Stress & Mental health charter guidance

# Scope

This guidance is applicable throughout Carillion and encompasses HR and HSSQ policies and procedures.

# Purpose

The Carillion Stress and Mental Health Charter underpins our commitment to creating a positive impact on the health and wellbeing of our employees. This guidance provides the framework of available tools to support the reduction of ill health caused by stress.

# Definitions and Notes

We are committed to reducing instances of stress related illness, addressing issues that may lead to stressful situations, and providing information that can help employees make lifestyle changes that have a positive impact on their health and wellbeing

Whilst this document intends to provide guidance it’s not an exhaustive list of the tools and practices available within Carillion and should be used in conjunction with other tools available.

Pressure, when managed correctly can be a positive state and is often motivating, whereas excessive pressure creates stress, which can be detrimental to health.

There is no specific point at which pressure induces stress, as this is dependant on the individual’s external and internal coping resources but there are common triggers of stress known as stressors. Carillion has identified our stressors as:

* Challenges
* Support
* Relationships
* Organisational Change

# Associated Documents

[Stress and Mental Health Charter](file:///C:\stellent\groups\public\intranet\business\IMS115_Carillion_IMS\IMS_Policy_Statement\hssq_pol_013_core_stress_charter.pdf) ([extranet](https://extranet.carillionplc.com/stellent/groups/public/intranet/business/IMS115_Carillion_IMS/IMS_Policy_Statement/hssq_pol_013_core_stress_charter.pdf))

[Diversity policy](https://extranet.carillionplc.com/stellent/groups/public/intranet/business/IMS115_Carillion_IMS/IMS_Tools_Forms/hr_pp170_equal_opportunities.pdf) ([extranet](https://extranet.carillionplc.com/stellent/groups/public/intranet/business/IMS115_Carillion_IMS/IMS_Tools_Forms/hr_pp170_equal_opportunities.pdf))

[Prevention and Management of Violence and Aggression procedure](file:///C:\stellent\groups\public\intranet\business\IMS115_Carillion_IMS\IMS_Procedure\hssq_pro_058_core_prevention_violence.docx) ([extranet](https://extranet.carillionplc.com/stellent/groups/public/intranet/business/IMS115_Carillion_IMS/IMS_Procedure/hssq_pro_058_core_prevention_violence.docx))

Agile Working Framework

# Guidance

**What is stress?**

The Health and Safety Executive (HSE) define stress as the adverse reaction people have to excessive pressure or other types of demand placed on them.

An occasional stressful situation is not harmful and helps the body perform under pressure and many people enjoy this feeling. However prolonged stressful situations can adversely affect health.

## Signs and Symptoms of Stress

Line managers and employees are responsible for ensuring that they are aware of the symptoms and indicators of stress so that early intervention can be taken and the necessary time and support provided to relieve symptoms and prevent long periods of absence.

Signs that an individual may be suffering from stress include:

* Increased absenteeism and suffering from headaches, indigestion, high blood pressure, skin rashes or muscle fatigue
* Disturbed sleep patterns
* Increased use of alcohol, tobacco or drugs
* Drop in performance/lower concentration levels
* Anxiety
* Irritability
* Forgetting things and being indecisive
* Anger and frustration

## Stressors

The following information is designed to support managers and employees to understand the triggers for potential stressful situations.

### Challenges

The way that individuals manage their workload and pressures differ in a variety of ways and the threshold at which individuals can become stressed is variable.

This covers issues such as work load, work patterns, work environment, whether individuals understand their role and how much control an individual has in the way they do their role.

Carillion is committed to:

* Recognising and understanding both individual and organisational demands and to provide tools, training and resources to manage this
* Providing clear measures and expectations of roles and responsibilities
* Providing a platform to raise views /concerns on work pressures

### Support

Carillion is committed to ensuring that individuals are supported as they start their employee journey with Carillion. It is recognised that from time to time challenges and pressures from either within or outside of our roles impact on how we are able to manage the stressors. There are number of policies that support our management of illness associated with stress however, the key is to provide support to remove or manage the stressors.

This covers the encouragement, sponsorship and resources provided by Carillion, line management and colleagues.

