

## **#MakeItVisible Launch & Construction Wellbeing Review 2023**

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Issues around mental health and wellbeing have become increasingly prominent in the UK construction industry in recent years. This has resulted in a number of surveys and studies investigating the perceived causes and effects of mental ill health. In 2022, the Lighthouse Club commissioned the GCU BEAM Research Centre to undertake a review of various studies in UK and Ireland over the last two years. The studies identified are as follows:

1. Randstad Survey
2. The Road to Well Being research from Safer Highways
3. CIOB Understanding Mental Health in the Built Environment
4. Construction Industry Federation (ROI)
5. CITB Study
6. Supply Chain School Study
7. Mates in Mind (MinM) Study
8. Lighthouse/CITB/ Samaritans MindBuilder Study
9. CN Mind Matters Survey

The tables below illustrate the main findings of this review, which are to be read in conjunction with the Power Point presentation delivered by Professor Billy Hare on 24<sup>th</sup> January 2023.

## Supplementary Tables

**Table 1: Main themes (Causes/Issues) from recent studies**

Name	Work related	Non-work
<b>Randstad</b>	73% think <b>employers do not recognise</b> early MH; 29% <b>loss of sleep</b> due to stress; 36%; 56% think there's <b>not enough support for MH</b>	20% increased <b>alcohol/tobacco</b> to relieve stress; 20% <b>miss family/social</b>
<b>CIOB</b>	Work Env. (stressful): Manual workers lack of adequate <b>toilets</b> : 71%; <b>Noise</b> levels: 80%; Inadequate <b>temp.</b> control: 79%; <b>Uncertainty of working location</b> : 67%. Stressful in last year: <b>Unrealistic deadlines</b> (92%); <b>Time pressure</b> (94%); Having <b>too much work</b> (93%). Senior staff <b>cost pressure</b> (86%); lack involvement in <b>decisions</b> (84%). Business Env. - <b>Poor comm.</b> (70%) Snr <b>staff resourcing</b> (70%); Man. Workers <b>Bullying</b> (64%).	
<b>CIF</b>	Work-related stress 44%, unrealistic targets 29%, long hours 22%;	Personal issues 37%, <b>alcohol/drugs</b> 11%, <b>money</b> 11%.
<b>CITB</b>	working <b>away from home</b> / frequent travelling; occupational stressors; <b>heavy workloads</b> and <b>long working hours</b> ; and <b>job insecurity</b>	
<b>Supply Chain Sust. School</b>	poor <b>job security</b> ; unwelcoming <b>welfare facilities</b> ; fatigue due to irregular <b>working hours</b> , projects <b>away from home</b> , tight <b>deadlines</b> ; poor <b>air quality</b> , no <b>access to natural spaces</b> , <b>site accommodation</b> artificially lit/uncomfortable, <b>offices increasingly 'biophilic'</b> monitoring of internal air quality. <b>smaller contractors lack EAP</b> , inconsistent <b>inclusivity</b> , no 'happiness' or 'empathy' in wellbeing activity. Employee eng. only in offices.	Loneliness/social <b>isolation</b> , <b>poor diet</b> ; basic <b>financial literacy</b> .
<b>MinM</b>	I worry that my <b>workload is too high</b> (42%); I feel low because of my business <b>partners/colleagues</b> (37%); I feel low because of <b>pressure at work</b> (35%)	family/ <b>relationship</b> problems (33%); <b>financial</b> (32%)
<b>Mind Builder</b>	Nature of construction work/employment within the sector, <b>culture</b> on the construction sites, age and gender <b>relationships</b> . 'Toxic' <b>masculinity</b> and how this shapes workers sense of what is acceptable behaviour or communication on site. For manual workers were <b>long hours</b> , <b>insecure hours</b> and <b>weather conditions</b> .	Worries about <b>money</b> was reported as the biggest cause of stress.
<b>CN Mind Matters</b>	Meeting <b>tight deadlines</b> is number one reason why workers are struggling at work.	

