

R&M POLICY · HEALTH AND SAFETY

Behavioural Safety Programme

Building a culture of zero harm

R&M Property Group Ltd

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Building a Culture of Zero Harm

1. Director's Statement

R&M Property Group Ltd is committed to the health, safety, and welfare of every person who works on or visits our construction sites. We recognise that compliance with legislation and written procedures, while essential, is not sufficient to eliminate harm. The majority of workplace incidents arise not from system failures but from human behaviours - shortcuts taken under time pressure, risks normalised through repetition, and hazards left unreported because speaking up feels uncomfortable.

This Behavioural Safety Programme establishes a framework in which safe behaviour is actively encouraged, observed, and reinforced, and in which every individual - from director to operative - has both the right and the responsibility to intervene when they see something unsafe. Our goal is zero harm: not as an aspiration but as a measurable operational target that drives every decision we make.

I am personally accountable for the resourcing and leadership of this programme, and I expect every manager, supervisor, and team leader across R&M and our supply chain to lead by example. Safe behaviour starts at the top.

Thom McKenna, Director - R&M Property Group Ltd

2. Purpose and Scope

2.1 Purpose

This programme sets out R&M Property Group Ltd's approach to behavioural safety across all construction and development activities. Its purpose is to:

- Shift the safety culture from reactive compliance to proactive prevention.
- Empower every worker to identify, report, and address unsafe behaviours and conditions without fear of reprisal.
- Establish structured observation, feedback, and recognition systems that reinforce safe working practices.
- Reduce incident rates by addressing the behavioural root causes that underlie the majority of workplace injuries.
- Support continuous improvement through data analysis, trend identification, and targeted interventions.
- Meet and exceed the expectations of framework clients regarding proactive safety management.

2.2 Scope

This programme applies to:

- All R&M Property Group Ltd employees, including directors, managers, office staff, and site-based personnel.
- All subcontractor firms, their operatives, and any self-employed persons engaged on R&M projects.
- Agency workers and labour-only suppliers working under R&M's direction.
- Consultants, designers, and professional advisors visiting or working on R&M sites.

- Visitors, clients, and any other persons present on sites under R&M's control.

The programme operates alongside and complements R&M's existing health and safety management system, CDM 2015 arrangements, and all related policies including the Mental Health & Wellbeing Policy, Drugs & Alcohol Policy, Anti-Bullying and Harassment Policy, and site-specific construction phase plans.

3. Legal and Regulatory Framework

This programme supports R&M's compliance with the following legislation and standards:

- Health and Safety at Work etc. Act 1974 - general duties on employers to ensure, so far as is reasonably practicable, the health, safety, and welfare of employees and others affected by the undertaking (Sections 2 and 3).
- Management of Health and Safety at Work Regulations 1999 - requirement for suitable and sufficient risk assessment, competent persons, and arrangements for effective planning, organisation, control, monitoring, and review.
- Construction (Design and Management) Regulations 2015 - principal contractor duties to plan, manage, and monitor construction work to ensure it is carried out safely (Regulation 13), and to consult and engage with workers (Regulation 14).
- Corporate Manslaughter and Corporate Homicide Act 2007 - organisational duty of care and the role of senior management in health and safety failures.
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) - statutory reporting obligations.
- Building Safety Act 2022 - enhanced competence and accountability requirements for those involved in building work.

The programme also aligns with HSE guidance HSG65 (Managing for Health and Safety), the Plan-Do-Check-Act model, and industry best practice as promoted by the Construction Industry Advisory Committee (CONIAC), Build UK, and the Lighthouse Construction Industry Charity.

4. Behavioural Safety Principles

R&M's behavioural safety approach is built on five core principles:

4.1 Everyone Has the Right and Duty to Intervene

Every person on an R&M site has the authority to stop any activity they believe is unsafe. This is not discretionary - it is an expectation. No individual will face disciplinary action, loss of work, or any form of retaliation for stopping a task on safety grounds. Conversely, failing to intervene when an unsafe act or condition is observed is itself treated as an unsafe behaviour.

4.2 No Blame, Maximum Learning

Behavioural safety observation is not a disciplinary tool. Observations focus on understanding why an unsafe behaviour occurred - whether due to time pressure, inadequate training, poor access, unclear instructions, or other systemic factors - rather than assigning blame to individuals. Where deliberate or reckless disregard for safety is identified, this is managed through the appropriate disciplinary or contractual route, but the default position is always learning first.

