CIOB

The Chartered
Institute of Building

Understanding
Mental Health
in the Built
Environment
2025

Contents

Introduction

In May 2020, the Chartered Institute of Building (CIOB) launched its Understanding Mental Health in the Built Environment report, examining the state of mental health in construction.

The report shed light on the levels of stress, anxiety and depression faced by industry workers as well as the factors contributing to poor mental health. The report included a survey of 2,081 construction industry workers, with over a quarter (26%) stating they had suicidal thoughts and only 56% saying their business had a policy in place for mental health. The results highlighted the seriousness of the silent mental health crisis in the industry and that many workers did not feel supported enough by their employers to help them.

The report has been widely referenced over the past five years, gaining attention from industry, mental health organisations and national media demonstrating the need for further research into the area and its level of impact it can have within society.

Since its publication, the world witnessed a global pandemic which forced employers to rethink working practices, with health and safety of their workers at the forefront of their decisions. This has resulted in mental health gaining attention due to its safety-critical nature and, five years on from the initial research, we hope to see improvements in how workers feel their organisation is supporting them with their mental wellbeing.

Due to the change in work practices following Covid-19 and the continued regard of the 2020 report, we have decided to update the data. This will enable organisations to use more up-to-date statistics that reflect the current world we live in to inform their working practices.

This report seeks to understand:

✓ What progress, if any, that has been made between the 2020 report and now

✓ How prevalent is poor mental health in the industry

✓ What pro-active steps can organisations from SMEs to large contractors take to help their employees manage their mental health

Using evidence from the research, this report outlines recommendations and provides resources which we believe may help policy makers and the industry to support and address poor mental health within the construction industry.

Background

Poor Mental Health – A Global Issue

Mental health is a state of mental wellbeing that enables people to cope with daily stress. Everyone has it, and everyone needs to take care of it. When we talk about mental health, we are referring to an individual's emotional, psychological and social wellbeing. Just like physical health, mental health can change depending on a variety of factors – including biological influences, life experiences or family history. Ultimately, our mental health affects how we think, feel and behave. Having good mental health allows us to cope with the stresses of life, work productively and make meaningful contributions to our jobs. However, if our mental health is poor, it will negatively impact how we deal with life's ups and downs, our relationships and behaviours, and other aspects of our lives.

> Research by AXA found **32% of the global population** is currently experiencing mental health disorders, with **44% of young adults reporting they have mental health problems** and **52% wanting their company to implement mental health support**.[1]

Before the pandemic, an estimated 193 million people had major depressive disorders, and 298 million people had anxiety disorders. After the Covid-19 outbreak, mental health problems have continued to become a growing public health concern. Initial estimates show a jump to 246 million people with major depressive disorders and 374 million for anxiety disorders. Representing an increase of 28% and 26% respectively in one year.[2] Additionally we still see suicide as a huge issue with more than 720,000 dying by suicide every year and there are many more people who make suicide attempts.[3]

As highlighted in our 2020 report, it is important to note the impact of cultural views and values on mental health. The differences in cultures have a range of implications – from the way individuals view mental health and wellbeing, to how they seek help and support. This adds to the difficulty of measuring the prevalence of poor mental health globally, as each country will approach and measure the issue differently. This means that comparing different countries' mental health statistics could be misleading, with differing interpretations of what mental health is.

This report, therefore, primarily focuses on the UK due to the number of survey responses coming from this country. However, we acknowledge that the themes being addressed here can also be applied on a global scale.

In 2022, the Mental Health Bill was introduced into government with a number of key reforms seeking to improve the level of care for mental health patients. The former Conservative Government believed the Mental Health Act needed to be reformed and modernised to better support patients, treat them more humanely and address disparities. When the Labour Government came into power in 2024, the Bill was brought to Parliament with government stating the

changes outlined would Improve treatment by involving patients, families and carers more extensively. These proposed reforms have been welcomed by many organisations. However, the Bill is still progressing through Parliament and so the impact of these changes has yet to be felt. The Royal College of Nursing feels the changes could take up to 10 years to see all the reforms from the Bill implemented widely and predict the earliest England and Wales may see some of the reforms will be in 2027.[4]

Later in this report you will read a case study from an individual working in the construction industry who has experience of being sectioned under the current Mental Health Act. The case study highlights the positive impact receiving a diagnosis and support from his workplace has had on his life.

The UK is also set to see the introduction of the Men's Health Strategy which was mentioned by the Secretary of State for Health and Social Care, Wes Streeting MP, in 2024.[5] The strategy aims to prevent and tackle the biggest health problems affecting men of all ages including both physical and mental health. This strategy is being closely monitored by the CIOB, given it is a male dominated sector, and we touch upon this area in the recommendations section of this report.

Mental Health at Work

According to the World Health Organization (WHO), almost 60% of the world population is in work and 'decent work' has been shown to protect peoples' mental health. In their fact sheet, decent work supports good mental health by providing sense of belonging, purpose and achievement, a platform for structured routines and opportunities for positive relationships and building a sense of community.[6]

For those who have mental health conditions, such as a major depressive disorder, decent work can contribute to recovery and inclusion, helping to improve levels of confidence and social functioning.

However, working environments can also have a negative impact on an individual's mental health.

Workplaces which have an environment of discrimination and inequality, excessive workloads, high job insecurity and low job control often pose a risk to mental health. Globally, an estimated 12 billion working days are lost every year to depression and anxiety, costing an estimated $1 trillion per year in lost productivity.[6] Therefore, a closer look at how employers foster a decent work environment that supports employees is important. This is particularly true for the construction industry which has historically high rates of people working in the sector with poor mental health.

In the 2020 report, we covered the impact of the workplace on mental health in more detail which we would encourage people to read to find out more.[7]

Neurodiversity in the workplace is starting to gain attention from both society and government. Neurodiversity refers to the different ways the brain can work and interpret information. It includes a range of conditions including Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorder, Dyslexia and Dyspraxia as examples. Those who are neurotypical are people whose brain functions and processes information in the way that society expects and counts for the majority of the population.

Currently 31% of neurodivergent people are in employment compared to 55% of disabled people. UK Government in January 2025 launched a new expert panel to boost employment prospects of neurodiversity. However, there is still very little research into the impact a workplace has on those who consider themselves to be neurodiverse. We therefore decided to take the opportunity with this report to gather further information on how their experiences differ when it comes to workplace factors impacting their wellbeing.

Mental Health within Construction

Poor mental health within the construction sector remains a silent crisis. Four in five suicides are by men and this remains the biggest cause of death for men under the age of 35.[8] In England and Wales, a provisional number by the Office for National Statistics (ONS) reported 355 people working in skilled construction and building trades died by suicide in 2024. One of the largest figures compared to other occupations.[9] Unfortunately, as we touched on in our 2020 report, workers are less inclined to reach out for help and instead will often suffer in silence until the problem is too much to handle. By then, it can be too late and not only does this impact the individual, but it also affects their friends, families, and colleagues.

The construction industry has a high proportion of people who are self-employed and a large number of Small and Medium Enterprises (SMEs). According to the Business population estimates for the UK,[10] SMEs accounted for 61% of employment and the largest number of SMEs (16%) operate within the construction sector. Additionally, ONS data on self-employment indicates 5.9% of self-employed people are working in the construction of buildings as of December 2024.[11]

For those who are self-employed or working in an SME, every project matters. Profit margins for the industry are incredibly tight and current payment practices create unnecessary strain and stress for these companies as many see delays in being paid within a suitable timeframe.[12] The latest research by the Building Engineering Business Survey revealed 76% of private sector clients and 49% of public sector clients paid their contractors later than 30 days after work was completed, with 40% of their respondents reporting that 2.5-10% of their turnover was tied up in retentions.[13] As a result of late payments, business owners are put under pressure and many will have to make sacrifices either from not paying themselves or making redundancies.

In addition to the large number of SMEs and payment practices, there are other factors that are commonplace to the construction industry that could cause higher levels of stress or contribute towards poor wellbeing if not managed appropriately, these include:

- Limited-term contracts
- Long hours
- Lengthy commutes
- Time away from family
- Pressure to complete work on time and within budget
- The 'macho' culture that exists within the industry and lack of diversity within companies
- Uncertainty over pipeline of work

We now see growing economic pressures in the UK which will undoubtedly have an impact on the industry. For example, the Building Cost Information Service (BCIS) has predicted construction costs will rise by 17% over the next five years.[14] UK businesses are also facing increases in minimum wage and National Insurance (NI) contributions which is resulting in increased costs and potentially lead to a spike in the number of insolvencies.[15] This will no doubt add to the pressure for firms across the supply chain and if redundancies are made, those who are already struggling with their mental health will be hugely affected – both at an employer and employee level.

