

# Employee Benefits Awards 2019

## Skanska UK

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### Most effective approach to supporting mental health in the workplace

The Construction industry has a reputation: it is male dominated, it is not emotional and can 'tough it out' but less than 30% with a diagnosis of one of the common mental health conditions will be working in the industry by the time they are 60.<sup>1</sup> More worryingly, people working in the construction industry are 6 times more likely to die from suicide than fall from heights<sup>2</sup>.

Our strategy in Skanska UK is called 'Making the connection about mental health' and is aimed at touching several stakeholder groups: individual, manager, organization and industry level. It is part of the corporate UK Occupational Health and Wellbeing strategy

It has 4 key deliverables:

1. Demonstrate our commitment as an organisation through our Mental Wellbeing policy, Time to Change pledge, deployment of a Mental Health Ambassador network, UK Health, Safety and Wellbeing KPI of training all our managers over a 3 year timeframe and to provide free workshops for our supply chain to help them build their mental wellbeing programme.
2. Build our line managers capability to manage health conditions in the workplace that support disability and inclusion (D&I) and mitigate risk to the business.
3. To de-stigmatise common mental health conditions in the workplace through improving mental health literacy across the employee base and our contractors.
4. Ensure our mental wellbeing resources 'reach and touch' all our employees to help them maintain their mental wellbeing.

### Our approach

- **Securing our leaders support to sponsor and champion our approach**
  - Our Executive Vice President Gregor Craig and sponsor of health, safety and wellbeing signed the 'time to change' commitment in February 2016. Greg is now our CEO and has committed mental wellbeing as one of his 4 strategic areas of focus for the business. To this end he has mandated that all of his EVP's and Senior Management Team (directors) will undertake the MH 'lite course by Q1/2019.
  - We use our strategic alliances to raise the subject and how we are supporting our people such as Health in Construction Leadership Group, CECA, Clients and Supply Chain.
  - Mental health is key part of the D&I agenda and has MD sponsorship
- **Improving mental health literacy**
  - Changed our stress policy in May 2015 and made it more inclusive of common mental health conditions such as stress, anxiety and depression. It's now called the Mental Wellbeing policy.

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<sup>1</sup> Office for National Statistics

<sup>2</sup> AISRAP Report. 2006

- Mental Health 'lite' training for all managers/employees to recognise common mental health conditions and how to support individuals in the workplace. New for 2018 is a UK company wide KPI that all Managers will attend Mental Health Lite. There is phased 3 year programme to build the % of managers trained – year 1 was 25% (which we have exceeded and attained 57%), year 2 will now be 75% and year 3 will work towards 100% by YE 2020. This training now forms part of formal manager on boarding going forward for new joiners.
- We run at least 1 national stand-up event in every year for all of Skanska UK and supply chain where the theme is around mental health – these are interactive 45 minute session where the whole company takes time out on a given day and time for a 'scripted' intervention to be delivered. Typically this will involve 5500 employees and upto 10000 contractors.
- We also provide "Resilience" training to allow employees to understand how the mix of work and home life pressures can affect our resilience, we do this through classroom courses, Mindfulness Apps and Tool Box Talks and dedicated website
- **Raising the profile within the mental health space**
- Our CEO Greg has been interviewed for Construction News, the article was published in July 2017 "Why Mental Health matters to me?"
- Our Director of Health & Safety Dylan Roberts was guest speaker at House of Commons breakfast meeting "Creating supportive workplaces for Mental Health"
- Skanska were the first construction company to sign up to NSPA (National Suicide Prevention Alliance)
- Skanska are asked regularly to share updates at Time To Talk Masterclass sessions on what we are doing next
- **Increasing Employee Voice**
- We have trained over 1,400 employees through Mental Health Lite and now have 315 mental health ambassador (MHA) trained in mental health 'lite' since February 2016 and we have an established training programme where we run in excess of 24 lite courses per year
- All MH Ambassador volunteers wear specific lanyards, an indication who they are, that they are there to help
- Series of posters with our MHA's as poster boys and girls to tell their story and to raise the profile of this network
  - Support this network with a quarterly skype call, resource pack and dedicated web page and introduced in 2018 a new "Glip" app for our Ambassadors to share information on the move
- Produced a video talking about why some of our people are signing up to be a MHA and to help our people understand why it is important for us a company and industry which is now a core item in our resources bank
- We have produce lived experience internal video with one of our senior managers speaking about his own mental health experience
- At our corporate inductions we host a Mental Wellbeing stall that explains what our approach is and how people can get involved
- Building social contact events such as Tea and talk, World Mental Health day, Suicide Awareness and our own Living our Values Week
- In January 2018 we introduced Suicide Awareness training that is delivered by a Psychologist of some 30 years' experience. We have trained 250 people this year and will continue to deliver again throughout 2019
- To support our workforce we have invited a teacher to come in and speak at a session for parents and interested parties on the subject of "Cyber Bullying"

