

Winner// MENTAL WELLBEING AT BALFOUR BEATTY

This award recognises workplaces that have implemented an exceptional strategy to strengthen mental wellbeing in the workplace

Balfour Beatty is committed to improving mental health within construction, an industry synonymous with challenges to mental health and wellbeing. In 2014, the company became a founding member of the Health in Construction Leadership Group (HCLG). In 2017, HCLG rolled out the Mates in Mind programme to break the silence and stigma surrounding mental health. Since 2020, Balfour Beatty's focus has shifted from raising awareness and reactive support to proactive support, which saw delivery of the 2020 Health & Wellbeing Strategy. The company identified various physical, financial, social, spiritual, and environmental influences, aiming to understand what these mean for Balfour Beatty's people and business.

Balfour Beatty's Health & Wellbeing Strategy is supported by its Health & Wellbeing Maturity Matrix (HMM), a comprehensive, holistic approach to health maturity in construction. Project teams benchmark their maturity in 10 key areas and create

project plans to work through the HMM and improve mental health and wellbeing.

Managing the risks

"Health by design" guides the company's health management approach, referring to the reduction or elimination of occupational health risks through good design. Balfour Beatty's Health Management Procedure and Health Risk Assessment tool helps sites manage psychosocial, physical, chemical and biological health risks. In addition, a Managing Health Risks in Construction (MHRiC) e-learner provides health risk management training. As part of Balfour Beatty's commitment to lead the industry to take a proactive approach to managing health and wellbeing, the company shared its H&W Strategy, HMM and MHRiC training with other Tier 1 contractors.

Mental health challenges can affect anyone at any time, so Balfour Beatty's proactive focus is dovetailed with people-focused support.



The company's "Health by design" approach aims to tackle occupational health risks

This consists of an Employee Assistance Programme and bespoke mental health training for those in construction, which has reached over 12,000 colleagues in the organisation. Looking forwards, a team of over 500 Mental Health First Aiders will evolve into a peer support network.

Achievements

Balfour Beatty's company's annual employee survey contains wellbeing-focused questions. In 2023, overall engagement reached 78% and 97% respondents felt cared for at Balfour Beatty, while 91% felt able to discuss their health and wellbeing at work.

The impact of the HMM was positive. At the beginning of 2021, all projects and business units were tasked to self-assess and develop a plan to achieve Level 4 (advanced/leader) in each category by December 2023.

Judges' comments

- + Great implementation with an interesting approach (holistic) to improve mental health and wellbeing.
- + Clear strategy embedded in safety as the language of this industry.

SHORTLISTED

- Deloitte Global
- Deutsche Bank