In the 2020 report, we covered the complexities of working in the construction industry and its impact on people's mental wellbeing in more detail. Once again, we encourage people to read this to find out further information.[16]

Methodology of the 2025 Survey

Methodology
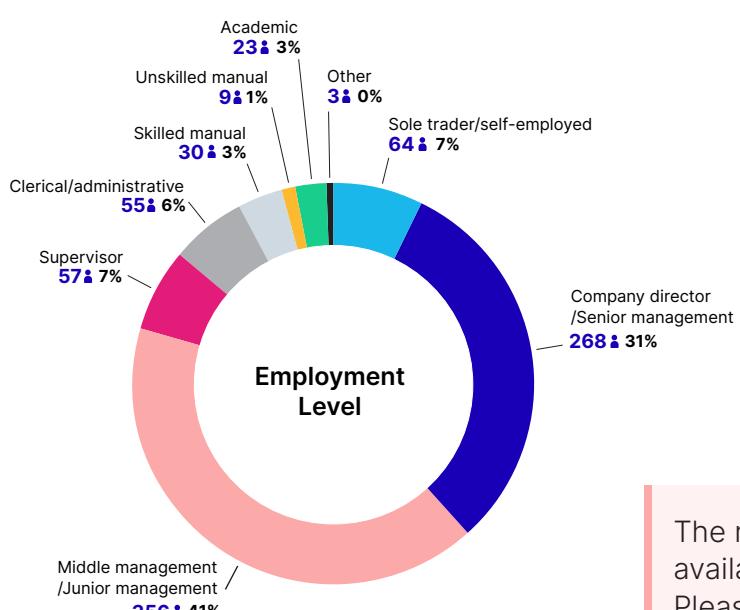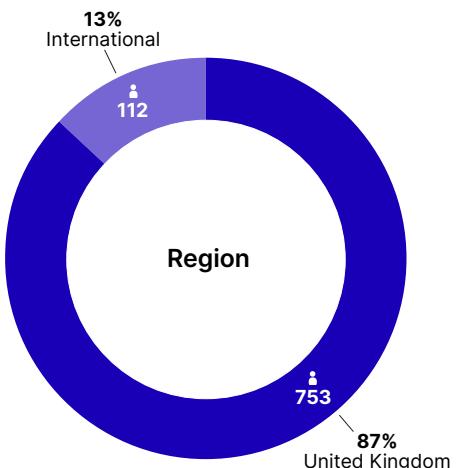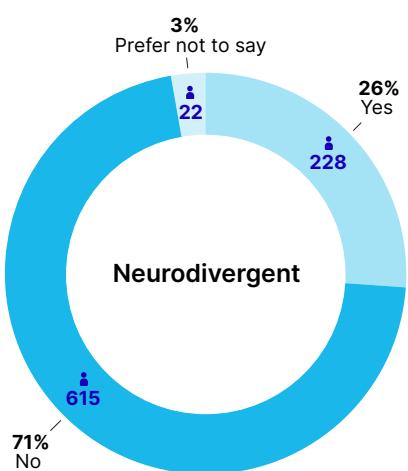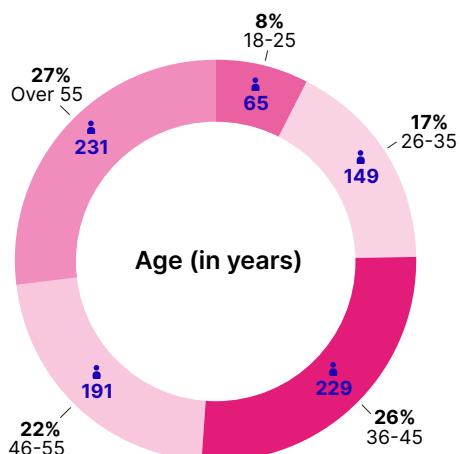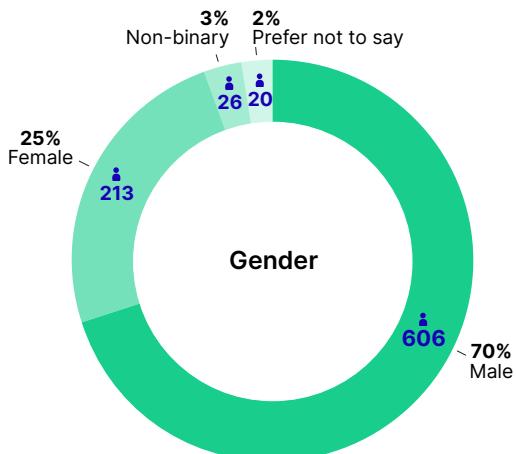
The CIOB conducted a survey to understand the mental health of individuals in the construction industry. We received 920 responses, of which 55 were excluded from the analysis due to them responding to the survey more than once, or they had not worked within the industry. Once the data had been cleaned, the total number of responses received was 865. The data was collected between December 2024 and March 2025.

We note that the sample size is smaller in comparison to the previous report which received over 2,000 responses. This could be due to a variety of factors, one is survey fatigue as many people nowadays are now bombarded with information, emails and opportunities to take part in surveys and opinion polls. We also anticipate those who are more interested in mental health are therefore more inclined to respond to these surveys as they have an active interest. However, we have tried to avoid bias by including the survey link in a variety of communication channels both through CIOB membership, trade press, and social media groups where wider industry discussions occur.

We repeated the same questions from the 2020 report to help us track progress. Additionally, we included five new questions to help us delve deeper into the data, these were:

- Do you consider yourself to be neurodivergent?
- How often have you thought about leaving the construction industry?
- Has working in the construction industry made your mental health worse?
- Of the initiatives offered by your organisation/on-site, how accessible/available are they for you?
- How confident do you feel reaching out to someone showing signs that they are struggling (e.g. quieter than usual, turning up to work late, personal hygiene not to their usual standard)?

Demographics (percentage / number of respondents)

Gender

- **3%** Non-binary — 26
- **2%** Prefer not to say — 20
- **25%** Female — 213
- **70%** Male — 606

Age (in years)

- **8%** 18-25 — 65
- **17%** 26-35 — 149
- **26%** 36-45 — 229
- **22%** 46-55 — 191
- **27%** Over 55 — 231

Neurodivergent

- **3%** Prefer not to say — 22
- **26%** Yes — 228
- **71%** No — 615

Region

- **13%** International — 112
- **87%** United Kingdom — 753

Employment Level

- Academic **23** 👤 **3%**
- Unskilled manual **9** 👤 **1%**
- Other **3** 👤 **0%**
- Skilled manual **30** 👤 **3%**
- Clerical/administrative **55** 👤 **6%**
- Supervisor **57** 👤 **7%**
- Sole trader/self-employed **64** 👤 **7%**
- Company director /Senior management **268** 👤 **31%**
- Middle management /Junior management **356** 👤 **41%**

The raw data from this survey is available on request.
Please contact policy@ciob.org.uk.

Comparison data
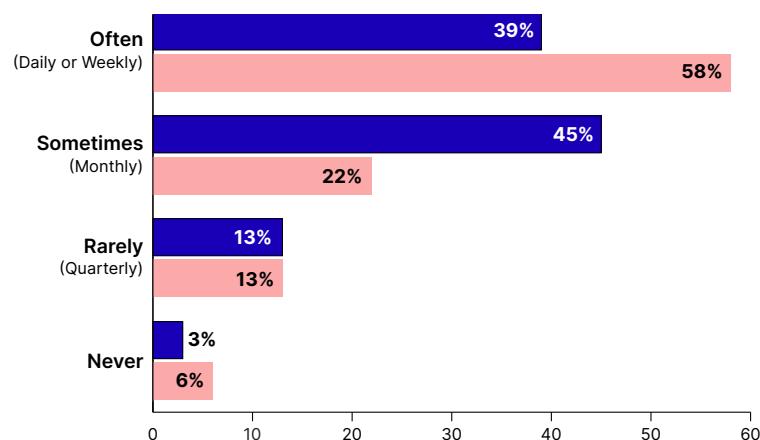
How far have we come?

This research is an update to our May 2020 report. In the following charts you can see the comparisons between the 2020 data and the 2025 data on mental health and wellbeing within the construction industry. It is important to note that the 2020 report received 2,081 responses compared to 2025 which received 865 responses, and so comparison of the data must be treated with caution.
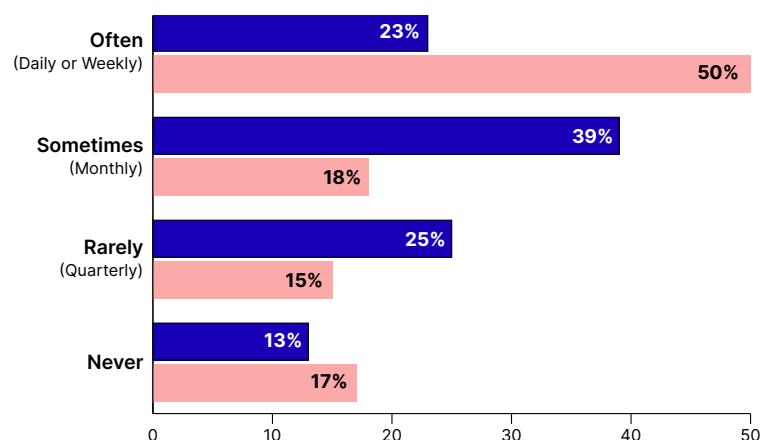
Frequency of Stress within the Industry

Legend: ■ 2020 ■ 2025

Often (Daily or Weekly)
- 2020: 39%
- 2025: 58%

Sometimes (Monthly)
- 2020: 45%
- 2025: 22%

Rarely (Quarterly)
- 2020: 13%
- 2025: 13%

Never
- 2020: 3%
- 2025: 6%

(x-axis: 0, 10, 20, 30, 40, 50, 60)
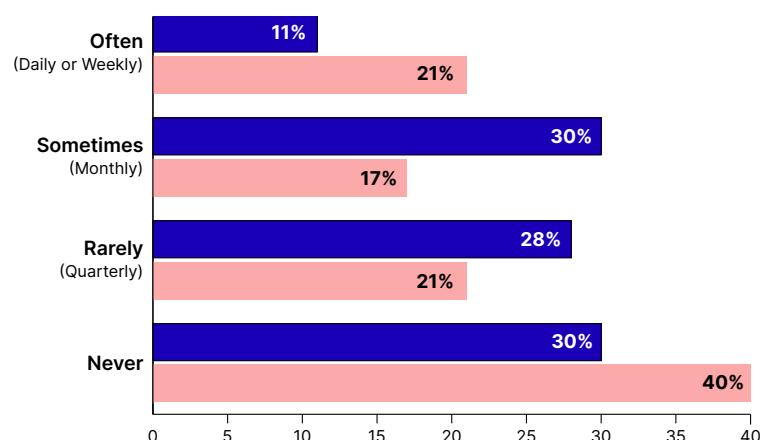
Frequency of Anxiety within the Industry

