

CLC Health, Safety and Wellbeing Strategy 2025

“Fostering a new era in
Health, Safety & Wellbeing
leadership”

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Construction
Leadership
Council

Asks of CLC, CLC Board and Broader Industry:

CLC

- Commit to considering H&S in all endorsements and decisions and challenge if it has been adequately considered.
- Commit to considering how this strategic approach can be delivered within their localised expertise, network and context.
- Significantly increase communication of their personal and CLC's collective commitment to this strategy and industry health, safety and wellbeing (HSW).

CLC Board

- As above plus:
 - endorsement of this strategy
 - commitment to review Sector HSW performance and act if performance deteriorates / doesn't improve.
 - Recognise HSW as a critical success factor to CLC's broader ambition and communicate HSW in this way.

Broader Industry

- Our ambition is to support our industry leaders to:
- Recognise the performance picture and commit to:
 - Convening and investment to drive improvements
 - Learning from other industries
 - Adopting new approaches

Construction is a higher risk sector, with rising fatality statistics, significant numbers of ill health and high rates of suicide. Construction also has unique industry factors that may influence its ability to manage risk well:

A HSW strategy is key to support our CLC vision

- Successful Health, Safety and wellbeing (HSW) management is fundamental to enable a successful construction industry irrespective of the type of construction or size of organisation. HSW provides a great framework to support other necessary industry change, such as Net Zero, building on how the industry has dealt with HSW improvements in the past. The industry is powered by its people and recognising that and amplifying it supports CLCs broader mission.

External feedback has consistently requested more from CLC on HSW

- Societal expectations have changed post Grenfell, rightly placing further scrutiny on how we respond and articulate our approach to protecting people and supporting them to thrive. Our regulator has reached out to request that we refocus our efforts on occupational health specifically due to their concerns over our industry's impact on our people long term health.

The time is now to build on the great work already achieved

- Industry H&S data shows a decline in performance which must be arrested but equally the industry has evolved to respond to a changing work at pace and build future looking capability to enable it to manage risk effectively. There is a huge opportunity to act now and show leadership to enable the industry to achieve its potential and create a brighter future for those who are impacted by it.

The CLC is valued across the industry and has significant influence due to its convening role working in partnership with the sector and government:

The CLC is well placed to lead this

- The CLC has an extensive cross industry network and relationship with government, along with a proven record for tackling strategic systemic industry issues. We have made considerable progress over the last year laying the groundwork for a reconstituted CONIAC, a new HSW CLC working group and HSW becoming more explicitly a critical Board level discussion and CLC stand alone workstream.

The industry is dynamic, agile and has achieved a significant amount of progress in managing risk well

- There are many examples of the industry collaborating to innovate, elevate standards and manage risk well. With the introduction of new technology, testing and learning to adopt new approaches, where the industry shows that these approaches add value and are successful, they can be quickly adopted.

CLC has achieved significant and rapid impact before

- The CLC has repeatedly demonstrated that it can and does positively impact the industry overnight; through clear bold direction and utilising its convening power and strength of relationships. Examples include the Covid Site Operating Procedures which kept the industry open during covid, which is consistently and universally recognised as a huge success, together with the work on Building Safety and Construct Zero. Construct Zero has been a success due to having focussed communicated priorities and industry agreed metrics. We can learn and build on these examples to continue to have this sort of positive and lasting impact.

Our strategy is to:

‘Foster a new era in Health, Safety and Wellbeing leadership’

We will harness the unique role and reputation the CLC has to support industry to improve HSW performance.