**Table 2: Main themes (Measurement Criteria)**

Name	KPIs	Maturity Model
<b>Safer Highways</b>	Thriving at Work Survey	Thriving at Work Survey
<b>CIOB</b>	In last year: personal MH Work Environment: stress factors for workers Stressful in last year: whilst doing the job Job Demand & Stress Business Environment: Senior/Professional/Office	
<b>CITB</b>	Dashboards (n: 12) reviewed (company size should be differentiated); KPIs: Anxiety, Depression, Fatigue, Stress. Lack of disaggregation e.g. industry, profession, age, gender.	Maturity Models: MinM Maturity Matrix, Thriving at Work, Lighthouse Dashboard.
<b>MinM</b>	GAD7 Tool (anxiety): (1) feeling nervous, anxious, or on edge; (2) being able to stop or control worrying; (3) worrying too much about different things; (4) trouble relaxing; (5) being restless; (6) becoming easily annoyed or irritable; and (7) feeling afraid as if something awful might happen.	-
<b>Supply Chain Sust. School</b>	-	'People Matter Charter' Maturity Model: 5 Levels; 28 measures of wellbeing
<b>CN</b>	'Major contributor to poor mental health'; discussing MH; disclosing MH problems; views on stigma; views on support.	

**Table 3: Measurement Criteria: Thriving at Work Survey\***

	<b>CORE</b>
<b>1</b>	Does your organisation produce, implement and communicate a mental health at work plan?
<b>2</b>	Has your organisation started to develop mental health awareness among employees?
<b>3</b>	Does your organisation encourage open conversations about mental health and the support available when employees are struggling?
<b>4</b>	Does your organisation provide your employees with good working conditions and ensure they have a healthy work life balance and opportunities for development?
<b>5</b>	Does your organisation promote effective people management through line managers and supervisors?
<b>6</b>	Does your organisation routinely monitor employee mental health and wellbeing?
	<b>ENHANCED</b>
<b>1</b>	Does your organisation report on health and wellbeing; specifically impact and outcomes?
<b>2</b>	Does your organisation have a health and wellbeing lead at Board or Senior Leadership level, with clear reporting duties and responsibilities?
<b>3</b>	Does your organisation encourage openness around health during recruitment, emphasising why information is required and having support in place to facilitate a good response following disclosure?
<b>4</b>	Does your organisation provide tailored in-house mental health support and signposting to clinical help including Mental Health First Aiders, Occupational Health and EAP?

\*Evidence required; support and guidance given in feedback

**Table 4: Measurement Criteria: CIOB Survey**

Main category	Question sets
In last 12 months (personal)	Anxiety; Depression; Stress; Fatigue; Poor concentration; Irritable; Overwhelmed; Lacked self-confidence; Suicidal thoughts
Work Environment	Manual workers lack of adequate toilets; Noise levels; Inadequate temp. control; Uncertainty of working location
Stressful in last 12 months (job)	Unrealistic deadlines; Time pressure; Having too much work
Job Demand - Stress due to:	Unrealistic deadlines; Time pressures; Too much work; Senior staff cost pressure; involvement in decisions
Business Environment	Poor communication; Senior staff resourcing; Bullying

**Table 5: Measurement Criteria: CITB KPIs**

KPI your Company can measure	N.	%*
Sickness absence (MH)	163	64.94
Safety – Accident Frequency Rate (AFR)	154	61.35
Job satisfaction	125	49.80
Stress levels	113	45.02
Happiness	91	26.35
Levels of fatigue	84	33.47
Levels of depression	71	28.29
Levels of anxiety	68	27.09
Concentration levels	66	26.29
Life satisfaction	65	25.90
Levels of self-confidence	60	23.90
Loneliness	52	20.72
None	16	6.37
Don't know	31	12.35
Other	6	2.39

\*Percentage who have or would consider using the KPI

**Table 5: Measurement Criteria: MinM GAD7\* Tool**

Causes of stress and anxiety
I worry that I may get hurt or injured at work
I get anxious that I will make a mistake at work
I feel low because of pressure at work
I feel stressed by financial problems or debt
I feel anxious about family or relationship problems
I worry about job security
I get anxious about a lack of work