Often (Daily or Weekly)
- 2020: 23%
- 2025: 50%

Sometimes (Monthly)
- 2020: 39%
- 2025: 18%

Rarely (Quarterly)
- 2020: 25%
- 2025: 15%

Never
- 2020: 13%
- 2025: 17%

(x-axis: 0, 10, 20, 30, 40, 50)
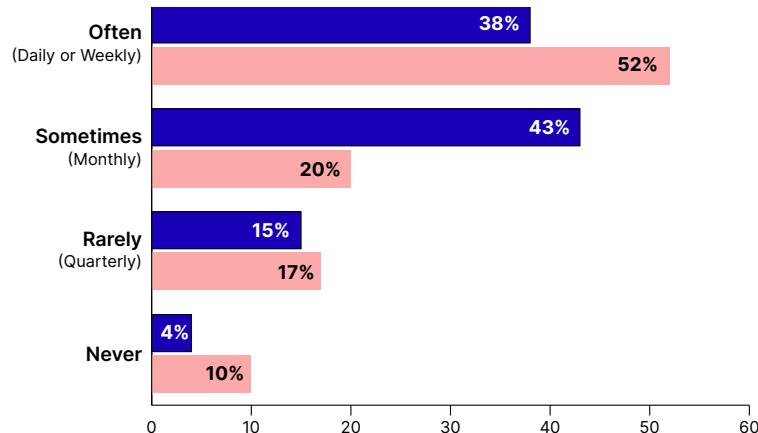
Frequency of Depression within the Industry

Often (Daily or Weekly)
- 2020: 11%
- 2025: 21%

Sometimes (Monthly)
- 2020: 30%
- 2025: 17%

Rarely (Quarterly)
- 2020: 28%
- 2025: 21%

Never
- 2020: 30%
- 2025: 40%

(x-axis: 0, 5, 10, 15, 20, 25, 30, 35, 40)
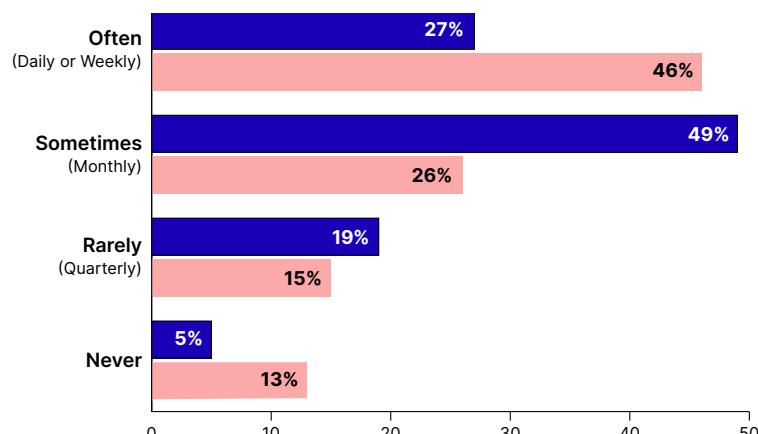
Frequency of Fatigue within the Industry

2020
2025

Often (Daily or Weekly)
- 2020: 38%
- 2025: 52%

Sometimes (Monthly)
- 2020: 43%
- 2025: 20%

Rarely (Quarterly)
- 2020: 15%
- 2025: 17%

Never
- 2020: 4%
- 2025: 10%
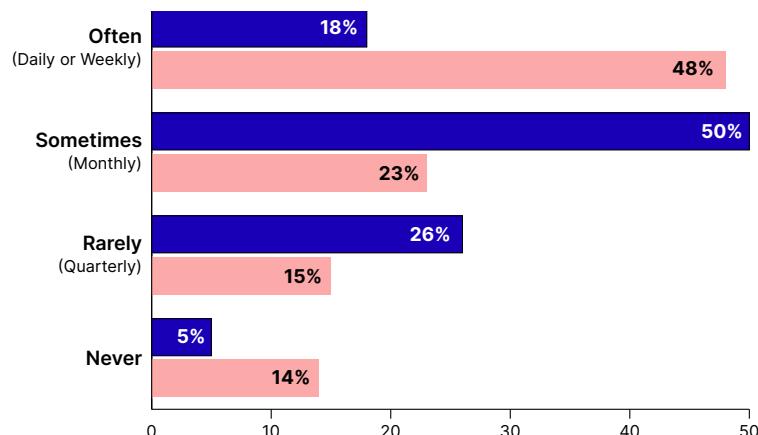
Frequency of Irritability within the Industry

Often (Daily or Weekly)
- 2020: 27%
- 2025: 46%

Sometimes (Monthly)
- 2020: 49%
- 2025: 26%

Rarely (Quarterly)
- 2020: 19%
- 2025: 15%

Never
- 2020: 5%
- 2025: 13%
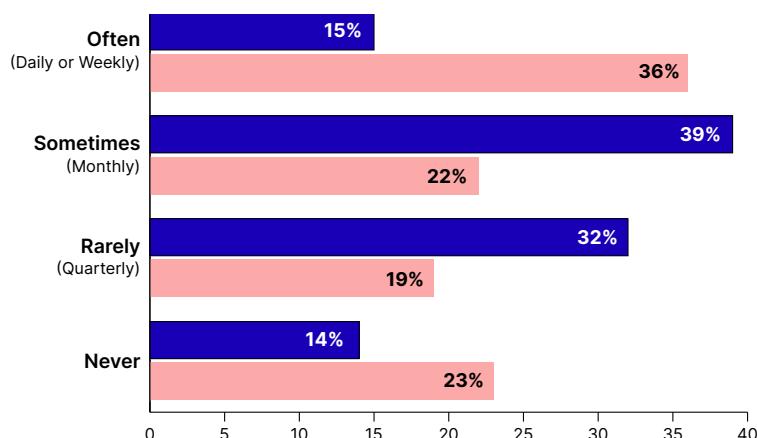
Frequency of Poor Concentration within the Industry

Often (Daily or Weekly)
- 2020: 18%
- 2025: 48%

Sometimes (Monthly)
- 2020: 50%
- 2025: 23%

Rarely (Quarterly)
- 2020: 26%
- 2025: 15%

Never
- 2020: 5%
- 2025: 14%
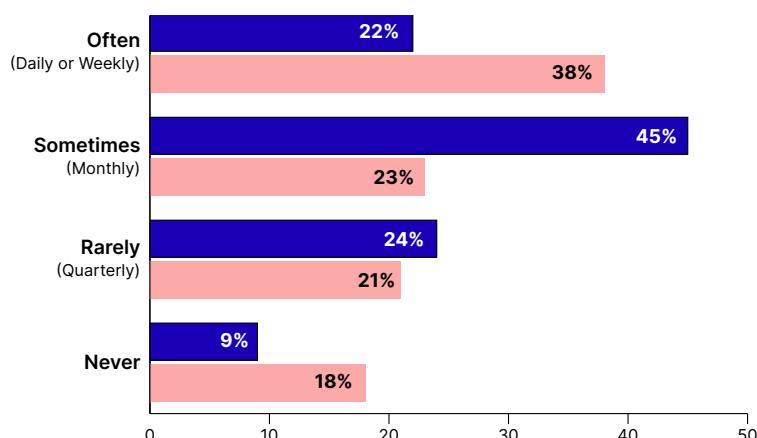
Frequency of Lack of Self-confidence within the Industry

2020
2025

	2020	2025
Often (Daily or Weekly)	15%	36%
Sometimes (Monthly)	39%	22%
Rarely (Quarterly)	32%	19%
Never	14%	23%

(x-axis: 0, 5, 10, 15, 20, 25, 30, 35, 40)
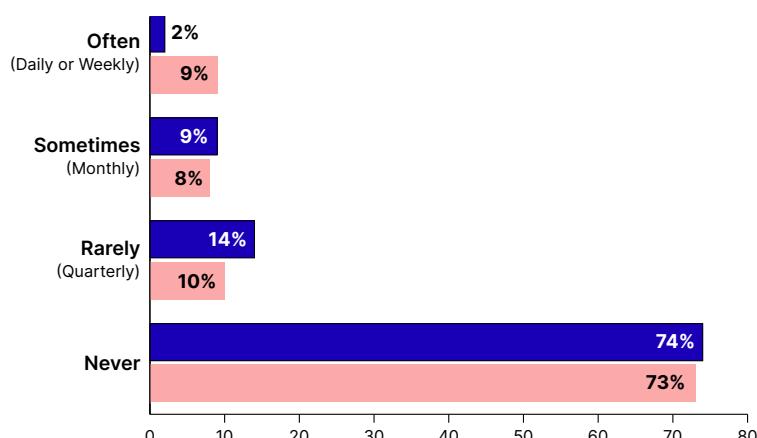
Frequency of Feeling Overwhelmed within the Industry

	2020	2025
Often (Daily or Weekly)	22%	38%
Sometimes (Monthly)	45%	23%
Rarely (Quarterly)	24%	21%
Never	9%	18%

(x-axis: 0, 10, 20, 30, 40, 50)

Frequency of Suicidal Thoughts within the Industry

	2020	2025
Often (Daily or Weekly)	2%	9%
Sometimes (Monthly)	9%	8%
Rarely (Quarterly)	14%	10%
Never	74%	73%

(x-axis: 0, 10, 20, 30, 40, 50, 60, 70, 80)

Looking at the comparison charts we can see the frequency of construction industry workers experiencing poor wellbeing on the increase with many more reporting feelings such as stress, depression, anxiety, poor concentration, etc. on a daily or weekly basis.