Carillion is committed to:

* Regular discussions with line management to discuss role / expectations
* Providing access to support services
* Training and development aligned to key competencies
* Manage any periods of absence to support early return
* Providing flexible working options

### Relationships

Positive relationships within the workplace can bring together many great mechanisms in helping to alleviate stress including sharing workloads with colleagues and friendly working environments in which individuals can be supported and encouraged.

This covers promoting positive working to avoid conflict and dealing with unacceptable behaviour.

Carillion is committed to

* Promoting networking opportunities and building positive relationships in the workplace
* Zero tolerance on violence, bullying and unacceptable behaviour
* Providing systems to respond to individual concerns / issues

### Organisational Change

Organisational change can be disruptive for individuals and the uncertainty of a situation may contribute to an individual’s stress.

This covers how change is managed and communicated within Carillion.

Carillion is committed to:

* Fully engaging on organisational changes and the mechanism for handling change
* Ensuring there are appropriate platforms to respond to concerns regarding change
* Minimising the impact of change

The following information highlights the tools and resources available:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Tools Available** | **Challenges** | **Support** | **Relationships** | **Change** |
| 1-2-1’s  Job Chats  Team Meetings  PDR’s  Epod Training Modules  Employee Assistance Programme  Defined responsibilities  Agile Working Framework  HR advisory service / Ask HR portal  Maintaining a Healthy Lifestyle  Looking after your mental wellbeing at work | 1-2-1’s  Job Chats  Team Meetings  PDR’s  HR policies  HR advisory service / Ask HR portal  Employee Assistance programme  Maintaining a Healthy Lifestyle  Job profiles  People Forum Representatives  Training / PDP  Agile working framework | Team Talks  Line Management feedback  Team meetings  Networks for Support  HR policies  Diversity training  Epod Training Modules  Zero tolerance on violence, bullying and unacceptable behaviour | Team networks  Team talks/meetings  People Forums  HR advisory service / Ask HR portal  Employee Assistance Programme |

### 1-1’s, Job Chats & PDR’s

Having regular open communication between individuals and their line managers can help to communicate potential issues on workload, resources, home life balance and working relationships and provides an opportunity to discuss the issues and to create action plans based on training / skills required.

PDRs & Job chats should be undertaken annually and 1-2-1’s should be undertaken monthly

In addition managers should have an open door policy so that individuals feel comfortable in raising concerns at any time rather than wait for scheduled 1-2-1’s / PDR’s

Click [here for more information](http://apps502/Develop/performance/review/index.htm)

Job Profiles ensure that we all understand what is expected of us and allow us to measure our own success against expectations of the role and support conversations when the workload is high and we feel more stressed

### Training / ePod Training Modules / PDP

There are several ePod training modules available that can help an individual learn how to manage personal effectiveness, time management and difficult situations. Individuals can choose to undertake any courses they believe would offer support. Managers should utilise the full ePod training catalogue to ensure they have allocated their employees training that is suitable to their needs

Click here for the course catalogue

In addition as part of the PDR process employees should be encouraged to complete a Personal Development Plan (PDP) aligned to their own personal objectives and needs.

Under the Health section of the CMP each contract should be aiming to delivering wellbeing toolbox talks as part of the annual toolbox talks schedule. This may help with raising awareness of issues and provide sources of help / information.

### Maintaining a healthy lifestyle

Adopting a healthy lifestyle is proven to reduce the risk of feeling stressed.

When we’re stressed we often reach for quick fixes – stimulants like coffee or high sugar foods, however this can compound the problem. Chocolate gives an initial sugar and caffeine buzz, but leaves you feeling weary. Salty crisps dehydrate the body and brain and bring on fatigue. This will make you more susceptible to give in to the daily stresses of your job and life.

To beat stress you need a powerful immune system boosted by plenty of vitamins and minerals. So aim to eat a balanced diet, keep well hydrated and snack on dried or fresh fruit.

In addition exercise can be associated with reducing the risk of major illnesses and there is strong scientific evidence that being physically active can help you lead a happier and healthier lifestyle and virtually any form of exercise can act as a stress reliever.