4.3 Positive Reinforcement Over Punishment

Research consistently demonstrates that reinforcing safe behaviours is more effective than punishing unsafe ones. R&M's observation system is designed to capture and recognise good practice as much as it identifies risk. Safe behaviours that are noticed and acknowledged become habitual; unsafe behaviours that are understood and addressed at their root cause do not recur.

4.4 Leadership Sets the Standard

Behavioural safety is driven from the top. Directors, project managers, site managers, and supervisors are expected to model the behaviours they expect from others. This means wearing correct PPE at all times, following access routes, challenging shortcuts, conducting regular safety walks, and visibly prioritising safety over programme or cost pressures. Workers take their cue from what leaders do, not what they say.

4.5 Continuous Improvement Through Data

Observation data is only valuable if it is analysed, acted upon, and fed back into the system. R&M collects, trends, and reviews behavioural safety data monthly to identify patterns, target interventions, and measure the effectiveness of corrective actions. The programme evolves continuously based on evidence rather than assumption.

5. Stop the Job - Right and Procedure

The "Stop the Job" right is the cornerstone of R&M's behavioural safety culture. It applies universally, regardless of seniority, trade, or employment status.

5.1 When to Stop the Job

Any person on site should stop work immediately if they observe or become aware of:

- An imminent risk of serious injury or harm to any person.
- Work being carried out without the required permit, method statement, or risk assessment.
- Plant, equipment, or temporary works that appear defective, overloaded, or incorrectly installed.
- Excavations, edges, or openings without adequate protection.
- Work at height without appropriate fall prevention or collective protection.
- Lifting operations being conducted outside the parameters of the lift plan.
- Any person who appears to be under the influence of drugs or alcohol.
- Environmental conditions (weather, ground conditions, lighting) that make the work unsafe to continue.
- Any situation where the individual feels unsafe, even if they cannot immediately identify the specific hazard.

5.2 Stop the Job Procedure

The procedure is deliberately simple to remove any barrier to its use:

- **Step 1 - Stop:** Cease the activity immediately and make the area safe. Move people away from the hazard if necessary.
- **Step 2 - Notify:** Inform the site manager, supervisor, or nearest responsible person. If the risk is immediate and serious, call the site emergency number.

- **Step 3 - Discuss:** The site manager investigates and discusses the concern with those involved. The person who stopped the job is kept informed throughout.
- **Step 4 - Resolve:** Work only resumes when the hazard has been eliminated or adequately controlled and all affected persons are satisfied it is safe to proceed.
- **Step 5 - Record:** The stop is recorded on the behavioural safety observation system, including the concern raised, action taken, and outcome. This data feeds into the monthly trend analysis.

5.3 Protection from Retaliation

R&M guarantees that no person will suffer any adverse consequence for exercising the Stop the Job right in good faith. This protection extends to subcontractor operatives and agency workers - R&M's subcontract terms require supply chain partners to mirror this commitment. Any manager, supervisor, or operative who retaliates against someone for stopping work on safety grounds will face disciplinary action up to and including dismissal or removal from site.

6. Safety Observation Programme

6.1 What Is a Safety Observation?

A safety observation is a structured, non-confrontational conversation between an observer and a worker (or group of workers) about the behaviours and conditions observed during a specific task. Observations are peer-to-peer wherever possible - they are not inspections, audits, or management checks, although managers are expected to participate actively.

6.2 Observation Categories

Observations are categorised to enable meaningful data analysis:

- **Safe behaviour observed:** Correct PPE use, good housekeeping, proper manual handling technique, effective communication between trades, correct use of access equipment, appropriate segregation of pedestrians and plant.
- **At-risk behaviour observed:** Shortcuts in working at height, PPE not worn correctly, poor housekeeping, rushing, distraction, failure to check before lifting, inadequate edge protection maintenance.
- **Unsafe condition observed:** Defective equipment, missing barriers, poor lighting, trailing cables, blocked access/egress routes, inadequate welfare provision.
- **Near miss:** An event that did not result in injury but had the potential to do so. Near misses are leading indicators and are treated with the same seriousness as actual incidents.
- **Positive intervention:** An individual intervened to prevent an at-risk behaviour or correct an unsafe condition before harm occurred.

