

Best Mental Health in the Workplace Strategy: Large company

Winner

Lendlease Europe



This award recognises workplaces with over 750 employees that have implemented an exceptional strategy to strengthen mental health in the workplace

The construction industry has one of the highest rates of suicide in the UK. Men are far less likely to seek support, and in an industry with a predominantly male workforce Lendlease has been acutely aware of the problem for many years. In 2013 the company made a commitment to do all it could to tackle the issue. This included becoming the first construction company to sign the Time to Change pledge, becoming a co-founder of the construction industry's Building Mental Health framework, mandating mental health awareness training through the company's induction and engaging with its supply chain.

The strategy aimed to reduce the rate of suicide in the construction industry by improving the overall mental health and wellbeing of those who work in it. The initial objective was to create a mental health offering that truly supported all employees and stakeholders by promoting a culture of care within Lendlease and on the sites it operates. Beyond this, Lendlease wanted to implement a host of mental health initiatives and campaigns. With a workforce that is largely on site rather than office-based, the company needed a resourceful mix of communication channels. This included posters, videos, intranet posts, emails and peer-to-peer communication. Lendlease created both Wellbeing and Inclusion Champion Employee and Mental

Health First Aider networks to provide a two-way communication stream with the projects team. The company also secured an executive sponsor for its mental health strategy in 2021, which has seen mental health become more visible throughout the organisation and become a key focus in its construction strategy action plan.

Employees are supported by 175 Mental Health First Aiders, while 50 Wellbeing and Inclusion Champions promote the company's mental health messages. Programmes include Mental Health First Aider training (for Lendlease and supply chain staff) including refresher training, mental health awareness for leaders and people manager training. New employee induction includes a half-day awareness workshop and mental health toolbox talks are delivered to all staff on site. Workshops raise awareness of how staff can better support mental health for all, including minority groups.

The company provides employees with access to wellbeing tools such as Yulife (rewarding healthy behaviours), Headspace (mindfulness and meditation), Silvercloud cognitive behavioural therapy and the Sleepfit sleep support tool.

Wellbeing leave is provided for all employees in addition to annual leave, and mental health conversations are part of the performance conversations



Lendlease has been acutely aware of the high suicide rate in construction for many years, and was the first company in the sector to sign the Time to Change pledge

framework. Mental health workshops are available on topics ranging from mindfulness to being alcohol-free.

Achievements

Lendlease is starting to see evidence of positive change in relation to mental health. In its recent employee survey, 75% of employees said they feel comfortable talking to their manager about how they are feeling and their wellbeing – 4% higher than May 2021. The figures for being able to manage work-related stress and being accepting of diverse backgrounds were also up. In a recent workshop 55% of employees said they would speak to someone in the workplace about their mental health, compared with 43% outside of it.

The team have also been thrilled to see an increase in people calling the employee assistance provider (EAP) to talk about mental health. Lendlease has seen an increase in absence relating to mental health but with a reduction in the length of each individual absence, which again is positive as it shows employees are growing in confidence about disclosing poor mental health to their employer. ■



✦ Brilliant approach and link to creating real and systemic change within the industry, which would in turn effect change within the organisation.

Strategy identifies unique potential challenges – i.e. an offsite workforce, and identified interventions to implement despite challenges. Governance demonstrated via executive sponsor.

✦ This shows strong metrics across a range of assessments – i.e. level of comfort in disclosing to line management and impact of conversations with line managers.

Shortlisted

➔ Fostering a culture of psychological safety
EXPERIAN

➔ One Mizuho Mental Health Strategy
MIZUHO INTERNATIONAL AND MIZUHO BANK