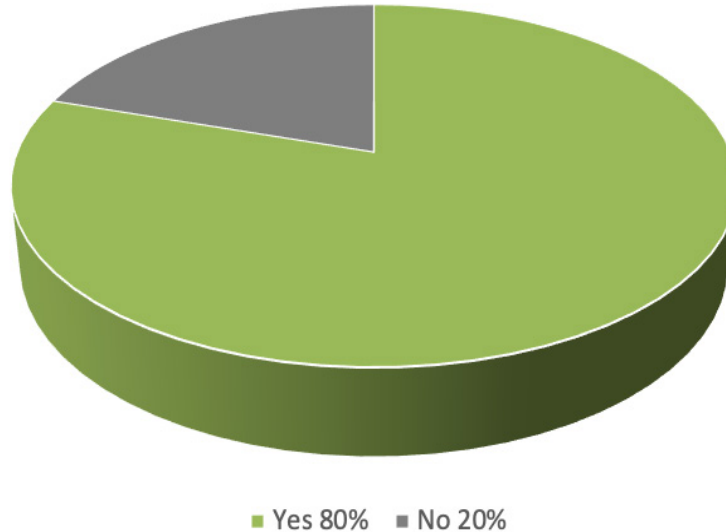
This will include embedding mental health in organisational induction and training, ensuring employees are given information on how best to manage mental health and what support is available. Consideration should be given to raising the profile of mental health through innovative ways; using a speaker on mental health or having a senior leader talk about their experience helps to break down the stigma. Many channels of communication to raise awareness should be discussed, including discussion groups, social media, blogs, factsheets for managers and useful external resources.

Core standard two focuses on developing mental health awareness amongst employees. 80% of the organisations who completed the survey have demonstrated they have met the criteria. Several of the organisations referenced mental health first aiders and the implementation of these within their wellbeing strategy. Introducing mental health first aiders alone will not meet this core standard as this focuses specifically on mental health awareness amongst all employees. Many of the respondents referenced mental health awareness training delivered via Mates in Mind, as well as the Mental Health First Aid England course. Toolbox talks and mental health workshops were also discussed. It was encouraging to see specific reference to senior leaders in the organisations talking openly about their personal experiences of mental health. It was however disappointing to see only a small number of organisations referenced the use of internal social media channels to raise awareness. In comparison with 2019, there was greater reference to induction training including mental health as part of this. Again, there were several references to providing mental health awareness specifically to COVID-19 and how the restrictions around lockdown and the potential ill health of relatives can impact negatively upon mental health.

CORE STANDARD THREE

Does your organisation encourage open conversations about mental health and the support available when employees are struggling?
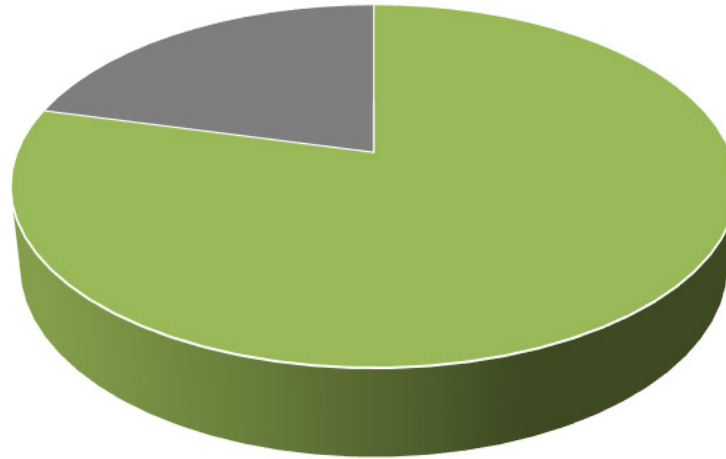
■ Yes 79%   ■ No 21%

Thriving at work considers that disclosure and open conversations around mental health need to be encouraged at all stages of the employee journey starting with recruitment. Organisations are expected to communicate their commitment to equal opportunities during the recruitment process to ensure candidates are not discriminated against at any stage. During induction employees should be made aware of the mental health support available to them. The standard also considers that managers should be equipped to have effective conversations and offer/seek support if a health disclose is made. An absence management policy with an emphasis on supporting employees with mental health problems with adjustments is expected.