Poor concentration has had the largest change: between 2020 and 2025, an increase of 30 percentage points from 18% to 48% of people experienced this on a daily or weekly basis. This could be a reflection on current working practices and the state of the UK's economy where many businesses are still under a lot of pressure to work long hours to ensure they complete projects in time to be paid promptly. Therefore, many will be experiencing burnout, and this is where we tend to see increases in the levels of poor concentration, irritability, and fatigue.

Poor concentration can be seen as an amber warning if left unresolved as prolonged poor wellbeing can lead to serious health problems. A large proportion of respondents (41%) are in middle management or junior management positions and are therefore more likely to be providing on-site supervision as well as ensuring all activity is complying with building codes and safety regulations. For these individuals, experiencing poor concentration on a regular basis will have a negative impact on their ability to undertake their role to a high and safe standard. If an individual struggles to concentrate while at work, they are more likely to not catch mistakes being made or make mistakes themselves. This can result in higher health and safety risks if the checks and balances are not correct for both those constructing and for those using the built asset.

It is therefore necessary for people to be aware of when they need to look after their wellbeing if they are experiencing problems such as poor concentration in order to protect themselves, workers on-site and ensuring mistakes are not being made.

We have mapped out the changes between aspects of the working environment, however, not much has seemed to have changed (Table 1).

The largest change was the number of people reporting stress due to poor crisis management, followed by low pay and inadequate staffing where respondents in 2025 are now reporting less stress than in 2020. On the other end of the scale, there has been a small percentage uptick in the number of people reporting higher stress around poor or no catering facilities and working in isolation. There are several factors that could be influencing these results, and the culture of the business and current policies and practices in place can have an influence on how stressed an individual may feel by these variables. However, it is important that companies and employers understand how parts of the work environment can impact worker wellbeing and to address it where necessary.

Looking at what support has changed over the past five years (Table 2) there has been a positive uplift in the level of support with a large increase in Mental Health First Aiders (MHFA's) being trained and available for employees to speak to, in addition to an increase in the number of organisations offering employees access to external and confidential helplines. The largest increase was for awareness week activities, which was at 26% in 2020 and rose to 77% in 2025. This is a welcome increase as awareness activities for mental health can be easily implemented by all companies, regardless of size, with an abundance of free resources available on the internet to use.

With more companies offering these routes for support, it will help enable people to reach out for support in a way that is more comfortable to them.

Table 1: The Working Environment

Comparison data between 2020 and 2025 of the percentage of people who rated aspects of the working environment moderately to extremely stressful.

	2020	2025	% Change
Crisis Management	53%	36%	-17%
Low Pay	46%	36%	-10%
Inadequate Staffing	70%	60%	-10%
Bullying	36%	29%	-7%
Unrealistic Deadlines	71%	64%	-7%
Time Pressures	73%	66%	-7%
Lack of Involvement in Decisions	55%	50%	-5%
Uncertainty of Working Location	38%	33%	-5%
Poor Communication	70%	65%	-5%
Toilet Facilities	37%	34%	-3%
Inadequate Temperature Control	43%	41%	-2%
Too Much Work	71%	69%	-2%
Noise Levels	47%	45%	-2%
Cost Pressures	58%	57%	-1%
Working in Isolation	30%	32%	2%
Poor or No Catering Facility	25%	27%	2%

Table 2: What is the industry currently doing to help?

Comparison data between 2020 and 2025 of the percentage of people reporting what their organisation currently offers them in terms of mental health support.

	2020	2025	% Change
Additional External Support (e.g. counsellors, occupational psychologist)	31%	25%	-6%
Support Structures	26%	22%	-4%
Training on Mental Health and the Symptoms	31%	27%	-4%
Fatigue Management Plans	5%	8%	3%
Switch-off Policy (e.g policy against checking your phone/emails during non-working hours)	7%	12%	5%
Scheduled 1-1 Meetings	25%	35%	10%
Flexible Working	38%	50%	12%
Help Lines (e.g. Employee Assistance Programme – EAP)	38%	54%	16%
Mental Health First Aiders	35%	54%	19%
Work From Home Policy	28%	51%	23%
Awareness week activities	26%	77%	51%

Findings from the survey

The following section aims to provide further insight into the 2025 survey results.

Mental Health of Workers

It is important to note at this point in the report that having poor mental health is not necessarily a result of working in the construction industry. In fact, as covered in the introduction section, work can help support good mental health by providing a routine for people, a sense of belonging and community as well as allowing people to have goals and achievements.

Those who responded to this survey, however, did report high levels of poor mental health over the past year. On a daily basis...

- 24% experienced stress
- 20% experienced fatigue
- 18% experienced anxiety
- 7% experienced depression
- 2% had suicidal thoughts

The ability to deal with stress will vary for each individual. One person may thrive under stress, whereas another may find it too much to deal with, and so causing them mental distress. We all need some level of stress to help with performance, and motivation. However, high levels of stress or prolonged stress levels will cause strain, fatigue and eventually burnout. Leading to potentially poor health and a mental health condition.

With almost a quarter of people stating they feel stress on a daily basis and 20% reporting they feel fatigued, we can assume these individuals are the ones who are more likely to be experiencing burn-out. These are the people that managers need to be identifying and supporting more to ensure their mental health returns to a more sustainable level.

What is concerning is the high levels of people with suicidal thoughts. Over a quarter of respondents (27%) had thought about suicide at least once over the past year. Suicidal feelings can affect anyone of any age, gender, or background. Many people who feel suicidal will often feel increasingly hopeless, and worthless over a period of time.

Mind's guidance on suicide provides a useful list of work and non-work related events that can cause people to feel suicidal.[17]

This includes:

- Existing mental health problems
- Bullying, prejudice or stigma, such as relating to your race, gender, disability or sexual identity
- Bereavement, including losing a loved one to suicide
- The end of a relationship
- Long-term physical pain or illness
- Money problems
- Housing problems, including homelessness
- Isolation or loneliness
- Feeling inadequate or a failure
- Addiction or substance abuse
- Society's expectations, for example to act a certain way or achieve certain things
- Other forms of trauma

Key findings

Mental Health Over the Past Year:

94% experienced stress

83% experienced anxiety

60% experienced depression

90% experienced fatigue

86% experienced poor concentration

82% experienced feeling overwhelmed

27% experienced suicidal thoughts

Factors That Contributed Towards Moderate and Extreme Levels of Stress:

69% Too much work

65% Poor communication

64% Poor planning

64% Unrealistic deadlines

60% Inadequate staffing

With such high numbers of respondents stating they have experienced suicidal thoughts; it is vital that employers take this seriously and take action. For employers, being able to understand and identify the contributing factors for feeling suicidal is an important first step. The second step is to then create a culture of openness that allows colleagues to reach out if they are in distress and to seek support. This second step can take time and will need to be done carefully and as part of a wider wellbeing strategy that allows people to feel safe to openly discuss their thoughts and feelings.

Free Resource

Axa Health has published a blog on their website that can help identify and manage stress within your workplace.
www.axahealth.co.uk/small-business/hub/identifying-stress-at-work

CIPD has produced guidance on responding to suicide risk in the workplace. This practical guidance can be used to help educate your workforce and create an open, safe space to talk about suicide.
www.cipd.org/en/knowledge/guides/responding-to-suicide-risk-in-workplace/#why-is-suicide-a-workplace-issue

Problems within the workplace

Construction work can take its toll on individuals, as can be seen in the previous section. A workplace that is friendly and actively reflects on how aspects of the job impact wellbeing can help reduce levels of stress, improve productivity and overall mental outlook. We asked respondents a range of questions in regard to what aspects of work they find stressful.

Lack of Privacy

Lack of privacy continues to prove an issue for many with 38% of respondents reporting feeling extremely or moderately stressed at work. This is particularly true for those who are predominantly site based.

Those who reported higher levels of stress in this area were young people aged 18-25 and those based in skilled manual roles. Table 3 details the demographic groups who stated they have found the lack of privacy during work 'extremely stressful' or 'moderately stressful'.

The data suggests younger generations are more likely to be impacted by privacy levels given to them while working on projects and their ability – or lack

thereof – to unwind in private spaces where needed. Many young people have come from educational settings where they are used to attending lessons in classrooms, having catering facilities and having good support mechanisms in place with their cohort and teachers. Some, depending on when they graduated, would have spent most of their education at home on the computer due to lockdown. Making the move from education to working in the industry a big step for many. This is likely to be a consistent theme throughout this section as young people get to grips with the world of work. However, this does highlight the need for better support in welcoming people into the industry, providing them with adequate tools and information at the induction stage, and providing them with someone to shadow or act as a mentor to smooth the transition process.

