



**CULTURE IN
CONSTRUCTION**
Time for Life. Wellbeing. Diversity.

Wellbeing Implementation Guide and Toolkit

A support resource for organisations
adopting the Culture Standard



Acknowledgement of Country

The Construction Industry Culture Taskforce (CICT) acknowledges that no matter where we are across the country, we are working on Aboriginal and Torres Strait Islander lands.

We pay our respects to their Elders past and present and to all First Nations peoples.

We acknowledge their ongoing connections to land, sea, sky and waterways and value their rich traditions, storytelling and diverse cultures.



The Construction Industry Culture Taskforce

The Construction Industry Culture Taskforce (CICT) is a collaboration between the Australian Constructors Association, representing the nation's largest construction firms, the governments of Victoria and New South Wales, and Australia's leading workplace researchers.



Acknowledgement of contributors

The CICT would like to thank all the individuals and organisations who generously gave their time to support development of this resource.

Wellness in Infrastructure (WII) was engaged by the CICT to support the development of this resource and provide industry relevant feedback. The CICT thanks WII and its network for their contributions.

Disclaimer

All employers have responsibilities and legal obligations relating to health and safety in the workplace.

This guide is intended for general information and guidance purposes only. It is intended to support delivery on the wellbeing pillar of the Culture Standard and should not be relied on as a compliance tool.

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Introduction

Wellbeing in the construction sector

As an industry, we face significant problems that affect our ability to sustainably and productively deliver the pipeline of work and attract and retain a healthy and well workforce. Construction sector workers face high risk of burnout, declining mental health, stress and dissatisfaction with work–life balance.

The health and wellbeing of our sector’s workers are negatively affected by long work hours, which are linked to heightened stress, burnout, poor mental health, work–family conflict and productivity losses.

A 2023 Wellness in Infrastructure Survey revealed that:¹

- Rates of burnout remain higher in the construction sector than for other industries (28%), with one in 3 infrastructure industry professionals (35%) meeting the criteria for being burnt out
- Half of workers aged 25–29 meet the criteria for burnout (51%)
- 39% of site-based workers and hybrid site/office workers meet the criteria for burnout
- The industry’s younger workers, aged 20–24, have disproportionately high numbers with extremely severe anxiety (12%)
- Almost half of employees aged 25–34 struggle to achieve satisfactory work–life balance
- 73% of women working in the industry experience moderate–high levels of stress (67% for males)
- Average levels of depression, anxiety and stress exceeded population norms by 60% for depression, 70% for anxiety and 50% for stress.

Stress levels and suicide rates among construction workers are double the national average, and 190 construction workers take their own lives in Australia every year – that’s one death by suicide every second day. Construction workers are 6 times more likely to die from suicide than an accident at work.²

The CICT Cost of Doing Nothing Report³ quantifies the economic impact of what many already know: for too many in our industry, the work and work hours are excessive and unhealthy, stress levels and suicide rates are among the highest in the country, and we are lagging behind other industries in creating diverse and inclusive workplaces. The report shows that workplace injuries, mental illness, suicide, long work hours and lack of diversity in the construction sector costs the Australian economy around \$8 billion annually.

While there has been good progress in promoting construction as a desirable industry to a diverse workforce, the Cost of Doing Report shows we need urgent, coordinated change to improve our culture and the lives of our workers. Unless we act quickly, we will place our people and our projects at risk.

Worker wellbeing is individual and various factors will contribute to how each person is feeling. Those from marginalised groups disproportionately experience more risks to their wellbeing and this needs to be considered in implementing workplace initiatives.

¹Wellness in Infrastructure. 2023. Infrastructure Industry Wellbeing Survey. <https://wellnessii.org.au/research/#>

²MATES in Construction. Why MATES Exists: The Problem. <https://mates.org.au/construction/the-problem>

³Crook, D., & Tessler, A. 2021. The Cost of Doing Nothing Report. BIS Oxford Economics for the Construction Industry Culture Taskforce. <https://www.constructionindustryulturetaskforce.com.au/publication/culture-standard-research-title/>

Introduction (Cont.)

Wellbeing and the workplace

When our workplaces are mentally healthy, we see enormous benefits to individual employees and to the business itself, such as:

Enhanced work performance and productivity: People perform at their best when they have high levels of psychological wellbeing and job satisfaction.