Of the 134 responses, 79% considered their organisation meets the criteria for core standard three. There are several references to mental health first aiders and open-door policies, however few organisations have demonstrated how they encourage mental health conversations.

Unfortunately, there was very little reference to diversity and inclusion policies and absence management policies in support of mental illness. There was however use of the Mates in Mind and Building Mental Health campaigns within the construction sector, as well as references to start the conversation courses. One organisation discussed a local initiative around wellbeing conversation starter cards which appeared to be innovative and original. In contrast to 2019, there has been some advancements in the initiatives to develop open conversations on mental health which we hope other organisations can learn from. Again, there was very little reference to discussion groups, forums and social media channels to encourage mental health discussion.

CORE STANDARD FOUR

Does your organisation provide your employees with good working conditions and ensure they have a healthy work life balance and opportunities for development?
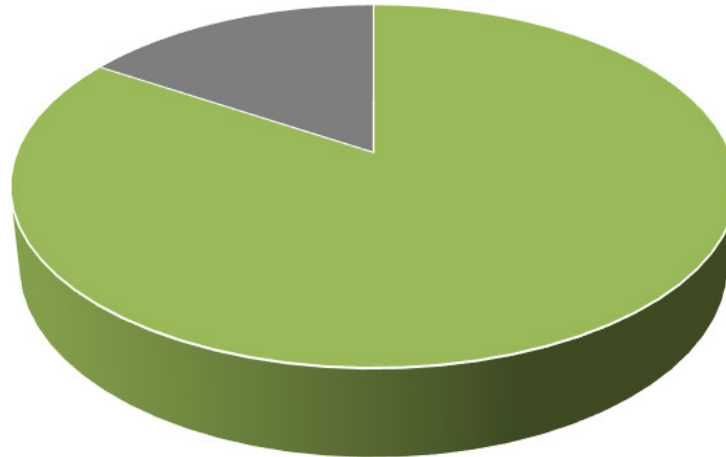

■ Yes 84%　■ No 16%

Core standard 4 focusses on providing employees with good working conditions to support positive mental health through a healthy work life balance. It is expected that organisations will encourage a culture where people have some autonomy over their work, be able to build social networks, have a healthy work life balance and have opportunities for development. Effective and trained managers have been identified as a key part of generating a healthy working life through the ability to support flexible working, avoiding long hours, lunch breaks away from the desk and taking regular annual leave.

Of our 134 respondents, 84% believe they were able to meet this standard based upon their organisations, polices and strategies. It appears that the respondents had considered the criteria in greater depth this year and were able to specify what they had in place to meet this standard. It was positive to see unique initiatives mentioned here including virtual pubs, quiz nights and socials amongst teams. It was very apparent that the restrictions around COVID-19 had pushed organisations into offering flexible and agile working to a wider number of employees in their organisations. It is hoped that this will continue once the COVID-19 restrictions have eased, to enable employees to have greater autonomy and flexibility over their working life. Many organisations referenced specific working conditions, including refurbished mess rooms, canteen facilities and even vegetable gardens. There were several refences to the limitations around construction work and flexible working as well as the accommodation of workers who would be traveling distances to work. In contrast to 2019 there was a greater reference to effective manager training and the impact of competent managers when looking at a healthy work life balance.

CORE STANDARD FIVE

Does your organisation promote effective people management through line managers and supervisors?
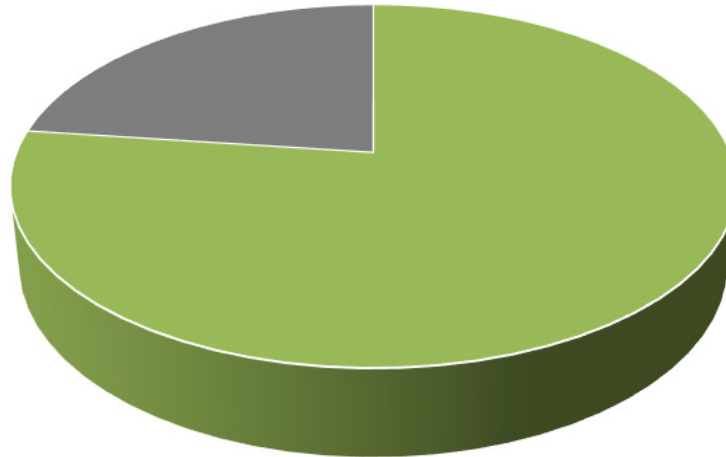
■ Yes 77%   ■ No 23%

Manager training is considered effective in generating a positive work life balance and is discussed within core standard four. Core standard five specifically references manager training to ensure line managers are competent in managing common health problems within their team. Managers should be trained in having active conversations and know where to refer employees for additional support. Training managers to take simple steps to support their staff; encouraging open conversations about mental health through team meetings and regular catchups are all key activities expected of those organisations who believe they meet this standard.

