

**Case study:**  
**Carillion - Health like Safety**

**Summary**

While Carillion had robust procedures for managing all aspects of health, we wanted to raise the awareness of health by having a dedicated health strategy with some key aims.

To determine what to focus on, we undertook some research during 2013 including:

- Reviewing the HSE research which indicated that cancer-related deaths connected with construction work significantly exceed accident-related deaths.
- Learning from the 2012 Olympics construction project, in which we were involved, highlighted the value of AEDs on cardiac arrest survival: London 15%, elsewhere 10%, Olympic Park (where AEDs provided) 33%.
- Reviewing our 2012 global employee survey which identified lower scores on welfare and wellbeing (58%) than Health & Safety (89%).

**Problem statement**

Carillion’s declared objective is to be the recognised leader in health and safety in our sector. While huge advances in performance have been achieved, we acknowledged that this had been done on the whole through our focus on safety rather than on health.

**Solution / what you did**

The strapline of the Carillion health strategy is *Health Like Safety* which means we will put the same emphasis on health issues that we do on safety issues and manage them the same way. First launched in January 2014 and revised in 2016, our strategy has four key aims as detailed below.

**1. Fitness for Work**

Fitness for work testing has been introduced for safety-critical workers to ensure that individuals undertaking a safety-critical role are fit to undertake their duties safely.

We have also implemented a management of fatigue standard.

**2. Preventing work-related cancers / ill health**

In addition to the legislative requirements to control exposures, we have implemented the use of dust extraction equipment on all tools when cutting / sawing stone or concrete unless risk assessments show these to be inappropriate. In many parts of our business, we have also ‘banned the broom’. We have been trialling real-time health monitoring units that sound an audible alarm when dust, noise or UV levels are exceeded. These allow us to identify problematic working practices and develop solutions that can be applied across the company. Additionally, we have signed up to the IOSH *No Time to Lose* and the BOHS *Breathe Freely* campaigns.



Figure 1: Carillion Health infographics

**3. Promote mental health and wellbeing**

Within Carillion, we believe that we all need to take care of our mental health just like our physical health and there are occasions when we may not be at our full strength or indeed, suffer mental ill-health. To support this, we have a dedicated stress and mental health charter which underpins our commitment and provides a framework for support along

with several tools to support this, including an EAP (Employee Assistance Programme). During 2016, we signed up to the *Time to Change* pledge where we made a commitment to tackle mental health stigma and discrimination within the workplace. We have committed to train almost 200 mental health first aiders during 2017.

**4. Promote healthy lifestyles**

Our health surveillance shows us that many of the health issues which arise (such as high blood pressure, weight and diabetes) are related to lifestyle choices. Promoting healthy lifestyles is all about providing information and incentives to adopt a healthy way of living while recognising that this remains a matter of personal choice. We achieve this through monthly email health bulletins (Health Matters) on a wide range of topics, predominately non-work related that we encourage our workforce to share with friends and family. Each edition comes with a poster infographic for displaying on noticeboards. From 2014-2016, we funded teams to take part in the Global Corporate Challenge (GCC) to promote physical exercise with some amazing results. During 2017, we will be offering all employees and their families access to an externally hosted 12 month health and wellbeing programme. In addition, we provide automated external defibrillators (AEDs) at many of our locations which have already saved at least two lives.

Moreover, each of our contracts has a health plan along with a dedicated Health Champion to drive through the above. Progress against the plan is reported on a monthly basis as a KPI.

**Key challenges faced**

We launched the strategy officially in January 2014 with a series of daily targeted email communications, supplemented with an online awareness training module. As a result, the strategy and its aims were fully embraced and we haven't experienced any barriers.

**Outcomes and benefits**

The launch of this strategy has been a complete success in raising the awareness of health and the feedback received has been excellent. Having a dedicated Health Champion in each location moving this forward has really driven through the engagement.



Figure 2: Carillion Health logo

**Measures of success**

In answer to the question of *'Carillion is concerned with my welfare and wellbeing'* in our global employee survey, the answer has risen from 58% in 2012 to 69% in 2015.

Our UK construction business held a *Fit For Life* (FFL) week in 2015 focusing on a different element of our strategy on each day. Over 80 contracts and 1,500 people participated and from the use of surveys before and after the event, we found:

- 90% said the FFL Week had helped them understand the impact of their health and wellbeing - that's a 21% increase of from the start of the week.
- 90% of people said they now know where the AED on site was kept. They also appreciated that you DO NOT need special training and would utilise one in the future - an increase of **20%**.
- 93% of people could describe the wide-ranging sources of cancer-causing materials - an increase of 25%.
- 95% of people could describe how silica dust is created - an increase of 25%.
- 90% of people could describe what musculoskeletal disorders were. They were

also able to know the causes and how to avoid them - an increase of 30%.

The results from our three years GCC participation consistently show us that the event helped reduce stress levels, increased productivity and increased the health of those taking part.

	<b>2014</b>	<b>2015</b>	<b>2016</b>
% reporting a decrease in stress levels	65%	69%	66%
% reporting an increase in productivity	38%	59%	59%
% reporting their health as good, very good or excellent compared with pre challenge	85% (42% pre-challenge)	82% (55% pre-challenge)	80% (58% pre-challenge)

### Lessons learnt

Prior to the launch of this strategy, a lot of work was undertaken to ensure existing policy and procedures had been updated. Moreover, new documents were created, an online awareness training module was produced and a comprehensive 12 month communications plan was established. This, along with the week-long launch communications package, really worked and we now use this approach when launching all new major health and safety initiatives

In addition, having a health plan KPI that is reporting progress on a monthly basis has really driven each of our businesses to fully embrace and embed a health culture.



#### Contact details

[Beccy.Moore@carillionplc.com](mailto:Beccy.Moore@carillionplc.com)

[www.carillionplc.com](http://www.carillionplc.com)

[@Carillionplc](https://twitter.com/Carillionplc)