

CASE STUDY

Wellbeing at Fulton Hogan

Project Owner

Fulton Hogan

Project Overview

Fulton Hogan continues to have a strong focus on mental health and wellbeing across its business with the goal of tackling the history of poor mental health, burnout, lack-of-diversity and inflexible work that has plagued the construction industry for decades.

By investing in improved wellbeing, we now have a more psychologically safe workplace where people feel they have the tools and are empowered by the business to put themselves, and their wellbeing, front and forward.

Project Initiative

Mental Health Strategy

In response to alarming statistics around mental health in the construction industry, Fulton Hogan formed its National Mental Health Steering Committee in 2020.

The committee created a five-year mental health strategy to expand the traditional focus on preventing workplace accidents to also include mental health and suicide prevention.

Mental Health First Aiders

Over 400 MHFAs are
here to support you

We have at least one MHFA at every site, project or office



Through the strategy, Fulton Hogan has partnered with the Black Dog Institute to help drive awareness, reduce stigma and create change in the greater construction industry, as well as work internally on the creation of wellbeing apps and a youth-targeted taskforce to help the younger members of our team.

Mental Health First Aid

The committee, informed by regional sub-committees across the country, has a strong focus on awareness and education. Over 80% of Fulton Hogan leaders (inclusive of sector CEO's and their executive teams) have undertaken mental health leadership training and there is more than 400 trained mental health first aiders in the business across Australia.

Employee Entitlements

Recognising time-for-life starts at a business level, Fulton Hogan introduced changes in 2022 including increases to parental leave for both primary and secondary carers, the introduction of a new flexibility policy and the option to purchase additional leave for employees to take a break and focus on what is important to them.

Flexible work arrangements

Fulton Hogan is committed to providing and supporting flexibility for all employees. This supports a diverse and inclusive workforce and recognises that many employees require working arrangements that are outside of the traditional work structure and arrangement.

We know that by allowing our people to have a better work life balance, we promote a healthier lifestyle – in turn creating a more healthy, positive and safe workplace to be in.

Fatigue management tracking for white collar staff

Traditionally fatigue management focuses on the blue-collar workforce, with a focus on RDO's, adequate breaks etc. This has allowed site-based white collar work force, such as engineers, project managers and safety advisors to often slip through the cracks and become fatigued – leading to a diminished quality of life and an unsafe workplace. A renewed focus on these individuals was needed.

A trial on a number of Fulton Hogan projects was undertaken. Reporting back to the business, the projects used a fatigue/risk index to analyse high risk times, such as deadline works, occupations, weekends, and overtime that may spike hours worked, and put individuals at risk. The data then informed a dedicated Fatigue Management Procedure which provides clearly defined guidelines, stepping out the requirements of managing fatigue on project, and explains how to manage the situation where an employees working hours is deemed to push them over an acceptable level of fatigue.

Wellbeing surveys

To help ensure our people stay safe, healthy and happy at work, Fulton Hogan asks employees to participate in regular pulse engagement surveys. These surveys allow the business to reflect on what it is doing well, and what it can improve, and inform decisions for the upcoming year.

At a project level, many project will conduct their own engagement and wellbeing surveys to better assess their local staff. One such is the WorkWell questionnaire, which gauges an individual's wellbeing from very low to very high. If people aren't at an adequate level, they will receive a confidential phone call with a trained senior psychologist who will check in on them and offer then escalation techniques and let them know what other support that they are entitled to. It's the proactive nature of the wellbeing surveys that allows our team to address concerns as they arise.



Outcomes and Achievements



Fulton Hogan was awarded the 2023 Victorian Workplace LiFE Award - Suicide Prevention Australia. The LiFE (Living is For Everyone) Awards celebrate the commitment and determination of those working towards the reduction of suicide within our communities;



Fulton Hogan Australia is now recognised as a *Skilled Workplace* as part of the Mental Health First Aid® Workplace Recognition Program. The Recognition Program celebrates organisations across Australia who invest in developing mental health first aid skills in their people and who show a strong commitment to embedding the MHFA training into their organisation's culture;



80% of Fulton Hogan leadership (inclusive of sector CEO's and their executive teams) engaged and trained in Mental Health First Aid;



More than 400 accredited mental health first aiders across Fulton Hogan, and on track to reach goal of having a MHFA representative at every project and site across the business;



Collaboration alongside the Black Dog Institute to directly assist improve the wellbeing of people working in the construction industry through the further development of their Headgear smartphone app. This is designed to build resilience and wellbeing and prevent things like depression and anxiety, particularly in the blue-collar workforce;



Achieving an engagement score of 79 in the 2022 Fulton Hogan engagement survey. This score is 10 per cent higher than the industry average and reflective of the ongoing work and focus from the business to create an engaging and supportive workplace culture; and



Development of a "Managing Mental Health in the Workplace Guide for Leadership designed to build leaders capability in the mental health space and ensure a safer and more productive workplace for all Fulton Hogan employees.



“

The active leadership at Fulton Hogan, commitment to training, and open and honest conversations means we are starting to reduce the stigma related to mental illness, and are encouraging our people to seek help early

Sarah Marshall, Executive General Manager People, Safety and Sustainability

”



Contact us

For more information or to get involved in shaping the Culture Standard, please contact us:

 info@cultureinconstruction.com.au

 cultureinconstruction.com.au