The analysis has identified that 77% of the respondents consider themselves to have enough manager training in place to meet the core standard. Mental health awareness training was common amongst the responses, and it is apparent that organisations are focusing more on supporting their managers in this field. However, manager training is not just about mental health, and it should incorporate basic people management skills including absence management, capability and performance management as well as health management. The larger organisations that completed this survey seemed to have a much better provision of manager training, in contrast to some of the smaller organisations where only basic training was offered. However, completing this survey will allow the smaller organisations to enhance their manager training provision.

There was more reference to 1:1s and online calls this year in contrast to 2019 and it is considered that COVID-19 as enhanced this. Personal development was also mentioned frequently within the responses recognising that managers have a key role in setting clear priorities, celebrating successes and involving staff in decision making. Mentoring, apprenticeship and coaching programmes were also identified within the responses.

CORE STANDARD SIX

Does your organisation routinely monitor employee mental health and wellbeing?
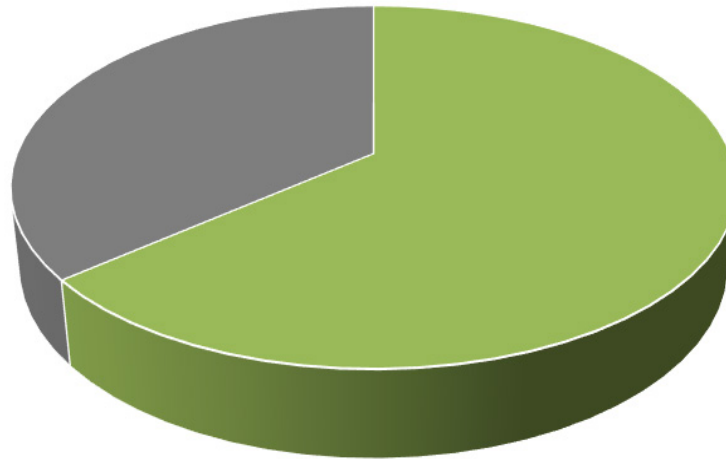

■ Yes 64% ■ No 36%

Developing a clear picture of the mental health of an organisation helps generate an understanding of what effects employee mental wellbeing and how well they are being supported. Within core standard six, organisations are expected to undertake staff surveys and audits to ask about employee perception of health, wellbeing and mental health.

The responses to this question required extensive analysis and review. There appeared to be some confusion from the respondents regarding what would be considered as a means of monitoring employee health. Core standard six requires organisations to generate a wider understanding of the health and wellbeing of their employees. Safety critical medicals and health surveillance are personal and would not be considered relevant to this standard.

The standard specifically looks for culture surveys, staff surveys, and health and wellbeing data audit. Of the 134 organisations surveyed, 64% have met the criteria required here, staff surveys were cited frequently. In some organisations they were undertaken every two years and in others every month. In contrast to 2019 there was little reference to the use of national surveys including the Workplace Wellbeing Index or Britain Healthiest Workplace however these could have been impacted by COVID-19. There was reference to the use of Occupational Health referral data, and employee assistance programme usage. All data combined will allow an organisation to understand the health and wellbeing of their employees. It is essential however at that organisations act upon the data they retrieve. It is hoped that for those organisations who do not meet the criteria, they will be able to develop a basic survey or obtain relevant data to be able to meet this standard moving forward.

ENHANCED STANDARD ONE

Does your organisation report on health and wellbeing; specifically impact and outcomes?


