Healthier Together

2021 - 2031

MENTAL WELLBEING STRATEGY

Contents

Foreword

We are delighted to introduce FM Conway's 10-year Mental Wellbeing Strategy, **'Healthier Together'**.

As a family-owned business proud of its family ethos, FM Conway places great emphasis on the mental wellbeing of its people, understanding that it must be a strategic priority.

Our Mental Wellbeing Strategy has been developed by the FM Conway Healthier Together Steering Group and is designed to be used by any person within FM Conway, providing us all with the tools to take action in the name of mental wellbeing.

Our people are our greatest asset and we view mental health as a positive concept related to the social and emotional wellbeing of people and communities. Mental wellbeing relates to the enjoyment of life, the ability to cope with stress and sadness, the fulfilment of goals and potential, and a sense of connection to others.

We want to ensure that all our people are afforded the opportunity of working in a culture where mental wellbeing is valued, and where people can go home safe and well every day. We also understand that a healthy business is a sustainable business and with mental wellbeing as a strategic priority, we are confident that our business will continue to provide services and employment to the communities we live and work within for years to come.

Introduction from Adam Green CEO

As CEO of this proud family business, I understand that it is the people that sit at the heart of FM Conway who truly make us who we are today.

I am committed to ensuring that our business not only meets our legal duty of care to protect our workforce, but that it exceeds it in creating an environment where our people feel valued, and comfortable and safe to speak openly.

Creating a mentally healthy workplace is a shared responsibility and all of us have a role to play in order to craft this culture of positive mental wellbeing. Together I hope we can drive towards organisational change and implement an environment that understands, supports and takes action for the needs of every single member of the FM Conway family.

Working closely with our people, our suppliers and our clients, we will deliver our shared vision of positive mental wellbeing and ensure that everybody within our families, our workplaces and our communities has the support and care to go home safe and well each day.

Adam Green

What is mental wellbeing?

The mental health charity 'Mind' defines mental wellbeing as not having one set meaning. We might use it to talk about how we feel, how well we are coping with daily life or what feels possible at the moment.

It is important to understand that mental wellbeing is about wellness rather than illness and is not merely the absence of a mental health condition.

Good mental wellbeing does not mean you're always happy or unaffected by your experiences. But poor mental wellbeing can make it more difficult to cope with daily life.

One in four employees in the United Kingdom are likely to be affected by a mental health condition and in any given year around three million people in the UK experience some form of anxiety or depression, with an average of eight people taking their lives.

Risk factors and protective factors influence mental health and can be individual or related to family, work or other life circumstances. Risk factors may increase the strain on our mental health, whereas protective factors can counteract these by helping to stay well.

With much of our lives being spent at work, the workplace is a very influential environment when it comes to our mental wellbeing, which is why it is so important to create a positive and supportive workplace that could make the difference in someone's life.

Why mental wellbeing matters to us

We understand that mental wellbeing is about wellness rather than illness and is not merely the absence of a mental health condition. Creating an environment that supports and promotes the wellbeing of people is ethically responsible, whilst also ensuring that we meet the legal health and safety requirements to provide an environment that is both physically and mentally safe and healthy.

Our vision for a mentally healthy workplace

In a mentally healthy workplace, people at all levels have a shared vision of, and commitment to, positive mental wellbeing. Work demands are realistic in a way that balances the needs of the people and the business, and do not pose an unreasonable risk to the mental wellbeing of individuals.

Everyone in the workplace feels comfortable to speak openly about mental wellbeing and mental health conditions, without fear of stigma or discrimination. This creates a culture of respect and inclusivity.

Healthier Together: Our approach

We have adopted an integrated approach to create a healthy workplace that addresses three key areas: promotion, protection and support.

This approach draws on the evidence and principles from the areas of work health and safety, public health, psychology and psychiatry, to apply best practice from each of these areas.

Promotion   Promote positive mental wellbeing

Protection   Foster an anti-bullying culture addressing risks and protective factors

Support   Support employees with mental and physical health conditions

Together these will help to improve understanding, help prevent suicide and combat stigma, and provide a practical approach for how to develop a healthy workplace.

Healthier Together: Our roadmap

At FM Conway, we understand that to achieve a mentally healthy workplace we must first understand our current situation, which has been established through consultation by our Mentally Healthy Steering Group. It is through this process that the desired outcomes for achieving our vision have been identified and then developed into goals with specific and measurable actions.

Underpinning the success of this strategy will be our people, who will help drive it forward so that they can thrive in an environment that prioritises their mental health.

