

TRAD GROUP POLICY
MENTAL HEALTH WELLBEING POLICY

04	19-Nov-18	Transfer of company procedures into Group Policy
03	12-Nov-18	General revision of procedure
02	20-Nov-17	General revision of procedure
01	02-May-15	General revision of procedure
00	30-Apr-14	First issue of procedure
REV	DATE	STATUS / DESCRIPTION OF CHANGES

DOCUMENT NO.	TRAD-POL- 007
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STATEMENT

TRAD's Group CEO Des Moore and company heads are committed to the promotion of wellbeing including good mental health, striving to remove the stigma and supporting and mentoring those that have issues.

Note: This Group Policy is applicable to every company within the TRAD Group: TRAD Scaffolding Contractors, TRAD Hire & Sales Ltd, and TRAD Safety Systems Ltd and all companies will ensure full compliance.¹

Des Moore is also President of our trade body the National Access & Scaffolding Confederation (NASC) and at his inaugural address discussed mental health on a personal and corporate level. He explained to the AGM that he had suffered from mental health issues in the past and today openly discusses his breakdown with others to destigmatize mental health issues. Since the 1990s, As Director, Managing Director and now Group CEO, he has put in a number of measures including our bespoke **Knowledge Inspired Mentoring** scheme to prevent mental health issues at the TRAD Group and he concluded his speech at the NASC AGM in November 2017 by encouraging all companies to put in place measures to promote good mental health, including signing up to the: Time to Change Employers Pledge: <https://www.time-to-change.org.uk/get-involved/get-your-workplace-involved/employer-pledge> and driving the NASC's **Head for Heights**' mental health wellbeing initiative.

TRAD's Group CEO has taken a proactive stance on wellbeing and to remove the stigma of mental health in one of the most macho industries within the construction business (but it is worth noting that this stance has been invested within TRAD since the 1990s).

TRAD are committed to the following principles:¹

1. Produce, implement and communicate a mental health at work plan.
2. Develop mental health awareness among employees.
3. Encourage open conversations about mental health and the support available when employees are struggling.
4. Provide our employees with good working conditions.
5. Promote effective people management.
6. Routinely monitor employee mental health and wellbeing.

¹ TRAD have taken these directly from: *Thriving at Work*
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf

TRAD AND *THRIVING AT WORK*

1. Produce, implement and communicate a mental health at work plan.

TRAD have created this policy as a live document to improve mental health wellbeing within the TRAD Group. TRAD have appointed a number of mental health champions, Wellbeing listeners, to assist in implementing and communicating the mental health plan.

TRAD will look at initiatives which will help promote wellbeing and reduce the risk of stress (which is not always work related – but can be part of home issues such as divorce or bereavement).

One is exercise – and TRAD will consider payments/encourages to fund gym membership or pay for cycles (and if necessary cycling safety training), to encourage wellbeing for our people).

TRAD will look at counselling options for all staff, especially for those that our champions consider potentially vulnerable.

This includes senior management teams who are probably most at risk in relation to stress and should also be trained to understand the risks of stress and some of the things they can do to alleviate stress (including exercise etc).

This also includes recently promoted staff who have come through the ranks (colloquially those who have come “off the tools”) and how we mentor and encourage them to succeed, with minimum of stress. Ideas include, getting these staff – and existing staff – to talk about mental health, which hopefully brings the causes to be more visible and help with the stigma surrounding the issue. This could be achieved possible by workshops where TRAD bring in advisers and specialists to present and answer questions.

Note: from December we will consider employing an occupational health nurse with mental health training to work full time for the TRAD Group of Companies.

2. Develop mental health awareness among employees.

Group Company Heads and the Group HR Director Ros Howe has been tasked with championing and implementing the group’s commitment to improving mental health as part of a small progress unit (working party). As Group HR, Ros Howe fully understands the legal and HR aspects centred around mental health as well as the rights of employees, and will report back to the group CEO every quarter.

TRAD have always assessed the mental health needs of its employees but this procedure will enable us to formally document the procedures, develop structured improvements and assign clear objectives as part of a business plan, aspects of which it can share with other companies and our trade body.

TRAD will over the next quarter, review all the group company’s staff handbook and all policies and procedures to ensure they are aligned with the group’s commitment to improve mental health and wellbeing.

TRAD managers will be trained in mental health and programmes will be put in place to ensure all employees have been briefed to recognise signs that they may need mental health support – and how to access information on the group/company’s approach to mental health and wellbeing.