■ Yes 44%　■ No 56%
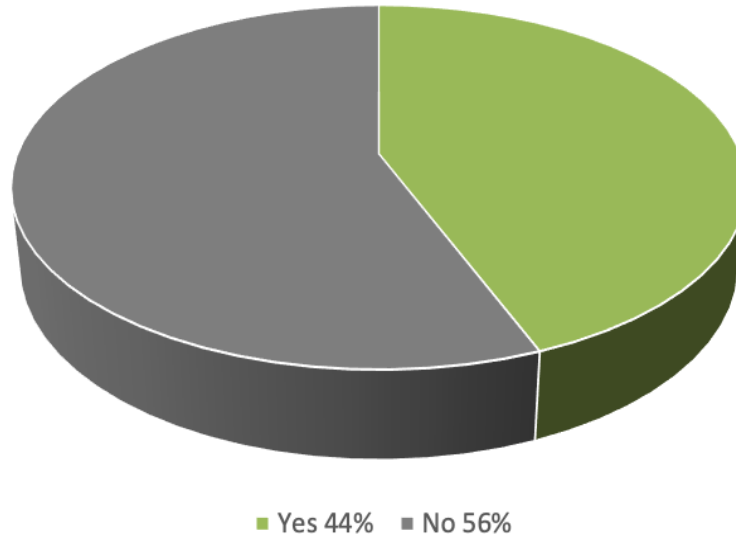
The Thriving at Work Enhanced Standards are designed for organisations of over 250 employees. Large employers should be leading the way on mental health provision in the workplace and as a source of guidance for smaller organisations. For organisations to meet enhanced standard one it is expected that they will understand the impact of mental health on the organisation through various forms of data including sickness absence records, Occupational Health referral data, staff surveys, appraisals and mental health indexes. Mental health should be monitored and measured on a monthly and annual basis to review the impact of the mental health plan (core standard one) and the associated costs to the business. It is an expectation that organisations will participate in an annual survey or report.

Of the 134 organisations who completed the survey, 44% consider they meet enhanced standard one. Through analysis of the responses provided, Occupational Health data, sickness absence trends and employee assistance programme usage are used to understand the impacts of mental health on the organisation. Performance development reviews and resignation data were also referenced here. There was some reference to the use of health and wellbeing dashboards to present monthly data. The workplace wellbeing index was cited by several organisations as a means of monitoring the mental health of their employees. The criteria for meeting enhanced standard one specifies how frequently organisations should be monitoring mental health, only several of the respondents discussed timeframes. The use of pulse surveys was a positive addition compared to last year. It is relevant to note for next year that when assessing themselves, organisations need to ensure that they understand the full criteria of what is expected to ensure they are delivering what is required.

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ENHANCED STANDARD TWO

Does your organisation have a health and wellbeing lead at Board or Senior Leadership level, with clear reporting duties and responsibilities?


■ Yes 64%   ■ No 36%
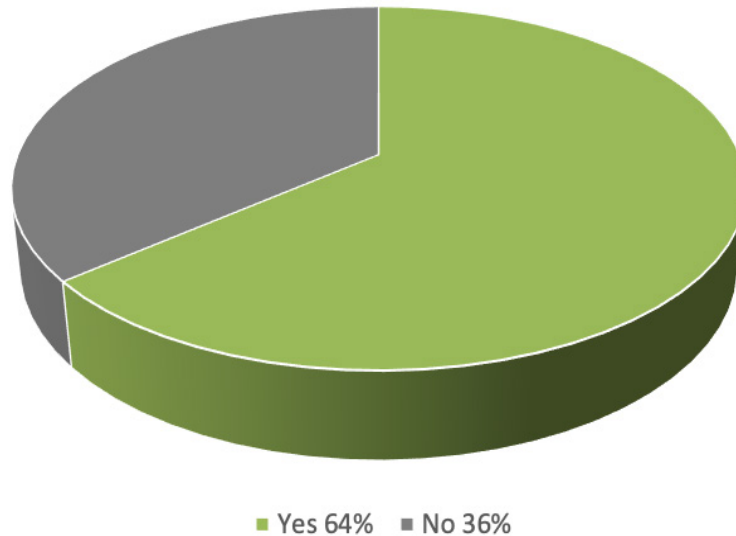
Having a senior leader accountable for leading mental health in the business is critical for large organisations. To meet this standard, it is expected that a member of the senior leadership team in will be accountable for leading on the mental health plan for the business. Senior leaders should all be accountable for adopting the mental health core and enhanced standards in their teams and be measured on sickness absence, Occupational Health referrals and take-up of Employee Assistant Programmes.