Goal 1   **Improving understanding**

Goal 2   **Addressing risks**

Goal 3   **Fostering an anti-bullying culture**

Goal 4   **Combatting stigma**

Goal 5   **Promoting positive mental health and wellbeing**

Goal 6   **Supporting employees living with mental health conditions regardless of cause**

Goal 7   **Preventing death by suicide**
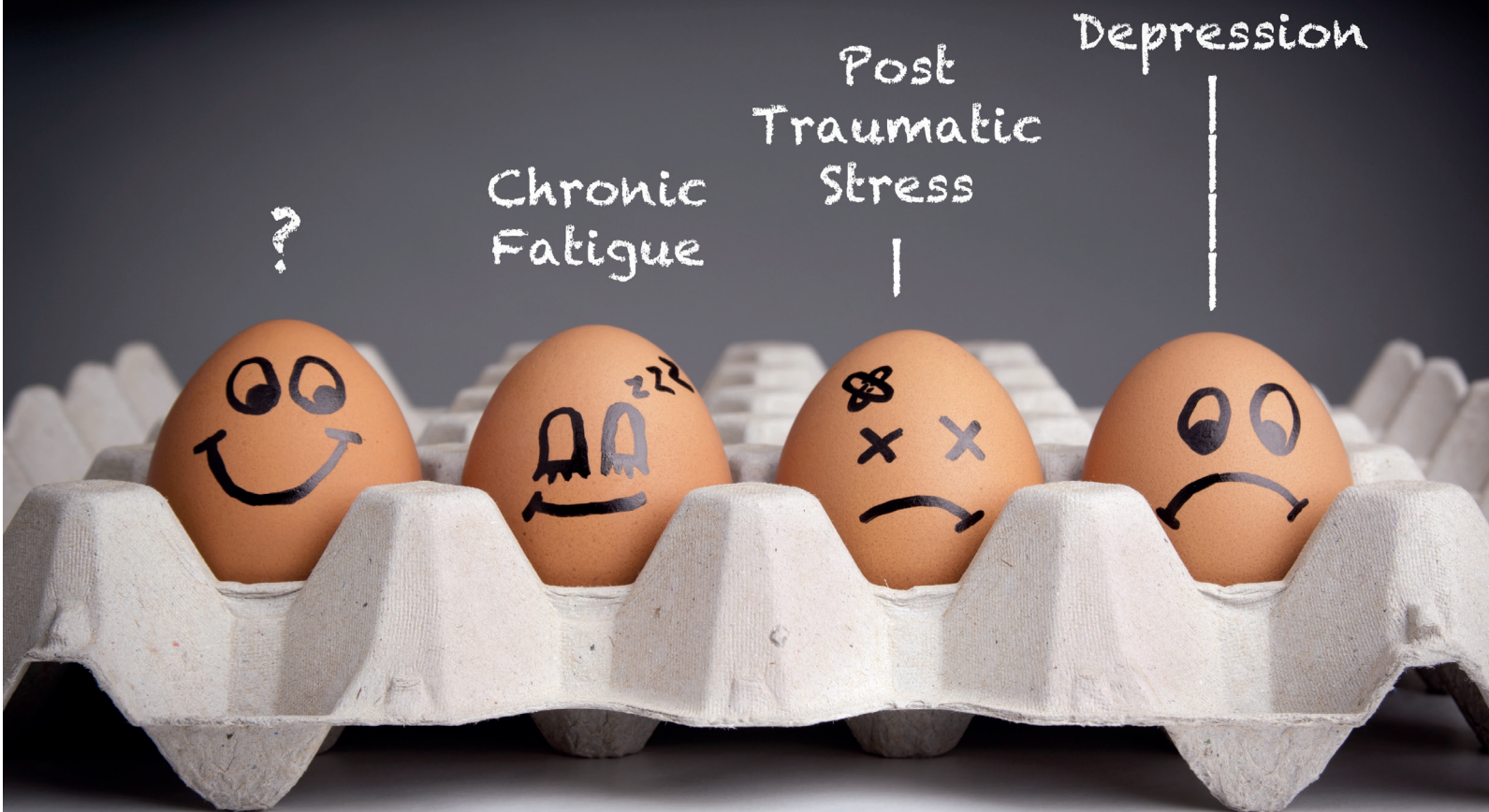
Goal 1: Improving understanding

Knowledge and understanding are the first steps in any activity, and to achieve our vision we must first explain what it means to be mentally healthy and how individuals can contribute to their own mental wellbeing and that of their colleagues.

