

R&M POLICY · HEALTH AND SAFETY

Mental Health and Wellbeing Policy

R&M Property Group Ltd

Document	RM-HS-05
Version	1.0
Issued	24 June 2026
Approved by	Thom McKenna, Director
Website issue	22 October 2026

1. Policy Statement

R&M Property Group Ltd and KWIKHAUS () are committed to promoting positive mental health and wellbeing across every level of our organisations and throughout our supply chain. The construction industry has among the highest rates of suicide and mental ill-health of any sector in the United Kingdom, and we recognise that as a developer and employer we have both a moral obligation and a legal duty to create a working environment in which mental health is treated with the same seriousness, resources, and proactive management as physical health and safety.

This policy establishes R&M's commitment to providing a supportive, open, and stigma-free workplace where all employees, subcontractors, and partners feel able to discuss mental health concerns without fear of discrimination, where early intervention and support are readily accessible, and where the design of our work practices actively promotes wellbeing rather than merely reacting to crisis. This policy applies to all R&M employees, agency workers, subcontractors, consultants, and anyone working on R&M sites or in R&M offices, and extends to the management of mental health and wellbeing across all projects delivered in our public and private sector development projects.

R&M supports construction industry charities and initiatives that raise funds and awareness of mental health challenges within the sector. We are committed to actively supporting these initiatives and to embedding their principles into our day-to-day operations and the culture of our project teams.

2. Scope and Application

This policy applies to:

- All directors, managers, and employees of R&M Property Group Ltd and KWIKHAUS
- All subcontractors, agency workers, and self-employed individuals working on R&M projects
- All consultants and professional advisors engaged by R&M on framework and non-framework projects
- All activities undertaken at R&M offices, construction sites, and any other location where R&M work is carried out
- All projects delivered through public sector procurement frameworks.
- All projects delivered through any public sector or private road to delivery for development projects.

The policy is communicated to all employees at induction and is included in the information pack provided to subcontractors and supply chain partners at the start of every project. Phillip Hollingworth, R&M's Compliance Officer at Spectra Safety, is responsible for maintaining the policy, ensuring it is reviewed annually, and monitoring compliance across all operations.

3. Legal Framework

This policy is informed by and supports compliance with the following legislation and guidance:

- Health and Safety at Work etc. Act 1974 - the employer's general duty to ensure, so far as is reasonably practicable, the health, safety, and welfare at work of all employees, which includes mental as well as physical health
- Management of Health and Safety at Work Regulations 1999 - the requirement to assess all risks to health, including psychosocial risks such as work-related stress, and to implement appropriate control measures
- Equality Act 2010 - the duty not to discriminate against employees or job applicants because of a mental health condition that constitutes a disability, and the duty to make reasonable adjustments
- Working Time Regulations 1998 - requirements relating to maximum working hours, rest breaks, and annual leave that directly affect wellbeing
- Health and Safety Executive (HSE) Management Standards for Work-Related Stress - the six key areas of work design (demands, control, support, relationships, role, and change) that, if not properly managed, are associated with poor health and wellbeing

R&M also has regard to guidance published by the Construction Industry Training Board (CITB), the Chartered Institute of Building (CIOB), Mates in Mind, and the Construction Leadership Council's mental health framework when developing and reviewing its mental health provisions.

4. Roles and Responsibilities

Directors and Senior Management

Thom McKenna (Director) and Jon Scurr (Director of Operations) are jointly responsible for championing mental health and wellbeing at board level, ensuring adequate resources are allocated to mental health initiatives, and leading by example in creating a culture where mental health conversations are normalised. Senior management is responsible for ensuring that workload planning, project resourcing, and deadline management take account of the mental health impact on teams and individuals, and that no employee is subjected to sustained excessive pressure without intervention.

Line Managers and Site Managers

All line managers and site managers have a responsibility to be aware of the signs and symptoms of mental ill-health, to create an environment where team members feel comfortable raising concerns, and to respond to disclosures with empathy, confidentiality, and practical support. Managers are required to complete mental health awareness training and to conduct regular one-to-one check-ins with their direct reports that include explicit discussion of workload, stress levels, and wellbeing. Where a manager identifies concerns about an individual's mental health, they should encourage the person to access support and, with their consent, refer them to the appropriate resources outlined in this policy.