It is encouraging to see that 64% of respondents consider they have a senior leader accountable for mental health in their organisation; it is apparent senior leaders and executive board members are becoming key drivers in mental health in the workplace. Through analysis of the evidence provided, it appears this role is often undertaken by HR or Health and Safety professionals. No organisations reference a clinical leader in this role. Considering mental health is a specialty of medicine, it would be refreshing to see this in their future. Many organisations reference board members as being mental health first aiders which is a powerful initiative in any organisation. However, the standard requires an executive leader to be responsible for mental health; being a mental health first aider will not automatically enable you to be responsible for mental health in an organisation.

ENHANCED STANDARD THREE

Does your organisation encourage openness around health during recruitment, emphasising why information is required and having support in place to facilitate a good response following disclosure?


■ Yes 56%   ■ No 44%
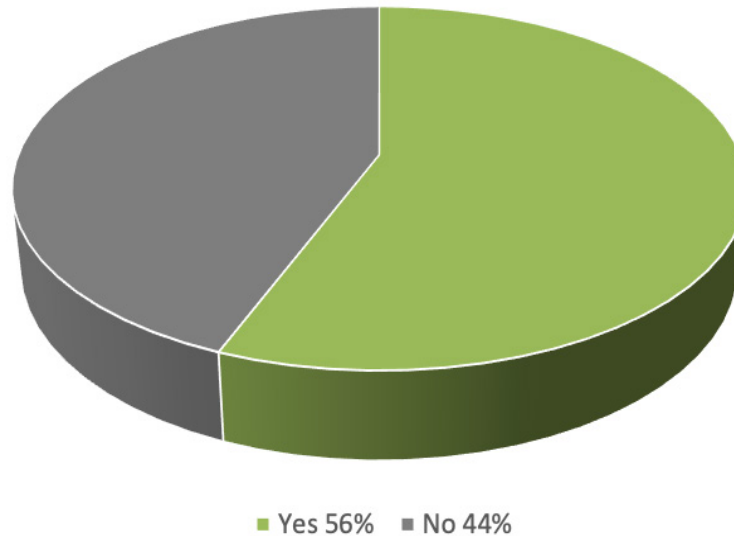
Enhanced standard three is more specific and it expects organisations to build employee confidence around how information they share will be used when talking about their mental health; policies must be clear and fair to avoid discouraging them from sharing sensitive issues. Core standard three emphasises that it is important to be open about mental health. To meet this standard, organisations are expected to explain why people are being asked to share information about mental health problems and what will happen with that information. They should be able to demonstrate a clear process for employees being able to request any personal and medical information the organisation holds on them.

Over half of those who completed the survey consider they meet this standard (56%). The responses discuss recruitment processes, company values, commitment to employees and data protection policies. Many organisations discuss obtaining medical information as part of the onboarding process, however there is little reference to how this information is assessed by a suitably qualified medical professionals; nor is there much reference to how employees are notified of how their information will be used. GDPR is mentioned several times which is encouraging; however, it isn't clear if this is explained to applicants and new employees. Enhanced standard three requires organisations to demonstrate a process whereby employees can request medical data held about them. Very few organisations included this information in their responses. Again, we would urge any organisation completing this survey in the future, to ensure they do a full critique of their processes to ensure an accurate benchmarking exercise.

ENHANCED STANDARD FOUR

Does your organisation provide tailored in-house mental health support and signposting to clinical help including Mental Health First Aiders, Occupational Health and Employee Assistance Programmes?

■ Yes 76%   ■ No 24%
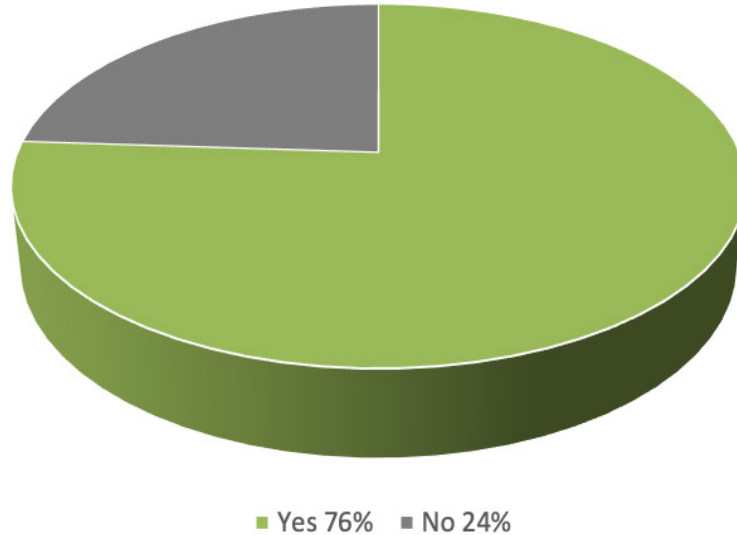
Enhanced standard four asks respondents to confirm if they provide tailored in-house mental health support and signposting to clinical help. The types of support available could include access to counselling through Access to Work, Occupational Health, Eployee Assitant Programmes and Cognitive Behavioural Therapy as well as other tailored mental health and wellbeing support. Larger employers are expected to extend support to smaller organisations in their supply chain to help them improve the mental health of their employees. It is expected that managers and Mental Health First Aiders will have suitable resources to sign post those with mental health concerns to the relevant support services.