After training they will be much more able to handle sensitive conversations and give good advice and support to employees (as well as offering support via government initiatives (such as Fit for Work and Access to Work).

3. Encourage open conversations about mental health and the support available when employees are struggling.

Communication is very important and the group's unique business model ensures that information is widely available and employees are expected to discuss problems with their own teams and to seek help with managers, directors and company heads (with an open door policy promoted and teams driving effective wellbeing – and managers at induction, appraisals and regular meetings informing employees of where to seek advice and support (through their line manager, director or company head as well as through the Group HR Director).

Please note that TRAD openly discuss concerns, potential mental health issues in meetings (including one to one meetings) as this is a key business issue, as TRAD depend enormously on their employees, which we consider are in the top 10% of the construction industry.

4. Provide our employees with good working conditions.

TRAD's policies, procedures and processes provide our employees and workers with good working conditions, but TRAD are not complacent and employees and workers are encouraged to voice any concerns in relation to working conditions, stress or mental health issues as well as positive issues.

TRAD's staff and Wellbeing Listeners are tasked with engaging with employees and workers to discuss any issues employees/workers may have, including regarding work issues, developments which have impinged on their ability to do their job. TRAD's Wellbeing Listeners will discuss issues in informal meetings with employees and where needed will create action plans to fully support them. This sometimes may be the result of where the company restructures, or grows or diminishes in size, and employees will be kept fully informed and supported.

5. Promote effective people management.

TRAD has a unique flat management structure, with its separation into small separate divisions with good gender balance, which is designed to ensure that even as a company grows that the employees are fully informed, supported and mentored. Short meetings are held regularly with staff to ensure they are fully informed of work of company aspirations, initiatives, work requirements, and that work is challenging and rewarding. Staff at all levels are encouraged to speak to their immediate line manager or director or company head regarding potential issues such as stress as early as possible, with an emphasis on ensuring that the workplace promotes harmony and healthy behaviours.

6. Routinely monitor employee mental health and wellbeing.

As part of this initiative, TRAD will seek employee consultation or surveys on mental health and wellbeing, including working conditions, communication, work life balance, and available or perceived support and work related concerns (such as work load, stress).

As part of this drive, TRAD will focus on hourly paid workers (as this is often manifested in absenteeism at work and at yards).

From that TRAD' working party will evaluate our approach to mental health and identify where we can improve and create action plans, with recommendations, which will be chased to completion.

Where there are risks to employees' mental health through stress for instance, the Group HR Director arranges risks assessments, informs and monitors the implementation of control measures. Job designs and the workload of the team (including job descriptions) is reviewed holistically as part of a group/company approach to ensure work is challenging but also interesting (but will also continue to use the HSE's guide to stress and advice from Wedlake Bell).

Note: Group HR Director Ros Howe as befitting her role has an open door policy and all conversations regarding mental health remain confidential. Ros Howe will also arrange confidential external support and advice where required. Where employees take time off due to mental health issues, they are fully supported on their return to work, with adjustments made where necessary.

Where required, the group makes changes to employees' work duties (such as flexible working) to ensure they can continue to work for the group productively.

Employees are encouraged to be competitive as part of small teams (many of whom have come from the "tools" and were considered the best foremen for instance in the company), with managers and directors arranging for all teams to meet up regularly to ensure that the competition is healthy, friendly and enjoyable. Directors ensure they act professionally and communicate through all levels. They and managers are encouraged to show appreciation for good work and to make everyone on the group/company feel supported and valued.

As part of that approach, Directors arrange social events and also encourage employees to take exercise, become involved in volunteering and the group/company often pay for junior football strips for youth teams for instance.

TRAD's bywords when dealing with staff, employees and clients are: professionalism, patience, civility and care.



Declaration

The TRAD Group is fully committed to ensuring compliance both with the letter and spirit of the principles of this Policy. For that reason, the directors named below have been appointed with the responsibility and authority to oversee and drive compliance. The policy will be reviewed annually and the Policy will be disseminated throughout the Group as required.

For and on behalf of the TRAD Group

Des Moore, TRAD Group CEO

Dated: as front page

John Patterson, TRAD Hire & Sales, Managing Director

Dated: as front page

Jim Gorman, TRAD Safety Systems, Managing Director

Dated: as front page

Neil Garner, TRAD Scaffolding Contractors, Managing Director²

Dated: as front page

² Please note that TRAD Scaffolding Contractors is a brand name for TRAD Scaffolding Co Limited.