6.3 Observation Targets

R&M sets minimum observation targets for each project based on the number of operatives on site:

- Sites with fewer than 20 operatives: minimum 5 observations per week.
- Sites with 20 to 50 operatives: minimum 10 observations per week.
- Sites with more than 50 operatives: minimum 20 observations per week.

At least 50% of observations should record safe behaviours. A programme that only identifies problems is not a behavioural safety programme - it is an enforcement exercise. The ratio of positive to negative observations is itself a key performance indicator.

6.4 Who Conducts Observations?

Observations are conducted by trained observers drawn from all levels:

- Site managers, supervisors, and foremen (mandatory participation).
- Trained operative observers - peer-to-peer observation is the most effective model and R&M actively recruits and trains volunteer observers from the workforce.
- Visiting directors and senior managers during leadership safety walks.
- Subcontractor supervisors - R&M encourages supply chain partners to participate in the observation programme and provides training to their supervisors.

All observers receive training in observation technique, non-confrontational communication, and the recording system before conducting observations (see Section 8).

6.5 Observation Process

Each observation follows a consistent process:

- **Observe:** Watch the task being performed from a safe distance. Note both safe and at-risk behaviours, and any environmental conditions that may be influencing behaviour.
- **Approach:** Introduce yourself (if not known) and explain the purpose. Use open, non-judgemental language: "I noticed..." or "Can you talk me through how you're doing this?"
- **Discuss:** Explore the reasons behind the behaviour. Ask what could make the task safer. Listen more than you speak. If a safe behaviour was observed, acknowledge it specifically.
- **Agree:** If an at-risk behaviour was identified, agree what will change. If a systemic issue is identified (access, training, equipment), escalate to the site manager.
- **Record:** Complete the observation record - either digitally or on paper - capturing the category, trade, task, behaviour observed, discussion outcome, and any actions raised.

7. Near-Miss and Hazard Reporting

Near misses are the most valuable source of safety intelligence available. For every serious injury, research indicates there are hundreds of near misses and thousands of at-risk behaviours. R&M's behavioural safety programme treats near-miss reporting as a positive act to be encouraged and recognised, not a bureaucratic obligation.

7.1 Reporting Channels

Near misses and hazards can be reported through:

- The site near-miss reporting board (physical cards available in welfare facilities and at site entrance).
- Direct report to any supervisor, site manager, or safety advisor.
- Digital reporting via the project reporting system or email to the site safety team.
- Anonymous reporting via the confidential reporting channel (details displayed in welfare facilities and on site induction boards).

Reports can be made by any person - there is no restriction by trade, seniority, or employment status. All reports are acknowledged within 24 hours and the outcome is communicated back to the reporter (unless anonymous) within 5 working days.

7.2 Investigation and Follow-Up

All near misses are investigated proportionally to their potential severity:

- **High potential:** Events that could have resulted in a fatality or life-changing injury are investigated using root cause analysis (5 Whys or similar methodology) by the site manager and Phillip Hollingworth, Compliance Officer. Findings are shared across all R&M projects as a safety alert within 48 hours.
- **Medium potential:** Events that could have resulted in a reportable injury are investigated by the site manager. Corrective actions are tracked to completion and reviewed at the monthly safety meeting.
- **Low potential:** Events with minor injury potential are addressed locally by the supervisor. They are still recorded and included in the monthly trend analysis.

7.3 Recognition

R&M actively recognises individuals and teams who report near misses. Recognition may include acknowledgement at toolbox talks, inclusion in the monthly safety report, and nomination for the project safety award. The goal is to normalise reporting until it is as routine as signing the daily attendance register.

8. Training and Competence

8.1 Behavioural Safety Induction

Every person inducted onto an R&M site receives a behavioural safety briefing as part of the site induction. This covers:

- The principles of behavioural safety and why R&M operates the programme.
- The Stop the Job right and procedure - with clear assurance that it will be supported.
- How to make a safety observation or report a near miss.
- The difference between behavioural safety observation and disciplinary action.
- How feedback and outcomes from the programme are communicated back to the workforce.

The induction includes a short scenario-based exercise to ensure understanding. Inductees are asked to confirm their commitment to the programme as part of the induction sign-off.