To achieve this, we will focus on three areas as set out below to ensure that we can maximise our impact and provide clarity for members of the CLC on their individual and collective responsibility for the implementation and successful achievement of this strategy:

	Integrate	Convene	Elevate
What:	Enhance the way we integrate HSW thinking into CLC's normal business	Bring people together and amplify their work	Provide clear direction to raise standards
Why:	<p>Our people are the powerhouse of our industry. To unlock innovation, discretionary effort, productivity and skill it is essential we role model people centric leadership.</p> <p>Build and role model integrated safety leadership capability across CLC. Every action and decision in CLC moving forward should be people centric.</p> <p>We need to commit to being more vocal about HSW to play our part in arresting this performance decline and prevent a reoccurrence.</p>	<p>A significant part of our opportunity is our power to convene, remove duplication of effort and provide coordinated direction based on us listening to a breadth of industry voices. There is a huge amount of knowledge and capability across industry, and we have a role to support and promote this.</p>	<p>There may be key critical areas and risks that we will want to target and shift our industries tolerance level to.</p> <p>This will enable us to demonstrate leadership, activity and reach and may be via campaigns or membership body standards.</p> <p>Plus quickly providing direction on the importance of making change happen now, to raise industry standards.</p> <p>It will require us to be vocal and directive.</p>

Individual & Collective Leadership Responsibility:

We will achieve this by collectively committing to:

There are multiple examples where we are already acting in this way and can demonstrate that we are progressing this effectively. This strategy enables us to be clear about what we want to deliver and collectively commit to increasing the consistency of the way we do it:

Core 2025 - 2026 Deliverables:

Integrate

Enhance the way we integrate HSW thinking into CLC's normal business

- Revisit communication of HSW across CLC's communication and website and amplify HSW messaging.
- CLC Board agenda item introduced for industry performance overview and progress updates at a regular cadence.
- Make HSW a consideration of all recommendations and endorsement brought to CLC.

Convene

Bring the right people together and amplify their work

- Hold an industry event to secure cross sector leadership commitment.
- Build on current structures and enhance communication between the CLC H&S Working Group and other industry groups (CONIAC, tier 1s, HCLG) to provide better support and clarity on key issues /direction.

Elevate

Provide clear direction to raise standards

- We have identified several areas where we are (or may want to) act:
 - Mental ill health prevention via systemic change
 - Occupational respiratory health – asbestos and silica (engineered stone).
 - Work on top fatal risks
 - Data transparency and better visibility and sharing of serious near miss information
 - Communicate a simple HSW organisational strategy template for industry with and embedded 'beyond walls' mindset.

Individual Leadership Responsibility: Example: Consider local context and network, adapt and adopt

Collective Leadership Responsibility: Example: Introduce challenge if work and CLC action is aligned to this strategy

We will measure our progress by:

We have industry H&S performance data which gives us an understanding of the performance of the sector, being able to monitor this on an ongoing basis, will enable us to track and challenge our progress. We can also consider other methods to capture our impacts such as via surveys and broader communication opportunities.

Integrate

Enhance the way we integrate HSW thinking into CLC's normal business

Convene

Bring the right people together and amplify their work

Elevate

Provide clear direction to raise standards

- Industry health and safety published performance data
- CLC Board and CLC member feedback.
- Key group and Stakeholder feedback
- Insights and Survey data
- Social Media with the ability to provide feedback
- CLC Young Ambassadors feedback

- Specific risk item performance measures
- Evidence deliverables achieved

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Sector H&S Performance Summary

Current picture:

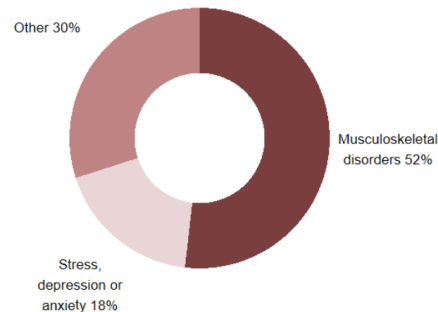
- HSE statistics are not showing a significant decrease in incident rates and worse anecdotal evidence shows an increase in incidents in industry post covid.
- Serious events such as Grenfell highlight cultural challenges and poor standards.
- RAAC is a recent real estate example of Construction clients having an unactioned known risk. (first known RAAC ceiling collapse 2018 in a Kent school, whilst back in 2002 BRE highlighted 'excessive in-service deflections and cracking in pre-1980s buildings)
- HSE led rather than industry led data sharing: Industry data, including indicators of harm such as serious near misses, is not universally collected, normalised and made accessible.
- Possible over reliance on regulator led safety rather than industry led safety can decrease industry safety resiliency through natural changes in government (REUL a good example).
- Acceleration of new technology and innovation accelerates emergence of new health and safety risks.
- Industry productivity impacted by negative health outcomes and associated cost to industry.