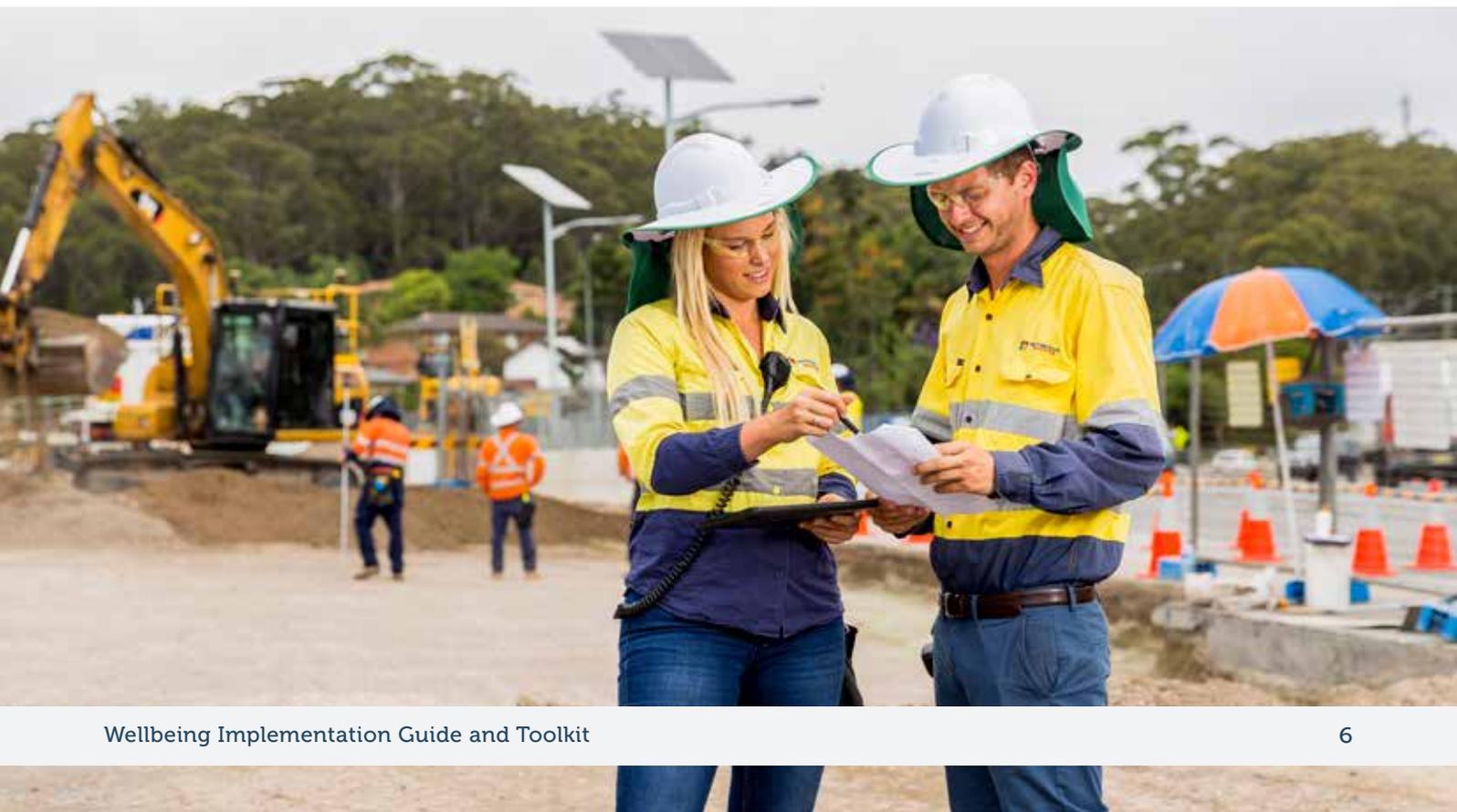
Improvements to the bottom line: Improved wellbeing can reduce staff turnover, recruitment and training costs; lead to fewer sick days and presenteeism (being at work but not able to work at capacity); and improve productivity and creativity. These things are all good for business and are likely to increase revenue and decrease costs.

Improvements to overall wellbeing: Work provides people with a sense of purpose, social networks, support, opportunities to grow and develop, and a sense of achievement in areas of strength. A workplace that offers these things contributes to an overall sense of personal wellbeing.

Help with recovery: For people who live with mental illness, work can support recovery. A workplace that prioritises wellbeing can support the mental health of its workers. Many mental illnesses we see in the workplace are treatable or preventable.

Attracting (and keeping) great talent: Businesses that invest in wellbeing are more likely to attract and retain the best and brightest workers. A culture of workplace wellbeing has flow-on effects to individuals, businesses and the community.

Workplace wellbeing creates a positive and productive environment where people want to come to work.



Introduction (Cont.)

The Culture Standard: Wellbeing requirements

The wellbeing pillar of the Culture Standard places requirements on clients and contractors across 2 focus areas: mental health and project schedule.

The goals of the wellbeing component of the Culture Standard are:

- The construction industry supports the mental health of its people
- Worker wellbeing is prioritised when setting the project schedule.

"I think [the Culture Standard] is definitely a great thing for the building industry... it helps to attract younger people into the industry as well ... sometimes the hours and things that steer people away ... if we can come closer to what other industries work ...and promote the working from home or whatever else for wellbeing, I think it just promotes better, and greater attraction, and definitely better for the industry, moving forward."

– CICT pilot project participant

IMPORTANT NOTE: Users of this guide should first review the Culture Standard and its wellbeing requirements, as these requirements underpin any implementation plans. The Culture Standard provides the 'what', while this guide provides the 'how'.

⁴Black Dog Institute. Workplace wellbeing. <https://www.blackdoginstitute.org.au/resources-support/wellbeing/workplace-wellbeing/>

Introduction (Cont.)

What is a Wellbeing Action Plan?

A Wellbeing Action Plan formalises a business's goal of achieving a healthier and higher performing workforce. To be truly effective, the plan needs to be holistic, with a focus on physical health, mental health, cultural safety and psychological safety.

A Wellbeing Action Plan should consider:

Preventative health: Consider how to help people to maintain their health. Recognise that people may have existing medical conditions that need ongoing treatment. Provide proactive support in detecting and preventing serious health risks.

Physical health: Take into account an individual's fitness level, sleep habits, nutrition and exercise. Physical health can be linked to preventative health.

Mental health: Consider both mental health and social wellbeing, especially how people handle stress or burnout. Show how you will support people who need help with mental health concerns.

Work–life balance: Consider the factors that affect a healthy balance between an individual's work hours and personal life. Work-life balance is important for individual employees and the operation, office or project as a whole.