Table 3: Lack of privacy question broken down by demographic groups

Demographic	Extremely Stressful	Moderately Stressful
18-25 years old	31%	17%
26-35 years old	23%	29%
Neurodivergent	27%	29%
Middle Management	16%	32%
Supervisor	25%	29%
Clerical/Administrative	26%	26%
Skilled Manual	30%	22%

We are likely to see a high number of people enter into the industry for the first time over the next few years thanks to the investment of the current UK government in training, and their commitment to increase housebuilding and other infrastructure projects. It is therefore important, as an industry, we are aware that supporting the mental health for these individuals is vital to ensure they are mentally well and are retained within the industry.

Perhaps unsurprisingly, 65% of those in company director or in senior management levels reported that lack of privacy was 'Not particularly stressful' (39%) or 'Not stressful at all' (27%). Those in management or leadership positions may be reporting less stress from lack of privacy for a number of reasons. It is potentially down to spending a reduced time 'on-site' with more work being undertaken in an office setting where they have access to dedicated breakrooms, meeting rooms and potentially their own office to concentrate and work in.

Inadequate toileting facilities

The number of toilets and access to these facilities has always been an issue for those working on-site. In the past, CIOB has heard from individuals on the issues they have faced with toilets being located too far away from where they are working, toilets being used as storage facilities, and having restricted access to toilets which are kept locked by the site manager.

When asked, 13% of respondents stated it was extremely stressful and 21% said it was moderately stressful, which is just over a third of respondents in total. To understand which groups are finding this the most stressful, we have broken it down in Table 4.

Table 4: Inadequate toileting facilities

	Moderately -Extremely stressful	Not particularly - Not at all stressful
Gender		
Male	42%	58%
Female	56%	44%
Age		
18-25	61%	39%
26-35	50%	50%
36-45	46%	54%
46-55	40%	60%
Over 55	42%	58%
Job Role		
Company Director/Senior Management	41%	59%
Middle Management/Junior Management	43%	57%
Supervisor	58%	42%
Clerical/Administrative	50%	50%
Skilled Manual	41%	59%
Unskilled Manual	63%	38%
Sole Trader	55%	45%

When looking at age in Table 4, we can see that as an individual grows older, they are less concerned about toileting facilities. This could be because many working in the industry start their career on-site and, as they get older, tend to look for employment in more office-based roles. This is seen again in the type of job roles with supervisors, manual labourers, and other on-site roles finding it more stressful.

Most toilets that are on-site are gendered and due to the number of men outweighing the number of women it is unsurprising to see 56% of women reporting the lack of toilet facilities is moderately to extremely stressful. In fact, 22% of female respondents reported it to be extremely stressful. Men still rated highly though with 42% reporting it is moderately to extremely stressful not having access to toileting facilities and 17% stating it was extremely stressful.

We are starting to see a rise in more men wanting better access to toilet facilities since Covid-19. This could be due to hygiene behaviours ingrained from the pandemic, but we are also seeing a rise in the number of men reporting issues with their bowels and prostates who are requiring greater accessibility to toilets and better welfare facilities. We therefore anticipate this issue will continue to rise over the years unless more sites improve toilet provision so that it meets the needs of all workers.

Studies show that inadequate toilet facilities costs productivity with workers spending unnecessary time seeking facilities elsewhere. Research has shown that construction sites with adequate toilet facilities reported 15% fewer delays compared to those without in addition to 20% lower absenteeism.[18]

Providing toilets that are accessible for all regardless of location could be a simple fix for helping to reduce stress levels and may have a positive impact on those working on projects regardless of what organisation they work for.

Free Resource

The Health and Safety Executive has published guidance online covering toilet and washing facilities for construction workers
www.hse.gov.uk/construction/healthrisks/welfare/toilets-and-washing.htm

Inadequate temperature control

In our 2020 survey, we found 42% of respondents reported inadequate temperature control stressful. Five years later this is still the case for many workers in the industry and we anticipate the call for better heating and cooling systems will increase due to the impact of global warming both for those working on-site and in office-based roles. Many people recognise that working in construction, particularly on-site, weather and temperature is not one we can control. Workers will often become accustomed to working in all-weather conditions, but it is essential that employers do their best to mitigate the discomfort felt by employees as a result. For example, providing easily accessible water stations, scheduling regular rest periods, access to heaters or cooling units etc.

Nearly half (49%) of respondents rated inadequate temperature control moderately to extremely stressful, with 13% of those stating it was extremely stressful for them. Looking closer at the

breakdown in the Table 5, we can see again the younger generation aged 18-25 struggle the most with temperature control compared to those who are older and perhaps have worked in the industry longer. 19% of those aged 18-25 reported inadequate temperature control was extremely stressful and 50% found it moderately stressful. Neurodivergent respondents also found this stressful, with 18% stating it was 'extremely stressful', and a further 42% 'moderately stressful'.

It is important to note here that 38% of 18–25-year-olds who responded to the survey considered themselves neurodivergent, which may be why those 18-25 years old are reporting such high levels of stress when it comes to temperature control.

Those who are neurodivergent often have heightened sensitivity to sensory information, including sounds and temperature. This could be why we are seeing high levels of stress from this cohort.
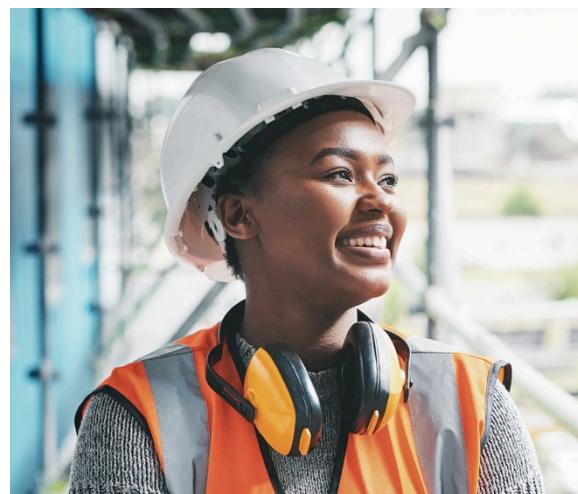
Table 5: Inadequate temperature control

	Moderately -Extremely stressful	Not particularly - Not at all stressful
Gender		
Male	46%	54%
Female	57%	43%
Age		
18-25	69%	31%
26-35	43%	57%
36-45	46%	54%
46-55	46%	54%
Over 55	51%	49%
Neurodiversity		
Neurodivergent	61%	39%
Neurotypical	44%	56%
Job Role		
Company Director/Senior Management	22%	78%
Middle management/Junior Management	48%	52%
Supervisor	54%	46%
Clerical/Administrative	46%	54%
Skilled Manual	52%	48%
Unskilled Manual	43%	57%
Sole Trader	48%	52%

Noise levels

Due to the nature of construction, the workforce is naturally exposed to loud noise. The Control of Noise at Work Regulations 2005 aims to ensure people are protected from excessive noise at their place of work which could cause them harm. From these regulations we have seen the requirement of employers to provide hearing protection and hearing protection zones. However, when asked about whether noise levels, over half (52%) said they experience stress related to this.

In Table 6 we have broken it down by demographic groups again and we can see the cohort who reported the highest amount of stress were those who identified as neurodivergent with over

a third (36%) reporting it as extremely stressful for them.

From Table 6 we can see those who found it the most stressful were those working in unskilled manual and supervisor roles. However, many job roles rated noise levels as something that was stressful for them. Constant loud noise can make it difficult for workers to concentrate and 17% of respondents reported they had poor concentration on a daily basis. It is therefore important for employers to look into noise management measures to reduce stress levels and improve workers' cognitive abilities such as concentration, which we know is an issue as shown earlier in this report where 48% of respondents often struggled with poor concentration, and 46% often experienced with irritability.

Table 6: Noise Control

	Moderately -Extremely stressful	Not particularly - Not at all stressful
Gender		
Male	50%	50%
Female	55%	45%
Age		
18-25	54%	46%
26-35	55%	45%
36-45	53%	47%
46-55	50%	50%
Over 55	50%	50%
Neurodiversity		
Neurodivergent	65%	35%
Neurotypical	47%	53%
Job Role		
Company Director/Senior Management	47%	53%
Middle management/Junior Management	52%	48%
Supervisor	65%	35%
Clerical/Administrative	50%	50%
Skilled Manual	48%	52%
Unskilled Manual	57%	43%
Sole Trader	57%	43%

Poor Catering Facilities

We asked respondents how stressful having poor or no catering facilities was when working on site.

Those who found it most stressful were mainly the supervisors and skilled manual workers. 17% of supervisors reported it extremely stressful and 42% moderately stressful, whereas 13% skilled manual workers reported it as extremely stressful and 25% moderately stressful. Looking at age groups, those aged 18-25 reported high levels of stress when it came to availability of catering facilities (15% reporting it was extremely stressful and 46% moderately). Those identifying as neurodivergent also found this stressful - 10% extremely stressful and 39% moderately.

These are more likely to be individuals who work on-site and therefore have less opportunity to have a dedicated break area or catering facilities in comparison to those working at home, in offices, or in depots.

There are many benefits for providing catering facilities. By providing a dedicated space for workers to eat and have their lunch it provides people with a communal space where they can unwind, socialise, and mentally prepare for the tasks after their break is over. For those that have the budget, providing food can be an effective way to boost morale, productivity, and organisations have found that it saves time as workers are less likely to travel elsewhere to buy and consume lunch.

It is important to consider the space available and the number of workers when designing the canteens and facilities for breakrooms. Regular feedback from workers can help you identify if the facilities are meeting their needs and if there are areas that could be improved. Some of these changes may be little to no cost, and that can be a really easy win for many companies.

Problems with the work culture

We asked people how stressful they found various aspects of the work culture. Table 7 is a summary of the results where more than 50% of respondents identified issues.