<b>Causes of stress and anxiety</b>
I worry about abuse from customers
I feel stressed by my suppliers
I feel low because of my business partners/colleagues
I worry that my workload is too high
I feel stressed about spending too little time with my family
I worry that Covid-19/lockdown will badly affect my work
I get anxious that I will make a mistake at work

\*Generalised Anxiety Disorder Assessment (GAD-7)

**Table 6: Measurement Criteria: CN Major contributors to poor mental health**

<b>Personal experience</b>
I feel comfortable talking about my mental health with my line manager
When I've raised my mental health with my line manager, I've been satisfied with the support given
I feel comfortable talking about my mental health with colleagues
When I've raised my mental health with my colleagues, I've been satisfied with the support given
My employer would be supportive if I told them I had mental health problems
MH training (Rate out of 10)
Please tell us about your experiences of work-related stress or mental health issues...
<b>Workplace</b>
In last 12 months, have you taken time off work because of unmanageable stress or mental health issues?
If you have taken time off, did you tell your employer that the reason was to do with those issues?
If you have experienced mental health issues, did you receive an appropriate level of support from your employer? (Rate out of 10)
Do you know of colleagues who have experienced mental health issues in last 12 months
I feel as though I have to hide my mental health issues
I see support for employees suffering from mental health issues from leaders in my company
There is not enough awareness about mental health issues in the industry
The industry needs to be more open when it comes to discussing mental health

There is a stigma surrounding mental health at work within construction

There needs to be more support for employees experiencing mental health issues in the construction industry

**Support**

**What factors have had the biggest impact on your mental health since March 2020? (You can select more than one)**

Late payment

Long working hours

Job uncertainty

Working away from home/family

The pressure to work to tight deadlines

Poor welfare facilities

Site safety

Financial pressures

Workplace culture

Drugs

Alcohol

Fear of contracting COVID-19

Lockdown(s)

Other (please specify)

Has your company provided more support for employees' MH in last 12 months than it did previously?

In your opinion, has there been enough consideration of MH in the industry in last 12 months?

**Table 7: Measurement Criteria: CITB Generic Maturity**

1: Infancy	2:Developing	3: Evident	4:Established	5: Integrated	6:Transformational
Basic compliance	Evidence of developing mental health risk management + supports	Some evidence of strategic mental health risk management + supports	Evidence of established mental health risk management + supports	Evidence of strategic mental health and supports available in the supply chain	Evidence of transformational changes

**Table 8: Measurement Criteria: Mind’s Wellbeing Index**

Culture & Engagement	Wellbeing Initiatives	COVID-19 Impact	Knowledge & Skills	People Management	Support
Wellbeing culture; staff perceptions; work-life balance; motivation	Physical Environment; Staff engagement in initiatives	Furlough, lockdown, home working	Awareness, training, information	Feedback, guidance, appraisal processes	Support tools, use and (perceptions of) effectiveness
Policies: MH/Wellbeing; Bullying/Harassment; Grievance; H&S; Flexible Working					

**Table 9: Measurement Criteria: 'People Matter Charter' (Supply Chain Sustainability School)**

Level	Criteria
Level 1	Wellbeing policy. Little joined up action. No engagement with supply chain. EAP offered to direct employees. Limited data collection.
Level 2	Level 1 + Wellbeing has clear ownership. Low level investment for personal wellbeing. Awareness raising within the organisation and supply chain. Activity is campaign-led. Data on wellbeing inputs is collected.
Level 3	Level 2 + Action on wellbeing visible across multiple departments/organisational levels. Wellbeing strategy. Supply chain engaged and resources shared. Baseline for wellbeing established. Objective and subjective data is collected.
Level 4	Level 3 + Wellbeing sponsored by the Board. Reporting (e.g. contained within annual reports). Reputable tools to support measurement. Decisions about suppliers are made on supplier commitment to wellbeing. Interventions on wellbeing address the key drivers. Learnings are shared with the supply chain. Objective and subjective wellbeing data is collected across a range of stakeholder groups.
Level 5	Level 4 + Culture of trust, empowerment and autonomy within the organisation. Activities are based on embedding sustained behaviour change. Supply chain subscribes or aspires to the same principles. The organisation demonstrates innovation. Improvement in wellbeing amongst stakeholders is demonstrated. Data collection is robust and measured against internal benchmarks.