Workplace and culture: The culture of the operation, office or project encompasses the collective values, beliefs, goals and behaviours of everyone involved. A positive culture significantly affects people's overall wellbeing. When the culture is caring, welcoming and motivating, it will foster pride and cultivate a sense of fulfillment among employees.

Your Wellbeing Action Plan needs to be informed by your organisational context and workforce needs. While your context and needs are the primary drivers, you will also need to consider other elements that support overall wellbeing – such as financial health, family and personal relationships.

This guide uses 4 pillars to address the requirements of a Wellbeing Action Plan.



Healthy workplaces

Healthy workplaces provide work environments, practices and cultures that support positive health and wellbeing outcomes and promote inclusivity. They manage and mitigate occupation risks to health and wellbeing.



Healthy scheduling

Healthy scheduling prioritises worker wellbeing when setting the project schedule and identifies opportunities for sufficient rest and recovery.



Healthy minds

Healthy minds means engaging in behaviours and activities that support preventative and positive mental health outcomes and ensure people feel safe and supported to talk about mental health.



Healthy bodies

Healthy bodies means promoting and supporting physical and nutritional health and lifestyle choices to support preventative and positive health outcomes.

About this guide

Purpose of this guide

This guide supports the construction industry to deliver the wellbeing requirements of the Culture Standard. It is an implementation resource designed to support organisations by:

- Providing step-by-step guidance to support planning and drive positive wellbeing outcomes
- Providing templates and resources to help organisations develop and implement a Wellbeing Action Plan
- Highlighting opportunities to embed wellbeing initiatives and programs and identify factors that may negatively affect wellbeing in the workplace.

This guide does not intend to deliver on mandatory state, territory or commonwealth legislation or regulation. Instead, it is a practical resource designed to support organisations as they consider how to deliver on the Culture Standard's wellbeing requirements.

This guide does not form a mandatory part of meeting the Culture Standard's requirements. It is a support resource, designed to guide and support organisations to deliver the requirements of the Culture Standard. We encourage you to engage with this guide in a way that suits your existing operations.

Who this guide is for

This guide is designed for organisations in the construction sector, at any stage of a wellbeing journey. It can help you to begin a new focus on wellbeing or refine your existing practices.

The guide is designed for individuals who are responsible for planning and delivering on the requirements of the Culture Standard at a project level. This may include project managers, construction managers and those involved in project scheduling.

This guide encourages broad workforce consultation to ensure the wellbeing requirements are delivered in a way that is appropriate, impactful and relevant.



About this guide (Cont.)

How to use this guide

This guide covers 2 distinct phases of a time for life journey:

Phase 1: Developing a Wellbeing Action Plan

Phase 2: Implementing a Wellbeing Action Plan.

Each phase includes a series of steps designed to ensure the final plan is robust. Each step should involve co-design and consultation with those who will be the plan's beneficiaries (the workforce) and key stakeholders (which could include leaders, client representatives and people and culture or human resources teams).



Developing a Wellbeing Action Plan: A step-by-step approach



PHASE 1: Developing a Wellbeing Action Plan

Developing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 1: Establish leadership commitment and engage key stakeholders

A commitment to the wellbeing requirements of the Culture Standard needs to be established early in any project. Project leaders, including both the client and contractors, need to be committed to upholding the wellbeing requirements across all phases of project delivery.

Wellbeing needs to be addressed holistically, as a critical aspect of organisational culture. Prioritising wellbeing should be a primary objective for the leadership team. Leadership teams need to lead by example.

To drive wellbeing outcomes, your project needs leadership buy-in and a group to advocate for the workplace wellbeing program. For project leaders, cultivating a safe and inclusive workplace culture should be a priority from start-up. Patrick Lencioni's *The Five Behaviors* demonstrates what this looks like in practice:

- Trust: When team members are genuinely transparent and honest with one another, they form a safe environment that creates and builds vulnerability-based trust
- Conflict: With trust, team members are able to engage in unfiltered, constructive debate about ideas
- Commitment: When team members are able to offer opinions and debate ideas, they feel heard and respected, and will be more likely to commit to decisions
- Accountability: Once everyone is committed to a clear plan of action, they will be more willing to hold one another accountable
- Results: The ultimate goal is achieving results, which are unlocked through the principles of trust, conflict, commitment and accountability.

Action to be taken

- Engage project leaders and managers who have a key role in project delivery. Gain their commitment to wellbeing and discuss ways to keep leaders engaged and informed.
- Engage project leaders in creating a strong leadership commitment statement that can be embedded into the project values and purpose.
- Ensure the leadership commitment statement is visible on site.
- Establish a wellbeing committee to implement and monitor the Wellbeing Action Plan. More information about a wellbeing committee is included in this guide's resources.
- Establish expectations for leaders to support wellbeing through connections, support, guidance and accountability.

Outcome of this step: A clear understanding of the core roles responsible for developing, implementing and monitoring the Wellbeing Action Plan, supported by a leadership commitment.



Quick tip: If you are attempting to establish leaders' commitment, try presenting managers with statistics about the impact of poor health on absenteeism, sick leave and productivity to illustrate the business benefits of introducing a health and wellbeing program. Accountability can help ensure that initiatives have impact. You could add wellbeing as a key performance indicator to leadership performance reviews.

Supporting Tools and Resources: Wellbeing roles and responsibilities guidance information

"I do still find that health and wellbeing is important to the project. It seems to be well supported from the top... from [the] project manager, from the Alliance leadership team."