Table 7: Work Culture

	Moderately - Extremely stressful	Not particularly - Not at all stressful
Underappreciated	54%	46%
Lack of clarity about responsibility	54%	46%
Undervalued	55%	45%
Inadequate managerial support	56%	44%
Lack of trust in management	57%	43%
Pressure to attend work regardless of circumstances or need e.g. health	57%	43%
Lack of participation in decision making	58%	42%
Conflicting demands	59%	41%
Lack of understanding over job roles	61%	39%
Cost pressure	62%	38%
Inadequate staffing	66%	34%
Poor planning	68%	32%
Poor communication	69%	31%
Unrealistic deadlines	69%	31%
Time pressure	70%	30%
Too much work	71%	29%

Table 7 highlights there are several significant stressors impacting respondents' mental wellbeing. The majority of respondents are experiencing high levels of stress due to the volume of work and the speed at which these tasks need to be completed 'Too much' work 71%, 'Time pressure' 70%. This is supported with the third highest issue which is 'Unrealistic deadlines' (69%) suggesting that respondents are regularly finding the agreed expectations for project completion is not realistic.

Given 72% of respondents were either in senior management positions 31% or middle/junior management positions 41%, it is interesting to see that inadequate managerial support and poor management of people ranked highly. This is suggestive that many respondents feel they are not receiving the right guidance, resources or support that they need from higher up and this could be why we are seeing high numbers for unrealistic deadlines and having too much work to do in a small space of time.

It is important to look at how employers can prevent work related stress. Although some of the above cannot be helped at times, more needs to be done in recognising and looking at how to manage some of these stressors.

**There are several factors that can indicate if there is a problem in the workplace:**
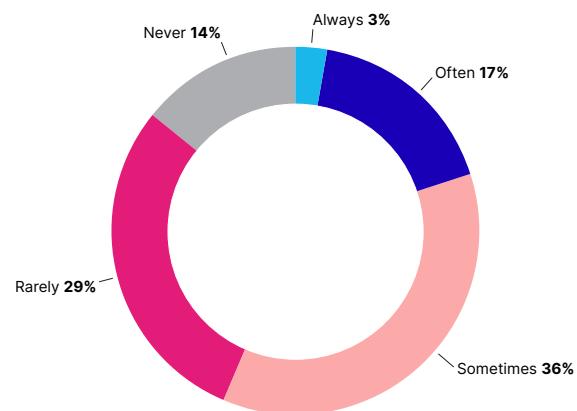
- High staff turnover
- High rate in absenteeism and/or sickness levels
- Employees not taking their full holiday entitlement
- Poor productivity levels
- High rate of health and safety instances

We encourage employers to look at the results in Table 7 and reflect on their current work practices and whether there are areas for improvement, particularly if they are experiencing any of the factors outlined above e.g. staff turnover, absenteeism etc. From there employers can start to explore how management can support their colleagues within the workplace. Later in the report we discuss the need for appropriate training at management level to help achieve this.

Feelings of being excluded or unwelcome

We asked how often individuals experienced behaviours at work that made them feel excluded or unwelcome. What is positive news is almost two thirds (65%) responded they only sometimes or rarely experienced this, with 3% stating they

Graph 1: How often have you experienced behaviours at work that made you feel excluded or unwelcome? (e.g. being ignored, spoken down, dismissed)

had never experienced these behaviours towards them, this can be seen in Graph 1.

Those who were more likely to have experienced behaviours that made them feel unwelcome or excluded tended to be individuals who had worked at their current company for less than a year (see Table 8). Only 8% stated they had never experienced this type of behaviour compared to 20% of those who had worked at the company for more than 10 years.

12% of respondents who are non-binary reported they experienced exclusionary or unwelcome behaviours on a constant basis compared to 3% of men and 3% of women. Female respondents also experienced these behaviours on a frequent basis with 23% experiencing it 'Often' and 38% 'Sometimes' experiencing it.

Table 8: Unwelcome behaviours by time spent working at the company

	< 12 months	1-2 years	2-5 years	5-10 years	10+ years
Always	4%	4%	2%	2%	3%
Often	18%	22%	14%	19%	16%
Sometimes	40%	35%	41%	42%	25%
Rarely	29%	26%	27%	27%	35%
Never	8%	13%	16%	11%	20%

Retaining Talent

The 2024 Autumn forecast by the Construction Products Association (CPA) found over the past two years, the UK construction industry has lost over 10,000 firms and lost an average of 31,000 businesses per year over the past five years.[19] In addition to this, the sector continues to lose skilled construction workers to other industries and retention of these people remains an important issue.[20] Therefore trying to retain talent in the construction workforce can be challenging.

As part of this research, we asked how often people had considered leaving the industry (Table 9). 82% of respondents had thought about leaving the industry at least once over the past year.

It is concerning to see such high numbers of people thinking about leaving the industry and it is important to examine why that is and how we can improve retainment for such a vital sector. In the UK, the government has committed to building 1.5 million new homes in order to address the housing crisis which is an ambitious target. This will result in a campaign to attract people into this industry in order to deliver this surge in high demand. However, if there are issues causing a high percentage of people to consider leaving the industry now, this needs to be addressed before we train people to work in construction roles.

Table 9: How often have people thought about leaving the industry by age

|	18-25	26-35	36-45	46-55	Over 55
Always	6%	7%	5%	7%	6%
Often	23%	28%	28%	23%	17%
Sometimes	37%	38%	25%	34%	22%
Rarely	15%	17%	27%	19%	29%
Never	18%	11%	14%	17%	26%
Total	100%	100%	100%	100%	100%
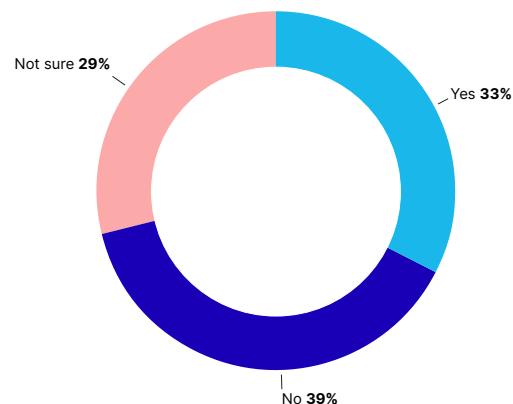
Younger people are more likely to be thinking about leaving construction compared to those who are older. This could be because many have recently graduated and working in the industry has not met their expectations, or there could be other underlying issues as highlighted in the previous sections which make them feel unwelcomed, and negatively impacting their mental wellbeing. Induction processes can be highly useful in ensuring transitions to a new organisation and new industry. By providing people with a mentor or a good manager, it can help retain these new members of staff, particularly if they are young and do not have much experience yet of the world of work.

If companies wish to retain their employees, it is important to look at how to remain competitive. Focusing on wellbeing and workplace culture can be one way to attract and retain talent. When asked if respondents felt working in the industry had made their mental health worse, a third stated that it had. However, the split between those saying yes, those saying no and those unsure is fairly even, as seen in Graph 2.

It is difficult to interpret given the split, however it does highlight that everyone has their own individual experience when it comes to working in this industry and depending on the company, your role and even your background, this can have an impact on how we feel about the sector.

Of those who said they were neurodiverse, over half (52%) stated that working in the industry had made their mental health worse, with just over a quarter (27%) reporting the opposite. This variance could be due to difference in support offered by their organisation.

Graph 2: Has working in the construction industry made your mental health worse?

Not sure **29%**

Yes **33%**

No **39%**

Support offered by organisations

We asked respondents what type of support is currently being offered by their organisation or, if they are self-employed what support is provided to them on-site.

Table 10: What support does your organisation/site currently offer when it comes to mental wellbeing?

	%
Mental Health First Aiders	54%
Help lines (e.g. Employee Assistance Programme – EAP)	54%
Awareness week activities e.g. World Mental Health Day	77%
Scheduled 1-1 meetings	35%
Fatigue management plans	8%
Flexible working	50%
Paid sick leave beyond Statutory Sick Pay (SSP)	43%
Work from home policy	51%
Switch-off policy (e.g. Policy against checking your phone/emails during non-working hours)	12%
Training on mental health and the symptoms	27%
Support structures	22%
Additional external support (e.g. counsellors, occupational psychologist)	25%
I don't know	4%
None of the above/Other	19%

In Table 10, respondents stated awareness week activities (77%) that align with national campaigns, help lines (54%), and trained Mental Health First Aiders (54%) are the most well-known offerings. Whereas HR policies such as fatigue management plans (8%) and switch-off policies (12%) are either not in place, or not as well known by employees.

There are many benefits for having access to the support listed in Table 9. For example, awareness activities will help reduce the stigma associated with mental health issues and it encourages employees to seek help when needed. Having Mental Health First Aiders (MHFA's) in place equips employees to recognise early signs of mental health issues and provide initial support to their colleagues. Additionally, HR policies such as fatigue management plans helps to reduce the risk of accidents and injuries caused by tiredness, enhanced productivity and better physical and mental health. We know that each company is different and a one-size-fits-all approach does not work, which is why we see a spread of different support mechanisms offered. However, it is important that the workforce is made aware of the support available to them on a regular basis in order to encourage people to reach out and know who or where to reach out to when they need additional support.

In addition to awareness, we also need to look at how accessible and available are mental health initiatives are to employees.

A third (33%) of respondents said the initiatives were very accessible and 40% said it was fairly accessible. Only 9% of respondents stated initiatives were not accessible at all or not made available to them.