- HSE are especially concerned about the rates of ill health in our sector:



Ill health

78,000 workers suffering from work-related ill health (new or long-standing) averaged over the three-year period 2021/22-2023/24.

Percentage of self-reported work-related ill health by type in Construction: new and long-standing

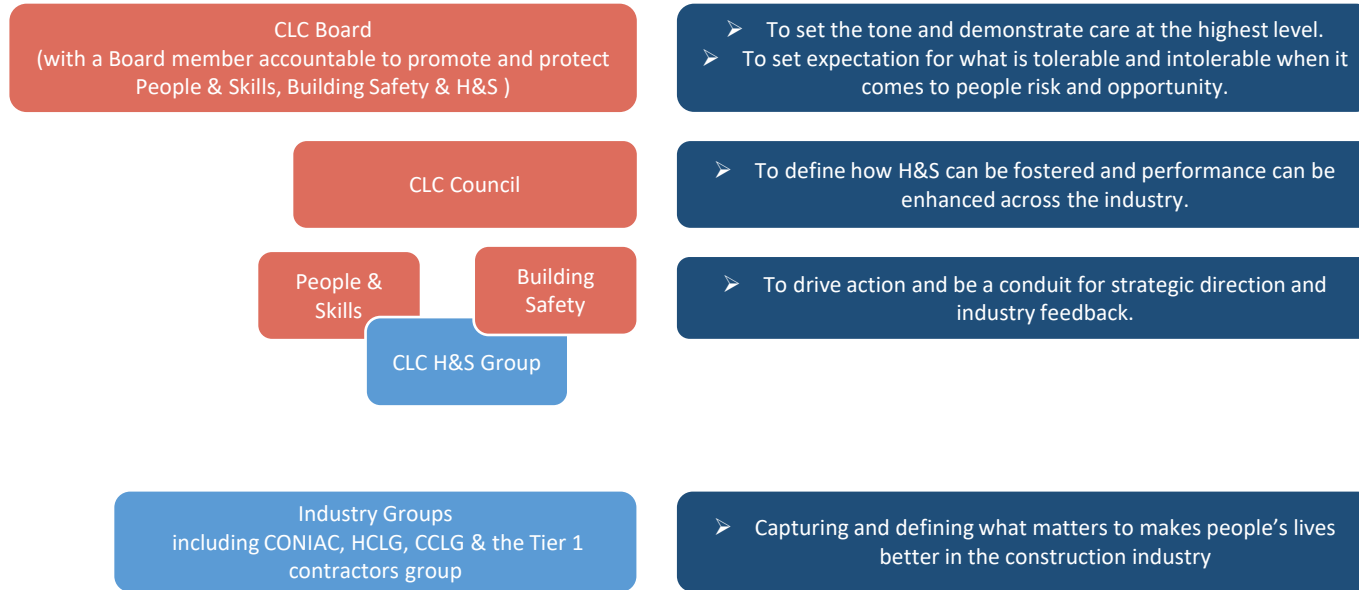


There are industries that have successfully learned from catastrophic incidents and role modelled an integrated leadership mindset improving health and safety culture and standards:

Theme	Who	Industry	Key lessons	Considerations for CLC
Industry Collaboration		Oil & Gas	<ul style="list-style-type: none"> ➤ The OGP has launched several joint industry projects (JIPs) to improve safety performance. One project is the Safety Leadership Program, which focuses on enhancing safety culture and leadership across the industry. By co-investing in safety training, workshops, and safety performance metrics, OGP members have achieved substantial reductions in incidents and improved overall safety performance. ➤ The results of industry safety surveys provide insights into the effectiveness of safety initiatives. For example, the 2023 safety survey conducted by HeliOffshore, with support from the IOGP Aviation Sub-Committee, showed improvements in safety and quality processes, flight crew training, and remote working 	<ul style="list-style-type: none"> ➤ Our convening role enables us to foster stronger industry collaboration and support collaborating data sharing and investment.
Setting Standards		Formula 1	<ul style="list-style-type: none"> ➤ Formula 1 has seen a number of very serious incidents and loss of life over a number of years. The sport has focussed on design innovation, along with safety management practices, pushing to reduce accidents as much as possible. ➤ Recent serious crashes have demonstrated the impact of the continued push for more innovation and better safety measures. ➤ in 2020 Romain Grosjean walked away from a very serious crash. The introduction of driver head protection (the Halo) was criticised but Grosjean has said it saved his life. 	<ul style="list-style-type: none"> ➤ Setting non negotiable high standards for safety can have a powerful and lasting impact on an industries assessment of what is tolerable risk.
Resiliency		Aviation	<ul style="list-style-type: none"> ➤ Ferrovial sets out their ambition with Target Zero to “create safe, risk-free workplaces for everyone, every day”, driven by their belief that every accident is preventable. ➤ Resilience plays a vital role in helping them go one step beyond the conventional approach towards one that enables them to address any situation, no matter how unexpected ➤ This evolution in resilience serves to further underpin their existing knowledge of methods and techniques of day-to-day operation as they improve them on a constant basis. 	<ul style="list-style-type: none"> ➤ Whilst aviation has recently suffered some serious and devastating incidents they have driven better performance through promoting an uncompromising resiliency leadership mindset across their sector.

We have now structured ourselves to facilitate the multi-directional flow of H&S direction, support and awareness to enhance our industries performance in HSW:

Societal expectation for performance in H&S has never been higher. For example, Boeing's lack of care for quality and safety management has greatly impacted not only their reputation & share price but the broader aviation industry. Leading in this space can drive confidence in predictive risk management, technological agility and strengthen our industry.



We have already progressed several workstreams that support this strategic approach, examples include:

H&S Strategic Principles:

The need:

- HSE statistics are not showing a significant decrease in incident rates and worse anecdotal evidence shows an increase in incidents in industry post covid.
- Acceleration of new technology and innovation accelerates emergence of new health and safety risks.
- CLC has a unique position to support improvement in H&S whilst re-positioning H&S in the industry as a critical success factor that creates resiliency and drives a positive culture.



Progress Update:

- We aim to have a series of workshops to establish our CLC strategic principles and propose back to CLC for endorsement.

Supporting Data Sharing & Transparency:

- We often have HSE led rather than industry led data sharing.
- Industry data, including indicators of harm (such as serious near misses), are not universally collected, normalised and made accessible.



- We have engaged with the Data Trust and Build UK and aim to create a suite of standard health & safety metrics to start to promote data sharing..
- We aim to engage with project management consultancies to explore opt out data sharing options for clients.

Mental Health Campaign:

- High levels of poor mental health are self-reported, along with higher suicide rates than other industries.
- This impacts our industry morally, but also our productivity, risk taking and decision making, attracting talent and talent retention.
- Work to date has focussed on individual rather than system factors so we have a unique opportunity to galvanise support to create sustainable change.



- We are exploring JCT contract changes.
- We aim to act as a convening group to enhance research that captures systemic causes and solutions.
- Where root causes can be resolved we can showcase these to industry. Where this is more challenging, we can support industry to consider increased mitigation.



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