**Table 10: KPIs (individual level): Combined table of options**

Element	Source	Comments
Causes of poor MH	CN Mind Matters survey	Personal experiences (7 questions)
		Workplace (10 questions)
		Support (3 questions)
Job satisfaction	Internal company survey data	Question may vary per company
Engagement /Productivity	Absence/presenteeism company survey data	Company HR/internal survey
	(CIPD (2020) Health and well-being at work survey)	Lost working time (MH)
Loneliness	CIOB Survey	How stressful is it working in isolation
Fatigue	CIOB Survey	Suffered fatigue in last 12 months
Stress	CIOB Survey	Suffered stress in last 12 months
	CN Mind Matters Survey	Time off work because of unmanageable stress and mental health issues
	CIPD (2020) UK Working Lives Survey	Felt miserable, stressed, anxious or depressed as a result of their work
Anxiety	CIOB Survey	Suffered anxiety in last 12 months
	CIPD (2020) UK Working Lives Survey	Felt miserable, stressed, anxious or depressed as a result of their work
	MiM GAD7 Tool	14 anxiety questions
Depression	CIOB Survey	Suffered depression in last 12 months
	CIPD (2020) UK Working Lives Survey	Felt miserable, stressed, anxious or depressed as a result of their work

**Table 11: Organisation Maturity Level: Combined table of options**

Level	CITB	SCSS	Thriving at Work	Others
Level 6	Transformational		Enhanced	?
Level 5	Integrated	Innovating	Enhanced	?
Level 4	Established	Learning	Enhanced	?
Level 3	Evident	Visible action	Core	?
Level 2	Developing	Ownership	Core	?
Level 1	Infancy	Policy	Core	?

? – Some commercial providers do not share this information.



**Table 12: Main Recommendations from Studies**

Name	Recommendations
Randstad	Develop a positive culture: leadership, policy, procedures; Training Education & Support: resilience training, mindfulness, MHFA, EAP; Added Value: yoga, health checks, healthy food, gym membership.
CIOB	Industry: ID/Monitor MH Risks; MHA Training; MH at work plan; Manager MH training; Employee MH support; Stress reduction approaches; Mindfulness/CBT; support supply chain. Gov.: MH in CSCS; 1st aid Regs to include MH; Implement 'Thriving at Work'; Sme support for MH; Continue 'Time to Change' funding; Develop metrics to measure MH interventions. Prof. Bodies: Massive Open Online Courses (MOOCs); Globally-applicable MH resources; member guidance for individual MH; sign-post other support/bodies.
CIF (ROI)	Company: realistic deadlines/healthy work-hours; teamwork; senior responsibility; open discussion; policies/procedures/comm.; confidential reporting; awareness/initiatives; accredited training. Industry: measurement criteria; free EAP; individual measures of stress; guidance for varied sizes; lifelong learning; promote MH training; promote healthy working practices. Government: grant funding; Gov. initiatives; MH in H&S Regulation; procurement/tendering/contract guidance.
CITB	(1) CITB working group to agree way to deliver integrated support service; (2) Develop MHW Dashboard; (3) Develop maturity matrix MHW; (4) Evaluate and showcase effective schemes.
MinM	Peer support; Smart Supply Chains; Bursary Fund; Financial Wellbeing; Procurement; Trade Partners
MindBuilder	(1) Intervention providing a forum to challenge masculine stereotypes, investigate what's best for male-dominated e.g. top-down/peer to peer/ground-up. (2) Ensure that outreach and additional signposting to local offers are incorporated into the intervention. (3) Intervention needs to be more than an on-line app-based intervention. (4) Create a culture to promote self-care, and show when it's appropriate/inappropriate. Research how camaraderie can be used to promote collective care.
Supply Chain Sust. School	Good practice: 13 stage Action Plan; 'People Matter Charter' Maturity Model: 5 Levels; Propose 28 measures of wellbeing (in its widest sense)