8.2 Observer Training

Persons conducting formal safety observations receive additional training covering:

- Observation technique - what to look for, how to position yourself, avoiding observer bias.
- Communication skills - non-confrontational questioning, active listening, providing constructive feedback, acknowledging good practice.
- Recording and categorisation - consistent use of the observation form and correct categorisation of behaviours and conditions.
- Escalation - when and how to escalate systemic issues or serious concerns.

Observer training is delivered by Phillip Hollingworth, H&S Adviser (Spectra Safety), or by an external provider accredited in behavioural safety methodology. Refresher training is provided annually.

8.3 Leadership Training

Site managers, project managers, and directors receive leadership-level training that covers:

- The role of leadership behaviour in setting site safety culture.
- Conducting effective safety leadership walks.

- Interpreting observation data and trend analysis.
- Responding to Stop the Job events - supporting the individual and addressing the root cause.
- Creating an environment where reporting and challenge are genuinely welcomed.

8.4 Supply Chain Training

R&M provides behavioural safety awareness training to subcontractor supervisors and encourages supply chain partners to develop their own observation programmes. Where subcontractors do not have their own behavioural safety arrangements, they are expected to participate fully in R&M's programme and to ensure their operatives attend the site behavioural safety induction.

9. Leadership Safety Walks

Leadership safety walks are a visible demonstration that senior management takes safety seriously. They are distinct from formal inspections - their purpose is engagement, not enforcement.

9.1 Frequency

- Site managers: weekly walk engaging directly with operatives from at least two different trades.
- Project managers: fortnightly walk on each project under their management.
- Directors: monthly walk on at least one active project, rotating across the portfolio.

9.2 Conduct

Leadership walks follow a conversational approach:

- Talk to operatives at the workface about the task they are doing, the risks they see, and what would make it safer.
- Observe working practices and conditions without interrupting the flow of work unless an immediate risk is identified.
- Acknowledge and thank individuals and teams for safe working practices.
- Address any concerns raised on the spot where possible, or commit to a specific follow-up action with a timescale.
- Record the walk, key findings, and any commitments made. Close out actions within the agreed timescale and confirm completion to those who raised the concern.

10. Toolbox Talks and Safety Briefings

Toolbox talks are a core delivery mechanism for the behavioural safety programme. R&M uses toolbox talks not only to communicate task-specific hazards but to reinforce behavioural safety messages, share learning from observations and near misses, and maintain workforce engagement.

10.1 Frequency and Format

- Weekly toolbox talks are delivered on every active site, lasting 10 to 15 minutes.

- Topics are planned on a rolling programme but are responsive to site conditions, observation trends, incident learning, and seasonal risks (heat stress, winter working, shorter daylight hours).
- Talks are interactive - operatives are encouraged to contribute their own experiences and observations. A talk where nobody speaks is a talk that has not worked.
- Attendance is recorded. Operatives who were not present receive a catch-up briefing before starting work.

10.2 Behavioural Safety Content

At least one toolbox talk per month focuses specifically on a behavioural safety theme, for example:

- "Would you stop the job?" - scenario-based discussion using real examples from R&M projects.
- "What's the shortcut you see most?" - open discussion to surface normalised risk-taking.
- "Speaking up" - addressing barriers to reporting and intervention, particularly for newer or younger workers.
- "Positive observations this month" - sharing and recognising the best examples of safe behaviour observed during the period.
- "Mental health and safety" - the link between fatigue, stress, distraction, and at-risk behaviour, with signposting to MHFA support and the Lighthouse Charity helpline.

11. Recognition and Reward

Recognising safe behaviour is as important as identifying risk. R&M operates a structured recognition system:

11.1 Immediate Recognition

- Verbal acknowledgement during observations - a specific "thank you" for the safe behaviour observed, explaining why it matters.
- Recording positive observations on the system so they are visible in the data and can be shared.

11.2 Periodic Recognition

- Monthly safety stand-down (10 minutes): the site manager shares the observation data, highlights positive trends, and names individuals or teams who have made notable contributions.
- Quarterly safety award: nominated by peers and supervisors, recognising the individual or team that has made the greatest contribution to behavioural safety on the project. The award is non-monetary - a certificate, public recognition, or equivalent - because the programme is about culture, not incentives.