For those who said they found support very accessible, unsurprisingly it was mainly (39%) individuals who were employed by the large companies of 500+ employees. On the other side of the coin, and perhaps not surprisingly, those who said the initiatives were not at all accessible or available were either employed by a business with 2-9 people (27%) or sole traders (23%).

Many small businesses who have limited resources will be less likely to offer a range of mental health initiatives and yet these are the individuals who tend to struggle the most. Work is being done by contractors to try and provide resources and support to the smaller businesses who operate on their sites, however, clearly we need to be making greater progress in this area.

Are you okay?

Mental Health First Aiders (MHFA's) and employees who champion wellbeing (sometimes known as wellbeing champions) are increasing in popularity with more organisations investing in these programmes to provide a point of contact if someone needs mental health support and guidance. However, we all have a responsibility to look out for our friends and colleagues while we are working and a simple **"are you okay?"** can be the question someone needs to open up about their problems.

In Table 11, we asked respondents how confident they would feel in reaching out to someone showing signs that they are struggling (e.g. quieter than usual, turning up to work late, personal hygiene not to their usual standard).

Looking at the data more closely, almost half (42%) of those who had worked at the company for over 10 years reported they were confident to approach anyone that needed help, in addition to those aged 46-55 (46%) and aged over 55 (44%). These people who feel confident to approach anyone that needed help are therefore more likely to know a lot of people in the organisation due to the length of time

Table 11: How confident do you feel reaching out to someone showing signs that they are struggling

	%
Confident to approach anyone that needs help	36%
Confident, but only if I know that person well	38%
Not very confident	7%
Not confident at all	17%
Don't know	2%
Total	**100%**

spent at the company, the company policies and procedures and are likely to understand what support is out there for the employees.

Interestingly, those who are younger, or were newer to the organisation, rated highly for the number of people who felt confident to approach if they knew them well. This included students and apprentices (72%), 18-25 year-olds (49%) and those who had worked at the organisation for less than 3 months (48%). This may be down to better awareness of mental health, as students are now taught at school what mental health is and how to look after it. Therefore, their confidence in approaching someone is likely to increase due to the awareness activities that have been put in place.

Those who responded they were not confident at all were mainly those who were less likely to have good bonds with other members of staff. This included those who had recently graduated (20%), or worked in part-time roles within their company (13%). This is perhaps unsurprising, but this could be a focus for employers to enable all their staff to feel confident to approach anyone who is looking or acting not quite themselves.

CIOB's Wellbeing Champions Group

At CIOB, we are proud to have a very active Wellbeing Champions group who are trained as Mental Health First Aiders (MHFA). Every month, they provide colleagues with a mental health topic to focus on and give out tools and information through our intranet platform, communications systems and monthly global staff catch-up calls.

We know there is a long way to go in improving mental health in the construction sector, so a first step to understanding this better, was to instil this culture internally. All of our people managers have been trained in i-ACT to give them a better understanding of what mental health is, how to spot signs of someone who might be struggling and how to support them effectively.

This is an important move for our colleagues to be effective people managers as they need to have the confidence to spot and address issues with both their direct reports and others across the business as they interact.

What could be done better?

With so many people thinking of leaving the industry, and finding several aspects of their work life stressful, it is important to examine where the industry can improve.

Many respondents felt that 1-1 meetings focusing on mental health and support available by the organisation would be a useful addition to what their workplace currently offers. We also saw many respondents mentioning better training was needed for their managers to understand how to appropriately identify, discuss, and manage employees' mental wellbeing and to be proactive and flexible in their solutions. From this, some mentioned having the opportunity to work flexibly with their working hours and location would have a positive impact on their mental health as they were often having to juggle their work and family life which caused them stress. Others also suggested changes to workspaces that may be helpful, including quiet spaces, and dedicated areas to eat lunch and to relax during break time.

Anonymous Response 1

"[Leadership should] lead by example. Sometimes you feel tired, you feel frustrated, but you put all of this deep inside and carry on, until your body collapses and tells you to stop. There is no reassurance that when you come and speak about high stress [that] people will not think you are weak, and they will allow you to have a time off to recover. [...] People are not robots, but sometimes there is a nice cover of mental health talks, but no actions or real things to help. I don't want less work; I don't want to talk to somebody. I need 2-3 days off to bring myself back and disconnect myself. I also need a place at work to relax in a crisis, but it is not available."

"Perhaps just clearer communication on these aspects as to what's available, making it a point to mention it in team meetings, even as a standing agenda item. Additional considerate, intentional, and thoughtful initiatives on a team level making mention of things related to mental health. It's almost like sometimes these things are there but they are not at the same time..."

Anonymous Response 2

Anonymous Response 3

"My construction manager frequently fails to pick up on cues that somebody is experiencing poor [mental] health, significant personal stresses, or an overwhelming workload. I think it should be mandated that all senior management have undertaken some form of support / mental health first aid training."

Becoming proactive rather than reactive to staff wellbeing

There is no one-size-fits-all approach to take when it comes to having mentally healthy employees. In this section we highlight a few ways organisations can look to improve how they invest in employee mental health, that takes a more proactive approach based on the results from the survey.

Identifying the issues

Although this report can provide a good overview of the issues in the industry, each company with their workplace culture, policies, and employees can look very different to one another. It is therefore important to use this report as a basis for understanding the key issues and then delve deeper into your own organisation to fully realise what pinch points you may have.

To start doing this you can observe the following:

- **Are people sending emails or messages out of hours?**
- **Are certain people regularly working late or out of their usual hours?**
- **Are there individuals who are acting or looking less like themselves recently?**
- **Is there an increase of drug or alcohol use?**
- **Do we have high absenteeism?**
- **Do we have high sickness rates?**

These can all be indicators that things are not quite right and action should be taken to first address it at an individual level, and then at a wider organisational level.

We also suggest moving away from isolated activities and towards developing a programme of work for the year ahead which allows you to develop, implement and monitor activities on any identified issues.

Case Study: Implementing wellbeing programmes
Kelly Osborne, Head of Health and Wellbeing: at Wates

At Wates, we believe creating a supportive environment is key to achieving long-term success, so that's why we have taken proactive steps to improve our team's mental health and well-being.

Mental health within the construction industry has been a long-standing concern, so our focus has been on implementing a programme of training, awareness campaigns, and supporting our dedicated mental health ambassadors. In short, by making mental health a priority, we're not just supporting our people - we're building a workplace where everyone can truly thrive.

Amongst many initiatives in 2024, we made significant strides in enhancing mental health support, particularly through the expansion of our Mental Health First Aider network. Our Bounce Back resilience programme has had a significant impact, with 831 employees trained in how to better manage stress in 2024, bringing the total to 3,272 people who have the knowledge in how to manage their own mental health.

Also in 2024, 42 of our employees have completed Applied Suicide Intervention Skills Training (ASIST) to help them effectively recognise those who may be at risk of suicide and conduct suicide interventions when needed. We successfully piloted Cognitive Behavioural Therapy (CBT) workshops for 12 people, giving them practical tools to develop positive habits and mindsets. Feedback from these workshops proved invaluable in shaping our mental health initiatives for 2025.

Our employees have risen to the challenge of tackling mental health stigma, including a group of 37 people who took on the National Three Peaks Challenge last year, climbing Ben Nevis, Scafell Pike, and Snowdon, a total of nearly 10,000 feet. Not only did this benefit their physical health and mental resilience, but their efforts also raised over £60,000 for PAPYRUS, a charity dedicated to preventing young suicide.

Looking ahead to the rest of the year, we're rolling out our MyWellnessPlan, a tool designed to help employees identify what supports their mental well-being, recognise stress triggers, and take simple steps to address them. This will be integrated into one-to-one meetings, onboarding processes, and key career moments, ensuring mental health remains a central part of everyday conversations.

Training employees

In the 2020 report, we asked survey respondents how many courses or events relating to mental health and wellbeing they had attended in the last three years. The results were low with 50% attending no events in-house, 70% attending no external events, and 79% attending no formal events. The same questions were presented again in this survey. The responses indicate that some improvement has been made, although the numbers of respondents who still have not attended any events or courses related to mental health and wellbeing is still high.

The construction industry is no stranger to toolbox talks which provide specific information on health and safety topics, usually to workers on site. This same approach needs to be taken with mental health and there are a variety of organisations who provide that service. By teaching people to recognise the signs that colleagues might need some support and get conversations started, these sessions can help improve peoples' confidence, encouraging them to reach out to others and ensure everyone is looked after while at work– both physically and mentally.

Earlier in this report, we mentioned several respondents felt organisations could better train their managers to identify poor mental health and to have 1-1 meetings that focus on their employees' wellbeing. There are several dedicated training schemes aimed at managers that equip them with the knowledge and skills to better understand mental wellbeing and how to have those conversations. The CIOB Academy has a free e-learning course titled 'Mental Health in Construction' which highlights the value of good mental health and its importance in the industry.

The Lighthouse Charity also offers free soft skills and leadership training through their Wellbeing Academy. Training is delivered across a variety of platforms to suit every learning style and it is made for those working in construction.

It is important that an organisations' senior leaders identify training needs to provide the best support possible for their employees. Some businesses have identified specific mental health problems that need to be addressed and prevented for their workforce to help them become resilient and identify when they should be seeking professional support.

Table 12

Over the past three years, how many courses or events relating to mental health and wellbeing have you attended?