It is empowering to find that 76% of the organisations who completed the survey offer a range of mental health support to their employees. Many of the organisations reference the use of mental health first aiders, and employee assistance programmes as the key means of sign posting and support for their employees. The use of mental health reps and wellbeing champions are also discussed by several organisations. Smaller businesses are offering a more bespoke service to employees and assessing cases as they arise and providing private medical care if required. The Mates in Mind programme and the Construction Industry Helpline Support was also mentioned. It was great to see that some organisations are now using mobile applications including Thrive and Headspace to support their employees, particularly whilst many are remote working as part of the COVID-19 restrictions. There was unfortunately little reference of large organisations extending their support to their supply chain partners.

CONCLUSIONS

The 2020 survey was launched in June of this year, providing the analysts with data from 134 organisations on the steps taken to support mental health in the workplace. All organisations employ people to work on the UK public Highways and it was refreshing to read the huge amount of mental health initiatives being implemented across this sector. With 134 organisations and 1340 questions answered it is incredible to establish that 121 organisations are meeting at least one of the ten standards for employers.

Although only a small sample of the sector, the results clearly show the highways industry recognises the importance of mental health provision for employees. Analysis shows that 27% of the organisations responding have achieved compliance against the core standards and 18% have achieved compliance against both the core and enhanced standards.

Opportunities to improve are also clearly shown with 17.5% of companies not meeting any of the ten standards. It is hoped that the benchmarking survey has highlighted to these organisations what they should be looking at introducing for their employees and and the feedback summary has directed them to resources available to them as employers.

Of the six core standards it was number one that was the lowest scoring with 59% of companies stating they had a clear mental ealth plan in place that met the standard expectations. Of the four enhanced standards it was standard one that scored lowest with only 44% of respondents evidencing they had clear reporting on mental health and wellbeing.

It is empowering to identify that core standard four was the highest scoring with 84% evidencing that good working practices had been put in place within their company to facilitate a healthy working environment. This was complimented by 80% of companies evidencing they had good mental health awareness within their company supported by mental health first aiders being employed in their workplace.

Overall, it is clearly apparent that organisations within the highways sector are acknowledging their role in supporting mental health in the workplace. Through deeper analysis of the responses, it appears that organisations are doing several initiatives but are not building these into a wider strategy or plan on mental health. Thriving at Work is designed to steer organisations to the areas where they are not compliant and offering resources to building strength in this area. It is hoped that this benchmarking exercise has been able to support all the organisations who are not fully compliant with the standards.

REPORT AUTHORS

In 2019 the Safer Highways Board requested Karl Simons to lead a review of the National Highways Sector against the Thriving at Work Core and Enhanced Standards. A survey was designed to enable all employers in a simple and meaningful way to undertake a self-assessment of their compliance position. However, it was also designed to educate, steering those responding towards advice and guidance on how to implement each standard effectively. Following the closure of the survey, all submissions were analysed by Aimee Cain with a final report produced by the authors to ascertain the staus of the sector.

In 2020 it was agreed that a deeper and wider analysis of the data submitted by respondents of the survey would be undertaken, analysed by both Karl Simons & Aimee Cain. The aim was to provide Safer Highways, as an organisation, with a much clearer view of the focus areas upon which to concentrate its activities over the coming year and beyond. This was carried out to develop and introduce initiatives to further support mental health practices within orgnaisations that will benefit all those who employ people to work on our public highways.

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WITH THANKS TO...

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