Mental Health First Aiders

R&M maintains a network of trained Mental Health First Aiders (MHFAs) across its office and site-based teams. MHFAs are trained to recognise the signs of mental ill-health, provide initial support and reassurance, and guide individuals towards appropriate professional help. R&M ensures that at least one trained MHFA is present or accessible on every active construction site and within the office team. MHFAs receive refresher training annually and are supported by the Compliance Officer with regular supervision sessions to manage the emotional demands

of their role. The names and contact details of all MHFAs are displayed prominently in all R&M offices and on-site welfare facility notice boards.

All Employees and Workers

Every person working for or on behalf of R&M has a responsibility to treat colleagues with respect and dignity, to be aware of the impact their behaviour may have on others' wellbeing, and to report any concerns about bullying, harassment, or unreasonable working conditions that may affect mental health. All employees are encouraged to access the support provisions set out in this policy and to look out for the wellbeing of their colleagues in the spirit of collective care that is fundamental to a safe construction environment.

Compliance Officer

Phillip Hollingworth, Spectra Safety is R&M's designated Compliance Officer with specific responsibility for mental health and wellbeing. Phillip oversees the implementation of this policy, maintains training records, coordinates the MHFA network, manages the Employee Assistance Programme relationship, conducts annual policy reviews, and reports to the board on mental health performance indicators including training completion rates, EAP utilisation, and any workplace incidents with a mental health dimension.

5. Mental Health Risk Assessment

R&M integrates mental health and psychosocial risk assessment into its established health and safety risk management processes. In accordance with the HSE Management Standards approach, we assess risks across the six key areas of work design:

- Demands - workload, work patterns, and the working environment, with particular attention to the demanding nature of construction site work, tight programme deadlines, and the physical and mental toll of working away from home
- Control - the degree of autonomy employees have over how they carry out their work, recognising that a sense of control is protective of mental health
- Support - the encouragement, sponsorship, and resources provided by the organisation, line management, and colleagues, including access to mental health support services
- Relationships - promoting positive working relationships and addressing conflict, bullying, harassment, and unacceptable behaviour promptly and effectively
- Role - ensuring that individuals understand their role within the organisation and on each project, and that conflicting demands are identified and resolved
- Change - how organisational or project change is managed and communicated, recognising that uncertainty is a significant source of stress in project-based industries

Risk assessments are reviewed at the start of each new project and whenever there is a significant change in working arrangements, organisational structure, or project scope. Findings are recorded and action plans developed to address identified risks, with progress monitored by the Compliance Officer and reported to senior management.

6. Support and Resources Available

Employee Assistance Programme

R&M provides all employees with access to a confidential Employee Assistance Programme (EAP) that offers free, professional counselling and support services available 24 hours a day, 7 days a week, 365 days a year. The EAP provides telephone and online counselling for a wide range of issues including anxiety, depression, bereavement, relationship difficulties, financial stress, and substance misuse. The service is entirely confidential - R&M receives anonymised utilisation data but never individual case information. EAP details are communicated to all employees at induction and are displayed on site welfare notice boards and the company intranet.

Reasonable Adjustments

Where an employee discloses a mental health condition or where a mental health need is identified through management processes, R&M will work with the individual to identify and implement reasonable adjustments in accordance with the Equality Act 2010. Adjustments may include flexible working arrangements, temporary reallocation of duties, phased return-to-work programmes following absence, additional rest breaks, changes to the working environment, or access to specialist occupational health support. All adjustments are agreed in consultation with the individual, documented confidentially, and reviewed regularly to ensure they remain effective.

External Support Resources

In addition to the EAP, R&M actively signposts the following external support resources to all employees and supply chain workers:

- Samaritans -free, confidential, 24/7 support on 116 123 or by email at jo@samaritans.org
- Construction Industry Helpline (B&CE) - 0345 605 1956, providing free counselling and emergency financial aid for construction workers
- Mates in Mind - industry-specific mental health resources and training
- Mind - information, advice, and local support services for anyone experiencing a mental health problem
- Construction industry mental health charities - industry-wide awareness and fundraising

Information about these services is displayed on all R&M site welfare facilities and is included in the site induction for every project.

7. Training and Awareness

R&M's mental health training programme operates at three levels:

- **All employees and site workers** receive mental health awareness training as part of their induction, covering how to recognise signs of mental ill-health in themselves and others, how to access support, and R&M's commitment to a stigma-free workplace. This awareness training is refreshed annually through toolbox talks delivered on every active site and at the annual company briefing.
- **Line managers and site managers** complete a one-day Mental Health Awareness for Managers course that covers the manager's role in supporting team members' mental health, having supportive conversations, recognising when to refer to specialist support,

managing return to work after mental health-related absence, and understanding legal obligations under the Equality Act 2010. This training is mandatory for all management-level staff and is refreshed every two years.