We will achieve this by:

- Providing information and resources about the signs and symptoms of common mental health conditions and suicide risk, self-care advice, positive coping strategies and resilience

- Ensuring that our people are aware of their roles and responsibilities regarding mental wellbeing in the workplace, including legal obligations

- Regularly, and through multiple channels, providing information about mental health and wellbeing services and support, including those provided by external organisations

- Promoting events such as Mental Health Week, World Mental Health Day, R U OK? Day, and WorkSafe Health and Safety Month, to affirm mental wellbeing as an important part of the workplace, and to encourage open conversations

- Developing a clear communication plan for spreading the word about our workplace mental wellbeing strategy within and beyond our organisation

- Ensuring mental wellbeing initiatives and services, wherever possible, recognise the important relationship between work and home life

"A challenging and fulfilling job in a good workplace can be great, but if work starts to take over and we lose the balance, it gets stressful. The ability to have some control over our own workload definitely contributes to the impact work has on our life."

Anon - FM Conway, Aggregate and Asphalt Division

Goal 2: Addressing risks

A risk-based approach to mental wellbeing helps to identify the most vulnerable and prioritises their needs. Changing environments can impact mental wellbeing dramatically and it is important to recognise that those most at risk will evolve and change over time.

We will achieve this by:

- Considering employees who may be at greater risk of experiencing stress or a mental health condition

- Establishing a process to monitor risks and consult directly with employees to discuss and develop solutions

- Considering a range of factors affecting the mental wellbeing of our employees including:

  - Organisational factors (e.g. role ambiguity and role conflict, low levels of control, poor support, bullying, harassment, lack of communication and consultation)

  - Operational factors (e.g. dealing with the public, occupational violence, shift work, long working hours)

  - Environmental factors (e.g. unpleasant or dangerous physical conditions such as crowding, noise, air pollution, ergonomic problems)

  - Individual factors (e.g. conflicting demands of work and home and acknowledgment that people respond to stressors at work in different ways)

Goal 3: Fostering an anti-bullying culture

As a family business, we believe that it is our family ethos that sets us apart within our industry. We treat one another as if we were part of the same family and as such do not tolerate bullying. We expect all our people to treat others with the same respect and care that they wish to be treated with.

We will achieve this by:

- Creating greater awareness of bullying and inappropriate behaviours to break any workplace cultural view that bullying is commonplace and acceptable

- Conducting programs and activities that teach employees, including managers, how to identify bullying and understand what are appropriate and inappropriate behaviours

- Watching out for those at risk, identifying the source of any bullying, encouraging people to stand up, and act promptly to resolve issues

- Creating or improving policies and protocols around workplace bullying, setting a zero-tolerance approach

- Implementing confidential reporting and response procedures for when bullying occurs, treating all matters seriously; whilst ensuring all policies and procedures protect anyone who reports or witnesses workplace bullying from victimisation

- Communicating links between bullying or harassment and risks to mental wellbeing and employee safety
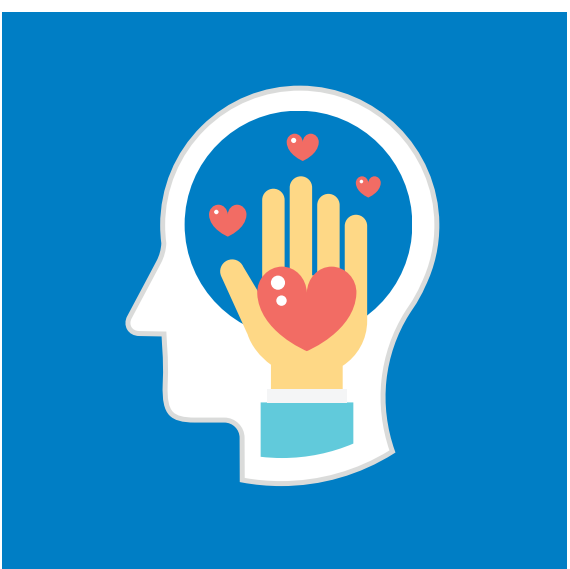
Goal 4: Combatting stigma

A culture of care and trust is important in our journey to a mentally healthy business as we understand that all people must feel confident to discuss their concerns without fear of discrimination. There are now many great role models promoting mental wellbeing and we would like to build on this good work to ensure that our people understand that FM Conway is a safe environment.

We will achieve this by:

- Inviting people with a personal experience of recovery and management of a mental health condition to share their story in the workplace

- Encouraging senior leaders and managers to speak openly about mental wellbeing in the workplace by actively endorsing and participating in activities and events aimed at reducing stigma

- Promoting zero tolerance for discrimination against employees who have a mental health condition

- Establishing a track record of supporting employees with mental health conditions to stay at or return to work, by providing reasonable adjustments

- Providing information resources (websites, flyers and booklets) and training which challenges inaccurate stereotypes about suicide and mental health conditions