- Our Mental Health Leads have attended our Graduate Conferences and Junior Leadership meetings to speak with them on the topic of mental Wellbeing – Mental Health Lite is also one of the required courses for Graduates to attend through their graduate programme
- **Support tools**
  - Provide a number of HR policies eg flexible working, to support employees with or recovering from mental health conditions to remain or return to the workplace.
  - We offer specialist Occupational Health support to managers with employees with mental health conditions +/- absence, provide advice on reasonable adjustments signpost to external agencies such as Remploy.
    - We have introduced an Advisory Line which is manned by our internal Occupational Health Advisors to provide managers/HR team within day advice to help support employees in the workplace/absence.
    - Access to internal occupational health and wellbeing page with lifestyle and health information and signposts.
  - Our Workplace Action Plan (WrAP) helps employees and managers have a conversation about the type of support they need on 'good and bad days'; this has been further enhanced by us creating an online webcast to walk them through the plan
  - We have developed and use a tool called the work impact assessment (WIA) to help managers support colleagues who are reporting work stress, to help identify the issues and put in place an action plan, has been further enhanced by us creating an online webcast to walk them through the plan
  - We offer a comprehensive EAP service for all Skanska employees and their family offering telephone or face to face counselling, financial and legal advice. EAP support is also available to support our MHA network and managers.
    - We promote the Construction Industry Helpline to all our contractors. This is a free helpline to all our contractors, many contractors do not have access to EAP. Additionally, we have chosen to support the Lighthouse Club charity (the charity arm of the Construction Industry Helpline) to ensure as many construction workers have access to counselling and support if experiencing mental health issues.
    - The CEO of Lighthouse Club spoke to our MHA network and has visited several of our construction sites to promote this service.
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  - This year we have developed and launched a new suite of tools called "Out of the Blue", which guides all levels of managers from CEO to Supervisor how to cope and deal with sudden death or suicide in the workplace. It is aimed at senior leaders, manager and HR teams – it helps them to think/consider aspects of the situation and provides tools and templates for the actions they should take.
  - We continue to support our Supply chain in developing their own mental wellbeing programs but also have provided templates and resources specific for the supply chain in the spirit of Skanska value of "Better Together".
  - - We created credit card information cards for our supply chain with helpful numbers and resources for them to access should they need a helping hand
    - We recognise that many of our contractors do not have the internal expertise or the infrastructure to develop their own mental wellbeing programme. So have provided 7x ½ day workshop run by our Occupational Health and Wellbeing team – with an open invitation to 353 contractors of which 110 have attended in 2018.

## Testimonials

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

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

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

Across many Operating Units in Skanska, the subject of Mental Health has been a core topic at our Procurement and Supply Chain Forums held across the year and our partners have found these a great value.

## Plans for 2019

- To increase rollout of the MH lite programme we will train 2 of our own MHFA trainers
- Created Suicide Awareness *Plus* to support the successful Suicide Awareness training has which means that participants will further develop their confidence of the subject using case studies, scenarios and myth busting.
- More Supply Chain Mental Wellbeing workshops

## So what have we achieved?

Our most significant metric is the uptake of the mental health ambassador role across the UK – in 3 years have grown from zero to 315 MHA's across the UK.

Our Advisory line has reported a 3 fold increase in mental health related calls and our EAP data shows a 20% increase in calls. This is a positive finding as it means that people are seeking and using the support offered by Skanska.

Demonstrating leadership and commitment to mental health agenda by engaging our Supply Chain through the free mental wellbeing workshops. We believe that we can effect a change across the industry by leading by example.

We believe our Mental Wellbeing strategy mirrors the findings of the Randstad Report 2018 which cites 3 key strands to a successful programme:

- Access to training – we have both Mental Health ‘lite’ and Suicide Awareness training in place
- Named person on site – 315 mental health ambassadors
- Helpline – access to EAP or Construction industry helpline