11.3 Supply Chain Recognition

Subcontractor firms that demonstrate strong engagement with the behavioural safety programme - high observation participation, good reporting rates, constructive response to feedback - are recognised in R&M's supply chain performance reviews. This feeds into future procurement decisions and supports the preferred subcontractor framework.

12. Data, Monitoring, and Review

12.1 Key Performance Indicators

R&M tracks the following leading and lagging indicators:

Leading indicators (proactive):

- Number of behavioural safety observations completed per week against target.
- Ratio of safe to at-risk observations (target: minimum 60% safe by year end).
- Number of near misses reported per month (increasing reports indicate improving culture).
- Number of Stop the Job events and response times.
- Percentage of workforce trained in behavioural safety awareness.
- Percentage of observation actions closed out within agreed timescales.
- Leadership walk completion rate against target.

Lagging indicators (reactive):

- Accident Frequency Rate (AFR) and Accident Incidence Rate (AIR).
- RIDDOR-reportable incidents.
- Lost-time injuries.
- Enforcement action (improvement or prohibition notices).

12.2 Monthly Review

The site safety team reviews observation data monthly, identifying:

- The most frequently observed at-risk behaviours and whether interventions are reducing their occurrence.
- Trades, tasks, or site areas with the highest concentration of at-risk observations.
- Near-miss trends and whether root causes are being addressed.
- Observation quality - are conversations happening or are forms being completed as a tick-box exercise?

Review findings are fed back to the workforce through toolbox talks and displayed on the site safety notice board.

12.3 Quarterly Management Review

Jon Scurr, Director of Operations, chairs a quarterly behavioural safety review attended by project managers and Phillip Hollingworth. The review examines company-wide trends, shares learning between projects, sets targets for the next quarter, and reports progress to the board. Findings are incorporated into the annual management review under HSG65.

12.4 Annual Programme Review

The programme is reviewed annually by the board of directors, with input from the supply chain and workforce representatives. The review assesses:

- Overall effectiveness against KPI targets.
- Workforce engagement and feedback (anonymous survey).
- Supply chain participation and compliance.
- Training delivery and competence.
- Alignment with current legislation, client requirements, and industry best practice.

The outcome of the annual review informs the updated programme for the following year. A summary is communicated to all employees and supply chain partners.

13. Construction-Specific Considerations

Construction presents unique behavioural safety challenges that the programme is specifically designed to address:

13.1 Transient Workforce

Construction sites have a constantly changing workforce as trades mobilise and demobilise through the programme. R&M addresses this by embedding behavioural safety into the site induction for every new starter, running regular refresher briefings, and ensuring that observation activity increases during periods of high workforce turnover (such as the start of a new phase or the arrival of a new subcontractor package).

13.2 Multiple Employers

R&M sites typically involve multiple subcontractor firms working alongside each other. The behavioural safety programme applies equally to all firms on site. R&M's subcontract terms require participation in the programme, and subcontractor supervisors are invited to participate as observers. Interface risks between trades are a specific focus area for observations.

13.3 Time and Production Pressure

Programme and cost pressure are the most common root causes of at-risk behaviour in construction. The behavioural safety programme explicitly requires site managers to consider whether programme pressure is driving shortcuts. If observation data indicates a pattern of rushing, inadequate task planning, or skipped safety checks linked to programme pressure, this is escalated to the project manager for review. Safety is not negotiable against programme.

13.4 Seasonal and Environmental Factors

The programme adjusts its focus seasonally: heat stress and UV exposure in summer, reduced visibility and slips/trips in winter, wind exposure for work at height, and mental health awareness during darker months. Toolbox talk programmes and observation focus areas are adjusted accordingly.

13.5 High-Risk Activities

The following activities receive enhanced behavioural safety attention through targeted observations, pre-task briefings, and specific Stop the Job triggers:

- Work at height (scaffolding, edge protection, roof work, MEWP operations).
- Lifting operations (crane lifts, telehandler operations, manual handling of heavy components).
- Excavations and ground works (trench collapse, services strikes, plant/pedestrian interface).
- Hot works (fire risk, permit compliance, fire watch).
- Confined space entry (atmospheric monitoring, rescue arrangements).
- Temporary works (falsework, propping, formwork - installation and removal).
- Demolition and structural alteration.