- Promoting a range of internal and external support options, including but not limited to, EAP, Mates in Mind Support Service, and Construction Line
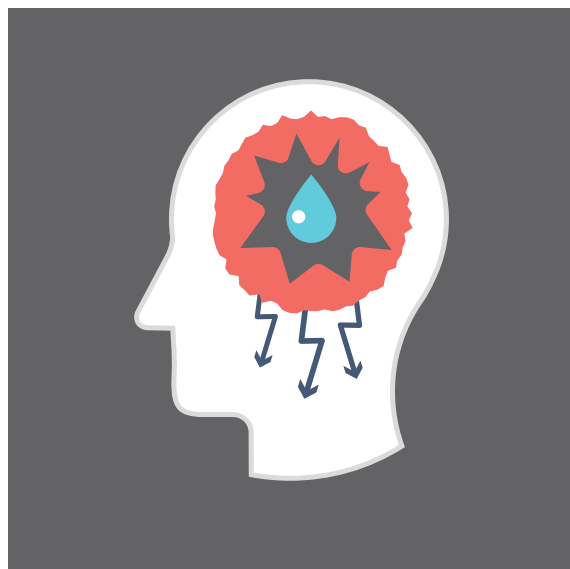
Goal 5: Promoting positive mental wellbeing

Mental wellbeing can be a difficult terrain to navigate and is often a subject that requires help and encouragement in order to achieve success. That is why it is important to us as a business that we create a structure that caters to positive mental wellbeing, one where we can all flourish and create a positive environment for everyone.

We will achieve this by:

- Focusing on the training and development of managers on positive, proactive leadership such as promoting employee strengths, providing constructive feedback and recognition, supporting employee growth, and matching employee skills and goals with jobs

- Emphasising the meaningful aspects of work, celebrating achievements and praising effort, as well as results

- Encouraging employees to work together on tasks, discuss ideas, share skills and take part in social activities

- Regularly collecting two-way feedback from employees, where employees are evaluated by their managers, and managers are reviewed by their employees

- Encouraging employees to have a say in how the wider organisation is run by requesting their feedback and letting them know how their feedback is being used for improvement

- Promoting healthy eating, physical activity, non-smoking and alcohol/substance control, as well as educating employees on the links between physical and mental wellbeing

- Encouraging mindfulness as a simple, quick and evidence-based action

Goal 6: Supporting employees living with mental health conditions regardless of cause

We recognise that mental wellbeing is a process that requires understanding and patience, as well as continual support, which is vital in creating a sense of care and support within a business. We are committed to providing our people with this security regardless of their situation.

We will achieve this by:

- Developing the capability of leaders and managers through training that focuses on people management skills, mental wellbeing and suicide prevention in the workplace

- Providing and promoting access to a range of external and internal support, stipulating confidentiality and making the pathway to accessing support clear

- Developing stay-at-work or return-to-work plans for employees who have been diagnosed with a mental health condition. Plans should be tailored to their individual needs and incorporate any reasonable adjustments to their job. They should be developed in collaboration with the employee, their treating health professional(s), their family members and those who support them, and reviewed regularly

- Ensuring that all policies and procedures relating to supporting employees to stay at or return to work, offer the same level of support and assistance to employees with non-work-related conditions as they do to those with work-related conditions

- Providing flexibility, where possible, regarding work hours and tasks for people to stay at and return to work, prioritising mental wellbeing above performance expectations

Goal 7: Preventing death by suicide

Our aim is to ensure that all our people go home safe at the end of each day, focusing on promoting a healthy workplace that addresses risk and protective factors, prioritises mental wellbeing, destigmatises mental health conditions and encourages help-seeking.

By creating a healthy environment and encouraging employees to seek support early on, they are less likely to experience severe symptoms that can lead to self-harm or suicide.

We can achieve this by:

• Inviting people with a personal experience of recovery related to suicide to share their stories in the workplace. Ensuring that appropriate support is provided to the speaker, and employees are aware of who to talk to if the speaker's experience brings up any issues for them - particularly if they have been affected by suicide directly themselves

• Providing specific suicide prevention and intervention training to employees, such as Applied Suicide Intervention Skills Training (ASIST)

• Developing clear policies and protocols around suicide and suicide risk

• Providing additional support to employees bereaved by the suicide of a colleague, family member, close friend, client or patient (acknowledging anniversaries and implementing peer-support programs). Post-intervention support is important whether it is a colleague or a person outside the business who has taken their own life

• Providing additional support to employees who intervene to help a member of public contemplating suicide. Many of the structural assets we maintain as a business, such as bridges, are suicide hotspots

• Communicating information to employees to highlight the warning signs and key resources available to employees at risk

2021 - 2031

MENTAL WELLBEING STRATEGY

CARE
As a family business we act with care and compassion

EXCELLENCE
Great people delivering great work, always

INTEGRITY
A business committed to doing the right thing

INNOVATION
Our passion is to always find a better way