Some people find that relaxation techniques can assist in relieving the symptoms of stress, it wont help the causes go away but may help you feel more able to deal with them by releasing the tension in your body and clearing your thoughts.

The Carillion Thank You scheme offers corporate gym memberships at a reduced cost and the Wellbeing pages on the intranet contain several fact sheets and past Health Matters articles on a variety of subjects.

Click here for the Thank You Scheme

Click here for the wellbeing intranet pages

### Looking after your mental wellbeing at work

Our mental health can be impacted when we feel under pressure. We recommend that you take time for regular breaks away from your desk, a short change of scenery or some fresh air can make you feel refreshed and can actually increase your productivity.

Maintain regular communication with colleagues and / or line managers and don’t be afraid to ask for help of you need it.

Take positive steps to provide yourself with a good work-life balance and make time for non-work activities and meeting friends.

Don’t leave everything until the last minute. Plan what you have to do; when you have to do it; and how long it will take. Stay positive, you will be surprised at what you can achieve. Start a task thinking that you can do it rather than dwelling on aspects you’re not sure about

### Agile Working Framework

The agile working framework encourages more flexible approaches to working to balance work with the demands outside of the workplace which can be challenging for many of our employees. By understanding how we work ensures we can create synergies between our home and work lives which may help alleviate potentially stressful situations.

See Agile Working Framework

### Employee Assistance Programme (EAP)

The EAP service is a confidential and free service for all Carillion employees and their families and offers a source of information and personal support on a wide range of issues; both work and non-work related such as childcare arrangements, managing debt, DSS benefits and other general citizen’s advice issues. It is provided by PPC, one of the leading providers of Employee Assistance Programmes worldwide.

In addition to the information services, callers can speak to a trained counsellor over the phone at any time of the day or night, about any issue of concern to them, whether work or non-work related.

Click [here for more information](http://apps502/Human_Resources/AllAboutGettingHelp/EAP/index.htm)

### Zero tolerance on violence, bullying and unacceptable behaviour

Carillion is committed to zero tolerance on any anti social behaviour from colleagues, customers, clients or the general public. Managers should ensure there are adequate controls in place so that violence and aggression does not result in potential injury or harm to individuals.

Individuals should report any incidents / concerns to their managers or Ask HR

See Diversity policy and Prevention and Management of Violence and Aggression procedure

### Networks for Support

Carillion has several different networks available to offer support, encouragement, guidance and sharing information. Individuals are encouraged to join networks that are applicable to their individual home / work situations.

Examples include:

* Working Mums Network
* People Forums
* Women in Leadership
* Local office Yammer Groups
* Cycling Group
* JHSC Network (Canada Only)

### Looking out for others

In addition as an individual you can help by looking out for others at work whether they are your employees, colleagues or managers. Take the time to ask others how they are, be mindful of the pressures others are under and look out for changes in others that may be caused by stress. Support others by ensuring that you help those that seem to be struggling so that we can remove the causes of stress. Consider the impact of last minute requests or tight deadlines on those from whom you need support of information.

### Systems for raising issues or concerns

Many issues or concerns can be overcome by talking to others and raising the matter to those that have the influence to implement actions. The tools identified within this guidance provide the opportunity to take a pro active approach to reducing the impact of issues at work that cause us to become stressed. If the matter has not been addressed sufficiently to reduce the stressful aspects relating to work or the workplace we recommend that you raise the issue with AskHR. This does not mean that by taking this action there is an indication that you have not been supported more that we need to establish if there are other opportunities to address the issues that could be supported by HR. There is also the whistleblowing helpline.

## Managing ill health caused by stress

We recognise that being able to talk to others about issues relating to how you are coping with work pressures can be difficult. It is important to support your recovery that if there are issues to get help, support or have someone to talk to confidentially. In these circumstances the matters can be escalated to Ask HR on 0800 783 4269 who will be able to put you in touch with the local HR team that can work with you to implement steps to identify and overcome the elements that are creating the stress. This may be supporting discussion with colleagues, reviewing workload, looking at the skills and capability to deliver the role or may relate to targeted training or employee related issues. Without the support of others it can be very difficult to remove the stresses at work that can ultimately lead to us becoming ill so get advice and take the steps to gain support and recognition of the issues.

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