– CICT pilot project participant

Developing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 2: Undertake a current state assessment

Before considering the Wellbeing Action Plan's goals, assess the activities already in place to support wellbeing. Consider the success of current activities and any potential wellbeing risks and control measures already defined for the project.

Your assessment of current wellbeing practices will help you to understand how to achieve your wellbeing vision and goals. You can assess what your organisation is already doing to support workplace wellbeing and identify any documents you already have in place that may contribute to your Wellbeing Action Plan. Incorporate feedback from the project workforce into your assessment to help you understand what is working well and where improvements are needed.

Action to be taken

- Identify existing organisational policies, practices and initiatives that support workforce wellbeing.
- Consult with the workforce to gain input and feedback on the current state (e.g., through engagement surveys).
- Review workforce feedback and use this information to determine what initiatives are working well and whether any should be improved or changed.
- Determine what is currently working well and whether anything that is currently available has not yet been widely adopted. Consider what works, what doesn't work and what needs to be improved or promoted.

Outcome of this step: A clear understanding of the current state, which will inform your planning.



Quick tip: Using best practice wellbeing examples from case studies can assist in implementing new initiatives. Examples are available on the [resources page of the CICT website](#).

Support resources: [Wellbeing current state assessment template](#)

Developing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 3: Undertake a health and wellbeing risk assessment

Once you understand your current state, assess your health and wellbeing risk.

Health and wellbeing risks should be considered as part of the project's risk management process. Project leaders are responsible for ensuring the workplace is designed to successfully manage health and wellbeing risks. A risk assessment helps to identify the controls and actions needed to mitigate the risks.

The assessment is also an important step in identifying opportunities for future growth and improvement. It will help the project to drive towards its aspiration and implement the Culture Standard.

The health and wellbeing risk assessments should be completed by a team or individual with a mix of expertise, authority and understanding – of both workplace culture and health and wellbeing. Individuals working in occupational health and safety should lead the assessment.

Action to be taken

- Complete a workplace risk assessment to identify health and wellbeing risks and impacts.
- Identify controls and actions that will protect the wellbeing of the workforce as far as reasonably possible and practical.

Outcome of this step: A clear understanding of wellbeing risks and the controls and actions needed to mitigate risks.



Quick tip: When assessing wellbeing risks, remember that wellbeing and fatigue can be interrelated and shouldn't be considered in isolation. Individuals will respond to situations in different ways, and some people may experience more impact on their wellbeing than others.



Quick tip: A wellbeing risk assessment can be conducted regularly – as a preventative/proactive measure, when any new risks are identified, or when changes occur in the project.

Support resources:

- [Wellbeing risk and opportunity assessment template](#)
- [Understanding wellbeing risk factors guidance information](#)

Developing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 4: Create a wellbeing vision and goals

Developing a wellbeing vision and goals will help you to deliver a workplace culture that prioritises wellbeing. This step defines what your Wellbeing Action Plan will achieve, informed by the assessments of Steps 2 and 3.

Action to be taken

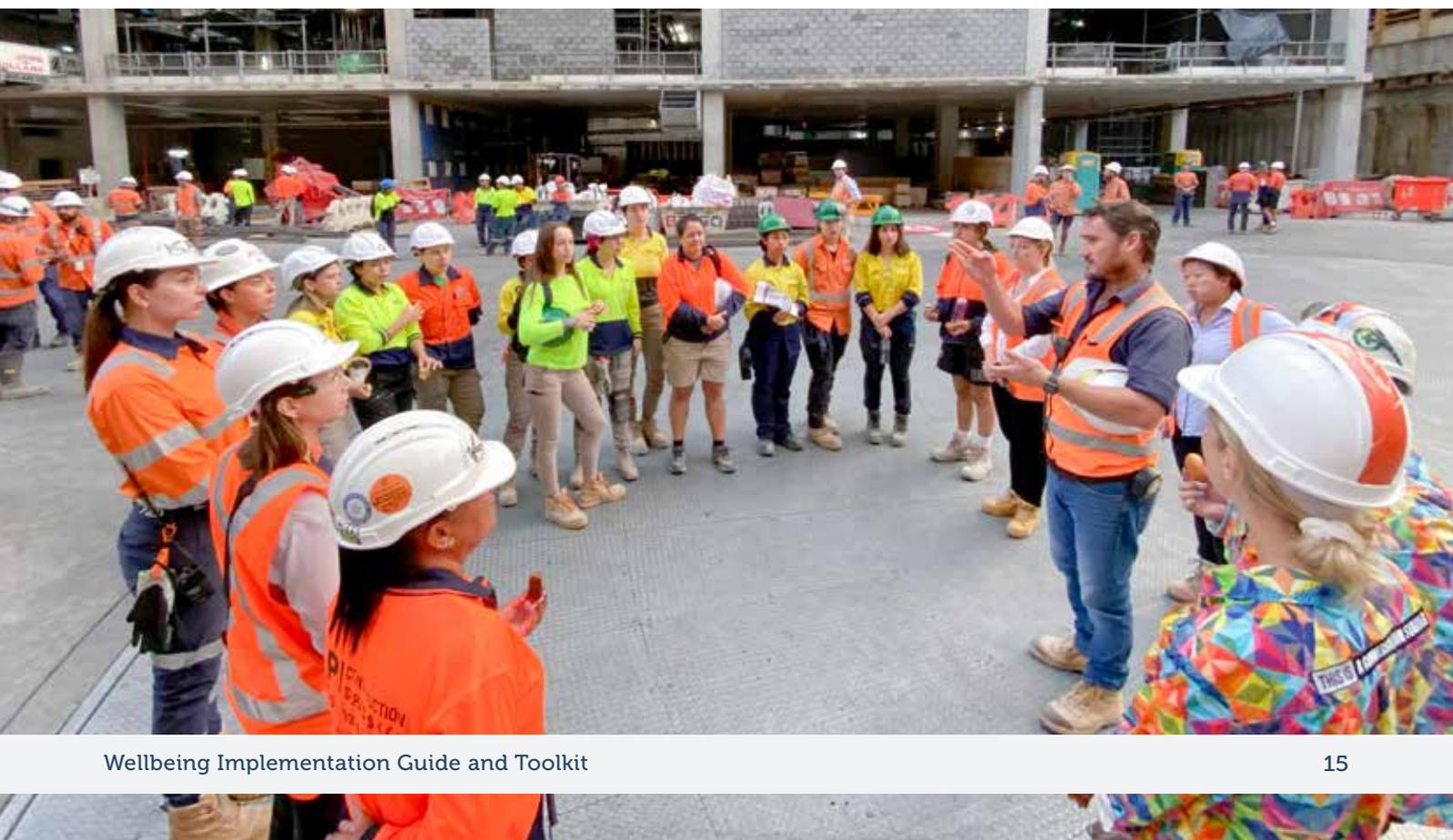
- Engage key project leaders and workforce members with a passion, ability and/or authority to influence and promote wellbeing outcomes. Collaborate with this group to identify wellbeing aspirations. This activity can occur alongside Step 1 and include the same project stakeholders.
- Co-design the wellbeing vision with key project leaders and workforce members. The vision should identify your goal and describe what the project will look like once the Wellbeing Action Plan is embedded. Use collective language (e.g., 'we', 'us') to build buy-in and unity.
- Create SMART goals you wish to achieve through the Wellbeing Action Plan (specific, measurable, achievable, relevant and time-bound).
- Engage the leadership team and give them responsibility for implementing the wellbeing vision.