- **Mental Health First Aiders** complete the two-day MHFA England Mental Health First Aider course, which provides comprehensive training in recognising a wide range of mental health conditions, providing initial support, and guiding people towards appropriate help. MHFAs receive annual refresher training and peer support sessions coordinated by the Compliance Officer.

Training records are maintained by Phillip Hollingworth and reported to the board as part of the quarterly compliance review. R&M's Social Value Lead Jill Pegoraro coordinates additional mental health awareness activities as part of the company's social value programme, including participation in industry campaigns such as Mental Health Awareness Week, World Mental Health Day, and Mates in Mind initiatives.

8. Proactive Wellbeing Promotion

R&M's approach to mental health goes beyond reactive support to actively promote positive wellbeing across the organisation. Our wellbeing promotion activities include:

- Regular wellbeing check-ins integrated into project team meetings and one-to-one supervision sessions
- Promotion of healthy working hours and active discouragement of a long-hours culture, with monitoring of working time across site and office teams
- Provision of high-quality welfare facilities on all construction sites, including clean, warm rest areas, adequate break times, and access to hot food and drinks
- Support for physical activity and healthy lifestyles, recognising the strong link between physical and mental health
- Open-door policy for all senior managers and directors, ensuring that anyone can raise a concern without needing to go through formal channels
- Celebration of achievements and milestones at team and company level, fostering a sense of purpose and belonging
- Active participation in and fundraising for construction industry mental health charities, raising awareness across our supply chain and the wider framework community

On framework projects, R&M will ensure that mental health and wellbeing provisions are embedded in the project execution plan, that supply chain partners are made aware of the available support resources, and that mental health performance is reported alongside physical health and safety metrics through the framework's digital platforms.

9. Reporting, Monitoring, and Continuous Improvement

R&M monitors mental health and wellbeing performance through the following mechanisms:

- Quarterly reporting to the board on MHFA network coverage, training completion rates, EAP utilisation (anonymised), and any workplace incidents with a mental health dimension
- Annual anonymous employee wellbeing survey to assess the effectiveness of mental health provisions and identify areas for improvement
- Inclusion of mental health and wellbeing as a standing agenda item at senior management meetings and project review meetings

- Post-project reviews that include assessment of the mental health and wellbeing impact of the project's working practices
- Benchmarking against industry standards and best practice guidance from Mates in Mind, CIOB, and the Construction Leadership Council

Findings from monitoring activities are used to update risk assessments, refine training programmes, improve support provisions, and inform the annual review of this policy. R&M is committed to continuous improvement in mental health and wellbeing performance and to sharing learning with our supply chain partners and framework clients.

10. Confidentiality and Data Protection

All personal information relating to an individual's mental health is treated as sensitive personal data and managed in accordance with the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018. Information disclosed to a manager, MHFA, or the Compliance Officer about an individual's mental health will only be shared with others with the individual's explicit consent, except where there is an immediate risk to the person's safety or the safety of others. Records relating to mental health support, reasonable adjustments, and occupational health referrals are stored securely and separately from general personnel files, with access restricted to those with a legitimate need to know.

11. Anti-Stigma Commitment

R&M recognises that stigma remains one of the greatest barriers to people seeking help for mental health problems, and that the construction industry's traditional culture can make it particularly difficult for workers to speak openly about their mental health. R&M is committed to actively challenging stigma through visible leadership commitment, open conversations about mental health at all levels of the organisation, zero tolerance of bullying or discrimination related to mental health conditions, and consistent messaging that seeking support is a sign of strength. Any employee who experiences discrimination, harassment, or detrimental treatment as a result of a mental health condition or of seeking mental health support should report this to the Compliance Officer, and R&M will treat such reports with the utmost seriousness under its disciplinary and grievance procedures.

12. Policy Review

This policy is reviewed annually by the Compliance Officer and approved by the Director. The next scheduled review date is June 2027. The policy will also be reviewed following any significant change in legislation, regulatory guidance, organisational structure, or in response to any incident or trend identified through the monitoring processes described above.

Approved and Signed

Name: Thom McKenna

Position: Director, R&M Property Group Ltd

Date: 24 June 2026

This policy will be published on the R&M Property Group Ltd website and is available to all employees, supply chain partners, and framework clients upon request.