14. Supply Chain Obligations

R&M's behavioural safety programme extends to the full supply chain. The following requirements are communicated through the pre-qualification questionnaire, subcontract order, and site induction:

- All subcontractor operatives must attend the R&M behavioural safety induction and participate in the observation programme.
- Subcontractor supervisors are expected to conduct or participate in safety observations and to support the Stop the Job right for their operatives.
- Subcontractor firms are encouraged to submit their own behavioural safety observation data for inclusion in the project-wide analysis.
- Subcontractor firms that demonstrate poor engagement with the programme - low observation participation, retaliation against reporters, resistance to feedback - will be subject to performance management action under the subcontract.
- Supply chain performance on behavioural safety is a factor in R&M's supply chain review and future procurement decisions.

R&M provides supply chain partners with access to observation forms, near-miss reporting cards, toolbox talk materials, and observer training at no additional cost. The programme is designed to support the supply chain, not to impose unfunded obligations.

15. Confidentiality and Data Protection

Behavioural safety observation data is collected and processed in accordance with UK GDPR and the Data Protection Act 2018. Observations record behaviours and conditions, not personal performance appraisals. Where individual names are recorded (for example, to provide positive feedback or to follow up on an agreed action), data is:

- Processed on the lawful basis of legitimate interests (Article 6(1)(f) UK GDPR) - specifically, the legitimate interest of maintaining a safe working environment.
- Retained for the duration of the project plus 6 years, consistent with limitation periods for personal injury claims.
- Accessible to the site safety team, project manager, and Compliance Officer only. Observation data is not shared with subcontractor employers for use in disciplinary proceedings unless the observer and the individual concerned have both consented.
- Subject to individual rights of access, rectification, and erasure under UK GDPR. Requests should be directed to Phillip Hollingworth, Compliance Officer.

16. Responsibilities

Thom McKenna, Director:

- Overall accountability for the behavioural safety programme and its resourcing.
- Monthly leadership safety walk on at least one active project.
- Annual programme review and approval.

Jon Scurr, Director of Operations:

- Chairs the quarterly behavioural safety management review.
- Ensures project managers are delivering the programme on their projects.

- Escalation point for programme or production pressure concerns raised through the observation programme.

Phillip Hollingworth, H&S Adviser (Spectra Safety):

- Develops and delivers behavioural safety training (induction, observer, leadership).
- Monitors observation data quality and provides coaching to observers.
- Investigates high-potential near misses and Stop the Job events.
- Produces the monthly safety report including behavioural safety KPIs.
- Advises on programme content and alignment with legislation and best practice.

Site Managers and Supervisors:

- Day-to-day delivery of the behavioural safety programme on their project.
- Conduct and facilitate observations, achieving minimum weekly targets.
- Deliver weekly toolbox talks incorporating behavioural safety content.
- Support the Stop the Job right and investigate all reported concerns promptly.
- Feed back observation findings and near-miss outcomes to the workforce.

All Workers (employees, subcontractors, agency):

- Participate in the behavioural safety programme with a positive and constructive attitude.
- Report near misses, hazards, and unsafe conditions through the available channels.
- Exercise the Stop the Job right whenever they believe it is necessary.
- Support peer observers and respond constructively to observation feedback.

17. Related Policies and Documents

This programme should be read in conjunction with:

- R&M Property Group Ltd Health and Safety Policy.
- Mental Health & Wellbeing Policy (RM-MHW-001).
- Drugs & Alcohol Policy (RM-DAP-001).
- Anti-Bullying and Harassment Policy (RM-ABH-001).
- Prevention of Sexual Harassment Policy (RM-PSH-001).
- Whistleblowing Policy (RM-WBP-001).
- CDM 2015 Arrangements and Construction Phase Plans.
- Subcontractor Pre-Qualification Questionnaire.
- Site Induction Procedure.
- Incident Investigation and Reporting Procedure.
- RIDDOR Reporting Procedure.

18. Document Review

This programme will be reviewed annually, or sooner in response to:

- Changes in health and safety legislation or HSE guidance.
- Significant incidents or enforcement action.
- Client or framework requirements.
- Findings from the annual programme review or workforce feedback.
- Changes in R&M's organisational structure, project portfolio, or supply chain arrangements.

Signed and Approved:

Thomas McKenna

Director, R&M Property Group Ltd

Date: June 2026