Outcome of this step: A clearly articulated wellbeing vision and goals that will inform your Wellbeing Action Plan and set out your commitment to creating a workplace culture that prioritises worker wellbeing.



Quick tip: The team involved in developing and implementing a Wellbeing Action Plan should be fluid. At different project stages, different individuals representing different project aspects will need be involved. Everyone with responsibility and accountability for the project workforce should be engaged in the Wellbeing Action Plan.

[Support resources: Examples of wellbeing vision statement and goals](#)



Developing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 5: Develop a Wellbeing Action Plan

The Wellbeing Action Plan is an overarching plan that informs how the project supports workforce wellbeing over the project's lifespan. The plan is developed from the outcomes of Steps 1–4. It provides a concrete plan for achieving and tracking wellbeing goals.

Action to be taken

- Use Steps 2–4 to identify the key focus areas and priorities.
- Identify wellbeing initiatives to achieve the goals and vision. Consider initiatives across these domains:
 - Healthy workplaces
 - Healthy scheduling
 - Healthy bodies
 - Healthy minds.
- Identify the required resources, roles and responsibilities for delivering the initiatives.
- Determine the specific actions needed to implement the planned initiatives. Consider the most appropriate timing for each initiative within the project lifecycle.
- Identify ways to educate the workforce on healthy living. Identify ways to create a workplace that supports wellbeing.
- Consider the backgrounds of your workforce and ensure those from marginalised backgrounds are considered in your plan. For example, consider whether you need culturally competent mental health first aiders, LGBTQIA+ employee assistance programs, support during Ramadan, flexible working arrangements for Sorry Business, and so on.
- Your wellbeing committee should be responsible for the Wellbeing Action Plan and should consult regularly to ensure the plan addresses workforce concerns.

Outcome of this step: This step develops your strategic Wellbeing Action Plan, which will span the project lifespan. It is an overarching plan that informs how the project supports workforce wellbeing over key project stages.



Quick tip: Consider your workplace needs and resourcing. For example, if many workers indicate they want a ride-to-work initiative, you'll need to consider the resources needed for secure bike storage.



Quick tip: Include a mix of activity-based and learning-based initiatives. Aim to increase workers' knowledge, awareness and positive attitudes to encourage their active participation and uptake of wellbeing activities.

Support resources:

- [Wellbeing Action Plan template](#)
- [Initiatives and actions that support health and wellbeing outcomes guidance information](#)

Developing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 6: Develop an approach for monitoring progress and evaluating your Wellbeing Action Plan

Having a way to monitor your progress and evaluate your plan will keep the wellbeing project accountable and build trust and engagement within your workforce.

Action to be taken

- Determine what indicators will show you are making progress in the right direction (lead indicators) and identify what has happened (lag indicators).
Example lead indicators: Percentage of leaders who have completed mental health awareness training or having accessed resources about mental health in the workplace.
Example lag indicators: Survey results from workforce pulse check.
- Select measurable indicators that relate to your goals and initiatives. These might be:
 - Data-based indicators (e.g., survey results, workers' compensation claims data, absentee rates, training session attendance, proportion of policies reviewed through a wellbeing lens)
 - Statement-based indicators (e.g., comments received from a worker engagement survey, culture survey or other feedback methods).

Outcome of this step: An approach to measure and monitor progress of your Wellbeing Action Plan.



Quick tip: Consider setting up apps for real-time wellbeing check-ins and anonymised reporting of wellbeing issues. If apps are not available, consider other ways of checking in with the project workforce.

Support resources: [Culture Standard Survey Tool](#)



Implementing a Wellbeing Action Plan: A step-by-step approach



PHASE 2: Implementing a Wellbeing Action Plan

Implementing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 1: Document a project wellbeing charter

A project charter is a way of communicating the Wellbeing Action Plan's statement of intent. It shows the workforce that wellbeing is being prioritised across the project.

The project charter can be publicly displayed to:

- Demonstrate the project's commitment to worker wellbeing
- Communicate the importance of wellbeing to the entire project workforce
- Communicate the project's wellbeing vision and goals.

Outcome of this step: A public statement that can be displayed in prominent locations across the site and office to demonstrate wellbeing priorities.

Step 2: Communicate the Wellbeing Action Plan

The Wellbeing Action Plan can only be effective if people know about it and work to implement it. Effectively communicating about the plan will provide managers, workers and subcontractors with relevant information about managing risk and supporting positive wellbeing. It will also encourage the workforce to think about their individual responsibility to be fit for work.

Key and engaging messages to communicate include:

- How the program aims to improve the health and wellbeing of workers
- How workers can access important information on the program and specific initiatives
- How you will support workers to become more active and healthy.

You may choose to use some of these communication channels:

- Workplace induction
- Subcontractor packs
- Wellbeing and fatigue toolbox talks
- Wellbeing consultation arrangements
- Noticeboards
- Onboarding packs
- Displaying the wellbeing charter in prominent locations
- Team updates
- Newsletters
- Project or company internet, intranet or social media.

You could also communicate across your supply chain and encourage suppliers to develop their own wellbeing plans using this guide.

Your Wellbeing Action Plan needs to be clearly communicated to the client in addition to the project team. Clients need to be aware of how the project will deliver wellbeing initiatives and goals. You will need buy-in from clients to achieve success.



Quick tip: Identify whether you need to produce your wellbeing materials in languages other than English. You may be able to use an online translation tool, such as Google Translate or OnlineDocTranslator. However, be aware that free online translators may not be fully accurate. If possible, engage local community groups to help with translating key messages for the workforce.



Quick tip: An official launch of your Wellbeing Action Plan will create interest and momentum. A launch will also emphasise the company's commitment to wellbeing.

Implementing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 3: Build wellbeing knowledge, positive work environments and attitudes

Building wellbeing knowledge and awareness will help to enhance wellbeing outcomes and foster a workplace culture that understands and values wellbeing.

Employers and managers play an important role in creating a positive culture and reducing stigma about mental health or wellbeing issues in the workplace. Stigma about health and wellbeing can become a psychosocial hazard with the potential to cause harm.

Workplace leaders must consider how they can create and maintain a workplace culture that prioritises wellbeing and builds knowledge across the team. This may include:

- Providing training to managers and supervisors to help them learn how to build a workplace culture that prioritises wellbeing and addresses mental health–related stigma
- Encouraging open and positive communication about mental health and wellbeing
- Providing access to mental health and wellbeing resources and information
- Participating in events and activities that promote mental health and wellbeing, such as RUOK? Day and World Mental Health Day
- Hosting lunch and learn sessions or toolbox talks dedicated to mental health and wellbeing – perhaps conducted by external wellbeing service providers
- Promoting knowledge sharing on issues such as physical activity, nutrition, alcohol consumption, and social and emotional wellbeing
- Including mental health and wellbeing information in site inductions.

MATES in Construction hosts a suite of accredited training programs that can build the workforce's understanding of mental health and wellbeing and provide workers with the skills needed to support each other. For more information, see <https://mates.org.au/construction>

Training options offered by MATES in Construction include:

General Awareness Training: Designed to be delivered to at least 80% of workers on site, this session introduces workers to the nature of the problem, makes it clear that it's OK to talk about mental health and provides practical guidance about how they can help each other.

Connector Training: Designed to be delivered to at least one in every 20 workers, this session trains volunteers to know how to keep someone safe in a crisis and connect them with professional help.

Applied Suicide Intervention Skills Training (ASIST): ASIST training is comparable to first aid officer training. ASIST workers learn how to talk to a person who is contemplating suicide, with the objective of making the person 'safe'. Workers should always have access to at least one person with ASIST training.

Apprentice Program: The apprentice program includes:

- Awareness Toolbox – a 15-minute toolbox session for the overall workforce to help them understand how to be proactive in intervening if they see an apprentice being bullied or harassed
- Resilience Skills for Apprentices – a one-day course that includes financial literacy and budgeting, relationships and communication, and mental health literacy.

Supervisor Program: A 4-hour course that makes supervisors/mentors aware of their responsibility to provide a psychologically safe work environment and helps them understand the opportunities they have to foster a culture of care and concern.

Respond Program: This course provides additional training to help workers develop the practical skills needed to develop a response plan to guide and support site teams after a death or critical incident.

Implementing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 4: Deliver programs and initiatives

This step involves delivering the programs and initiatives defined in your Wellbeing Action Plan and embedding processes to monitor, measure and report on outcomes.

As you implement the plan, be aware that discussing wellbeing and mental health may raise concerns for individuals. Make sure that individuals' privacy and confidentiality are respected if they disclose mental health or wellbeing concerns, and make sure everyone understands this expectation. Your plan should include processes and expectations for addressing private and confidential information.

Consider how you will communicate the successes and lessons learnt from your wellbeing programs – both within the project team and across the wider organisation. Other projects may find your learnings valuable as they implement the Culture Standard and associated wellbeing activities.

As part of your program delivery, consider how you will adapt your activities in response to team feedback.



Quick tip: Effective program management requires energy, enthusiasm and regular communication.



Quick tip: The most appropriate programs and initiatives should be determined by your current state assessment and the project's wellbeing vision and goals. Ongoing evaluation of the programs and initiatives will support continuous improvement of the project's wellbeing culture.

"I have more time to see my parents in that they live in the north, so it's a bit of a drive. So now I usually go and see them on a Friday night, just stay the night, whereas I wouldn't have that option if I had to work the 6 days. I think it has had an impact on my health and wellbeing in the fact that I have more time for my family, which is really important for me."

– CICT pilot project participant

Implementing a Wellbeing Action Plan: A step-by-step approach (Cont.)

Step 5: Evaluate and review your Wellbeing Action Plan

Measuring and assessing the impact of your wellbeing programs and initiatives should be part of a continuous cycle of review. Gathering feedback from the workforce and wellbeing committee members is a key step in understanding the success and efficiency of your Wellbeing Action Plan.

Evaluation will help to:

- Determine if the program has been implemented as planned
- Identify opportunities for improvement
- Assess if the action plan and its programs are having the intended impact
- Document progress in wellbeing outcomes and workforce satisfaction
- Determine the costs and benefits of the program.

After an evaluation, communicate the outcomes to the project team. For example, you could:

- Send emails from the senior leadership team or wellbeing committee
- Display posters on site
- Produce wellbeing newsletters
- Conduct toolbox talks.



Quick tip: Changing workplace culture requires time and persistence. Health and wellbeing programs often take some time to effect substantial change. You may only be able to measure small changes initially, but with continued focus, the impacts will increase. Wellbeing programs should be viewed as a long-term investment, not as a cost.



Quick tip: One of the best sources of evaluation will be insights from the workforce. Workforce feedback should inform any review of your Wellbeing Action Plan. You can use workplace wellbeing surveys or pulse checks to monitor the workforce over time. Data from these short surveys will provide excellent insights to inform interventions and future activity.

Support resources & templates table

The CICT website provides a range of implementation support resources and templates designed to help construction industry organisations to develop and implement their Wellbeing Action Plan.

Support resources

Phase 1: Developing a Wellbeing Action Plan

- [Workplace wellbeing current state assessment – template](#)
- [Workplace wellbeing risk and opportunity assessment – template](#)
- [Wellbeing Action Plan – template](#)
- [Example workplace wellbeing visions and goals](#)
- [Roles and responsibilities of a wellbeing champion and wellbeing committee – guidance information](#)
- [Understanding wellbeing risk factors – guidance information](#)
- [Initiatives, interventions and actions that support health and wellbeing outcomes – guidance information](#)

Phase 2: Implementing a Wellbeing Action Plan

- [Useful links](#)
- [Workplace wellbeing success factors: Learnings from the Culture Standard pilot projects](#)



Case Studies

Case study: Wellbeing on the Warringah Freeway Upgrade project

For the Warringah Freeway Upgrade (WFU) project, CPB Contractors and DT Infrastructure developed a bespoke wellbeing program in conjunction with the Wellbeing Science Institute (WSI) and volunteers from across the project. They felt that a bespoke program would better meet the project's needs than an off-the-shelf program provided by a third party.

With the support of Western Sydney International Airport, the team designed and implemented an evidence-based wellbeing program that provided opportunities for staff to build knowledge and skills, care of their mental wellbeing, and flourish.

The 3-stage approach included:

- 1. Project launch** – facilitated by WSI with support from high-profile wellbeing advocates, with a focus on why wellbeing was a project focus
- 2. 'Staff voice' workshops** – with staff sharing perspectives on wellbeing, valued living priorities (what's important), and desired wellbeing outcomes
- 3. 'Your wellbeing solutions' workshops** – with staff involved in co-creating wellbeing solutions under agreed priority and interest areas.

Through consultation and co-design, the WFU wellbeing model was developed by its people for its people.



Case Studies (Cont.)

Case study: Fulton Hogan wellbeing surveys

Fulton Hogan asks employees to participate in regular pulse surveys that allow the business to reflect on what it is doing well, what it can improve and what decisions it should make for the upcoming year.

The surveys use a wellbeing lens and consider whether workers are safe, happy and healthy at work. Many Fulton Hogan projects conduct project-level engagement and wellbeing surveys to understand their local staff. One example is the WorkWell questionnaire, which gauges an individual's wellbeing.

If staff report wellbeing that's below par, they receive a confidential phone call from a trained senior psychologist who offers support, checks in with them, offers escalation techniques and lets the staff member know about the support they're entitled to. The proactive approach used in the WorkWell questionnaire allows the Fulton Hogan team to address concerns when they arise.

Case study: MATES in Construction Blueprint for Better Mental Health and Suicide Prevention

In 2018, MATES in Construction launched the Australian Building and Construction Industry's Blueprint for Better Mental Health and Suicide Prevention. The blueprint provides evidence about initiatives that support positive mental health. It provides an integrated approach to creating healthier workplaces and supporting employee wellbeing.

The blueprint includes 5 pillars that create a framework for strong workplace mental health. Each pillar and its associated activities complement the other pillars, creating an interconnected framework. The 5-pillar framework was designed by and for the construction industry, and reflects the specific strengths and challenges of workplace mental health for building and construction industry projects.

You can align your activities and workplace practices with the 5 pillars to create a workplace culture that values mental health and wellbeing, strengthens the overall industry and contributes to a collective response to workplace wellbeing.

For more information, see the [Blueprint for Better Mental Health and Suicide Prevention](#) at the [MATES in Construction website](#).



Case Studies (Cont.)

Case study: John Holland

In June 2024, infrastructure and transport group John Holland received a grant under the Industry Innovation Program (IIP) to implement a wellbeing program called See Them Thrive – Healthy Habits. IIP is a New South Wales government grant that supports industry initiatives that encourage the participation and retention of women.

Objective: Enhance safety and improve wellbeing

See Them Thrive – Healthy Habits is designed to enhance workplace safety and culture by improving employees' understanding of physical, mental and psychosocial health and wellbeing. The program aims to empower John Holland employees and workers by educating them to recognise and address challenges – whether those challenges are faced by themselves, colleagues or family members. It fosters a safer and more inclusive construction industry.

The online platform was launched in February 2025, for roll out at 5 project sites. It is expected to reach approximately 5,500 employees at the Sydney Children's Hospital Stage 1, Upper South Creek Advanced Water Recycling Centre, Shoalhaven Hospital Redevelopment, and Northwest Hub Alliance project sites.

The program developed from a CICT wellbeing pilot conducted at the Sydney Children's Hospital Stage 1 and Minderoo Children's Comprehensive Cancer Centre project. From the pilot, John Holland developed a stronger understanding of the research and evidence about wellbeing, diversity and time for life.

See Them Thrive – Healthy Habits extends the pilot project learnings more widely across the industry. John Holland sees it as a comprehensive approach to addressing mental health and wellbeing that will raise awareness, reduce stigma, provide access to mental health services and create supportive work environments.

How the program works

See Them Thrive – Health Habits provides an online hub where employees can access information about physical, mental and psychosocial health and wellbeing. The hub provides links to a range of support resources and assistance. The program also offers training modules for employees and project workers, including web-based and face-to-face sessions about a range of health and wellbeing topics. The training is designed to deepen workers' knowledge and understanding of their own mental and physical health. It also encourages them to consider those around them.

Glossary

| Glossary of terms | |
|---------------------------------------|---|
| CICT | The Construction Industry Culture Taskforce (CICT) is a collaboration between the Australian Constructors Association, which represents the nation's largest construction firms, the governments of Victoria and New South Wales, and Australia's leading workplace researchers. |
| Client | The Culture Standard uses the term 'client' to refer to an entity that procures construction works and has adopted the Culture Standard in its procurement processes. |
| The Culture Standard | The Culture Standard is a framework for clients and contractors to work together to address significant challenges facing the construction industry. It was developed by the CICT. |
| FIFO | Fly in – fly out work schedules |
| Inclusion and diversity pillar | <p>The third pillar of the Culture Standard focuses on attracting and retaining a diverse workforce, particularly women. The goals of the inclusion and diversity pillar of the Culture Standard are:</p> <ul style="list-style-type: none"> • The construction industry provides an inclusive work environment • The construction industry is free from offensive material and language • The construction industry provides amenities to support a diverse workforce • Women are represented in the construction industry • Women hold leadership positions in the construction industry • The construction industry will close gender pay gaps • The construction industry employs people without bias. |
| Head contractor | The head contractor is an entity that provides construction services and has been engaged to deliver a project. It holds the head contract and is responsible for engaging and managing the project supply chain. |
| Organisation | The Culture Standard uses the term 'organisation' to refer to an entity delivering on the requirements of the Culture Standard. The Culture Standard applies to organisations involved in project delivery, including both head contractor and subcontractors. |
| Pilot projects | To strengthen the evidence base, the Culture Standard was piloted across 5 infrastructure projects in New South Wales and Victoria. The pilot projects assessed the benefits and impact of the Culture Standard. |
| RDO | Rostered day off |
| Salaried workers | Workers paid on a salary basis |
| Subcontractor | A subcontractor is an entity engaged by the head contractor to provide goods or services related to project delivery. This definition encompasses both design and trade subcontractors. |
| Time for life pillar | <p>The second pillar of the Culture Standard focuses on creating a healthy work–life balance for the workforce. The goals of the time for life pillar of the Culture Standard are:</p> <ul style="list-style-type: none"> • Construction workers work 5 days in 7, no more than 50 hours per week and have access to 2 consecutive days of rest each week • All construction industry workers have access to flexible work options. |

Glossary (Cont.)

| Glossary of terms | |
|-------------------------|---|
| Action plan | An action plan sets out a clear pathway for delivering a project's ambitions and goals, as required by The Culture Standard. The CICT has developed 3 action plans to support implementation of the Culture Standard: <ol style="list-style-type: none">1. Wellbeing Action Plan2. Time for Life Action Plan3. Inclusion and Diversity Action Plan. |
| Waged workers | Workers paid on an hourly basis |
| Wellbeing pillar | The first pillar of the Culture Standard focuses on workforce wellbeing. The goals of the wellbeing pillar of the Culture Standard are: <ul style="list-style-type: none">• The construction industry supports the mental health of its people• Worker wellbeing is prioritised when setting the project schedule. |
| Worker | An individual worker |
| Workforce | The individual workers engaged to deliver a project and perform tasks directly related to project delivery. This definition encompasses workers employed by the contractor and subcontractors, and includes all occupations (blue and white collar) and employment structures (waged and salaried). |



**CULTURE IN
CONSTRUCTION**

Time for Life. Wellbeing. Diversity.