	2020	2025
No internal events/courses (on site or at head office of organisation)	50%	40%
No external events/courses (away from site and organisation)	70%	57%
No formal events/courses	79%	53%

Case Study: How Training Can Have a Positive Impact on the Workforce
Amey & Samaritans

Amey is a leading provider of solutions for transport infrastructure and complex facilities. Amey employees, who work in frontline roles on the road and rail network are often exposed to traumatic events and experiences. With good support in place for employees after incidents, the company wanted to go a step further and invest in providing proactive support for employees. Amey approached Samaritans to develop a tailored one-day 'Recognising and Managing Trauma' course.

Samaritans Training and Engagement Programme (STEP) draws on the expertise gained from our support services to provide training and learning options to organisations across all sectors. The programme enables employees to have the confidence and skills to support themselves, colleagues, customers and the general public.

Traumatic events and experiences can have long-lasting effects on our emotional wellbeing. Trauma is personal. People with similar – or even shared – experiences may be impacted in very different ways. The course was designed, with input from Amey senior leaders, managers and frontline employees, to help employees develop awareness of trauma and explore practical strategies to help themselves and others manage trauma. Samaritans worked closely with teams across Amey to make sure the training focussed on real-life situations that employees and managers may experience.

Throughout 2024, this training was delivered by expert Samaritans trainers to almost 1,000 Amey employees at locations across the UK. This has made a significant impact on employees across the company, enabling them to feel more aware of traumatic experiences and how it's affected them, so that they are better equipped to support themselves and others.

"The team at Amey have shown that they are willing to invest in the emotional wellbeing of their employees and the support available to them. It's been inspiring to see all levels of the company involved and this has undoubtedly contributed to the success." Sam Gale, Senior Business Manager, Samaritans Training & Engagement Programme.

"At Amey, we are committed to the wellbeing of our employees, especially those in frontline roles who may experience traumatic events. By partnering with Samaritans to develop the 'Recognising and Managing Trauma' course, we have taken proactive steps to equip our team with the skills and confidence to manage trauma effectively.

"The feedback has been really positive, and we will continue to roll out the training to more employees across the business. This initiative has made a significant impact, fostering a supportive environment where employees feel empowered to help themselves and others." Joe Docherty, HSEQ Director - Transport Infrastructure at Amey

If you are interested in discussing training requirements or wider partnership options with Samaritans, then please contact the STEP team: step@samaritans.org

Fostering trust

Building trust among colleagues can help people feel more confident in how their employer and colleagues would treat them if they reached out with a mental health concern. Building positive relationships with your team, talking openly about personal life, and interests outside of work can have a positive effect.
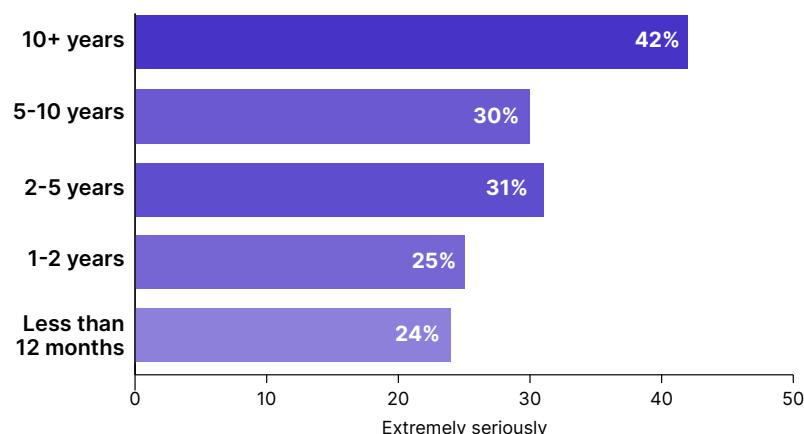
Graph 3 suggests confidence levels increase the longer an employee has spent at a company. On average, an individual will stay at the same company for 4.2 years,[21] looking at the above data just less than a third (31%) of those who have worked between 2-5 years at the company feel any mental health issues would be treated extremely seriously.

More can be done by training managers on how trust and creating safe spaces can be created with their workforce, and this can be done at any level throughout the supply chain. Senior leaders in organisations are now taking the initiative to show vulnerability and take sick days where needed for both their physical and mental wellbeing.[22]

As discussed earlier in the report, individuals felt that more 1-1 meetings focusing on mental health and support could be beneficial for fostering support and ensuring colleagues felt heard. If trust is to be built at an individual level, 1-1 meetings can help to improve relationships and levels of confidence between colleagues. Additionally, showing you can trust others by allowing staff to take risks (where appropriate), make mistakes, and express ideas and concerns is important.

Enabling managers to be those safe spaces for colleagues to open up can have a real positive impact on individuals and allows them to bring their whole self to work, which helps improve trust and mental wellbeing.

Graph 3: If you or a colleague disclosed to your organisation that you had a mental health issue, how seriously do you think it would be treated?

Years at company	Extremely seriously
10+ years	42%
5-10 years	30%
2-5 years	31%
1-2 years	25%
Less than 12 months	24%

Extremely seriously

Case Study: Working while having a mental health issue, like bipolar.

Patrick Shah-Regan

As a Site Manager with 20 years of experience in the construction industry, I've seen firsthand how much has changed, particularly regarding mental health awareness.

I was first diagnosed with bipolar disorder in 2009 while working on a new-build supermarket project in Manchester. I was working long hours – often seven days per week - with little to no sleep.

One morning, while driving, my mental state took a turn for the worse, and I found myself in serious distress. This led me to seek help from a passing police van. Within a matter of hours, I found myself sectioned under the Mental Health Act in a psychiatric hospital.

Nobody, myself included, saw this coming. I felt as if I had let everyone down, friends, family and colleagues included. I couldn't understand why this had happened to me and I felt deep shame about my condition.

Over time, I came to accept my bipolar disorder diagnosis as simply part of who I am - one aspect of my personality. It's not something that defines me, but it's something I must manage.

I eventually returned to work doing only light duties, and the support of my family – particularly my girlfriend (now wife), helped me transition back to my normal role.

Fast forward to today, I work as a Senior Site Manager with Wates Smartspace, overseeing a range of multi-million-pound projects across the UK. I joined the company in 2021, and I was upfront about my condition. Thankfully, there was no hesitation or concern from the business about my ability to contribute.

Wates Smartspace has provided me with the right environment to not only thrive but also to advance my career. Their support has been instrumental in helping me sustain both my professional life and my well-being.

In addition to my role, I've written a book and blog, and created an AI-driven text-to-speech resource on YouTube - all of which I offer for free. I've also delivered several toolbox talks across Wates projects, sharing my experiences and raising awareness about mental health in the construction industry.

When I meet new people, I often start by sharing my story. The construction industry, as we know, is high-pressure, with constant battles against tight deadlines and budgets. But by being transparent with colleagues, the business, and supply chains, I've found support is always available. I'm proud to say that I've been able to continue in this role that I am so passionate about.

I hope my journey serves as a beacon of hope for others, showing mental health challenges are not obstacles which can't be overcome.

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Enabling people to be resilient

It is important to recognise that even if you build trust within the organisation, it does not remove the stressors that are typical within the construction industry. Therefore, we should also focus on how individuals can become more resilient to the everyday pressures and feel they have the right tools to cope and reach out for support when needed.

Employers should encourage colleagues to take time and map out their negotiables and non-negotiables such as working late, being early on call, or working during lunch as examples. This can help provide them with a sense of autonomy to look after their wellbeing while understanding how they can remain flexible to their work demands where necessary.

Within the survey, several respondents made comments that flexibility would be a positive move for organisations to take forward. With some mentioning that flexible work would allow them to maintain a good work/life balance, particularly for those who mentioned having flexibility if family issues arose. Since Covid-19, we have seen many organisations across the world take more flexible approaches to working days, and places of work. However, given the nature of construction work this can be more complex for providing people with flexibility. Building work in public areas and on construction sites in the UK must adhere to the 1974 Pollution Control Act. This limits noisy work being undertaken within the restricted hours of 8am and 6pm Monday to Friday. Although, this does not mean that no work related to construction can happen outside of this time. Therefore, flexible work provides employers with regulatory challenges. However, there are flexible working arrangements that can be considered such as job sharing, part-time work, and annualised hours that could be explored. Additionally, providing policies that support workers in a variety of ways can help people feel valued as a person.

In 2021, Timewise produced a report on four pilot studies with leading construction firms (BAM Construct, BAM Nuttall, Skanska UK and Wilmott Dixon) which undertook flexible working arrangements and the impact this had on the construction industry's attractiveness and worker wellbeing. The pilot studies used a range of flexible arrangements such as staggered start and finish times, compressed hours, remote working, job sharing and part-time roles. The report found flexible working improved work-life balance, enhanced productivity, and workers experienced a positive shift in attitudes towards flexible working which was a positive outcome. A year later, flexible working has been perceived to be a success story for the four firms as they have seen a huge reduction in sickness absence, increased productivity levels and no adverse impact on project timelines, quality standards or costs.[24]

It is therefore encouraged for organisations to consider whether they can provide flexibility to allow employees to have better work/life balance and feel valued by their company.

Helping people become resilient through autonomy, training, and good management can have several benefits.

Indicators of a resilient workforce includes:

- **High engagement and motivation levels;**
- **Low number of sick days;**
- **People feel that they have a good community around them that is supported by their company, either in work or outside of work;**
- **Individuals coping in healthy ways with work-related stress such as exercising, undertaking hobbies or socialising;**
- **People have a positive outlook and can remain calm under pressure.**

Helping to build resilience will help reduce the number of people reporting levels of anxiety, low-concentration, and low-mood and will help overall wellbeing of staff. However, it is important to realise people will still have good and bad days, so companies still need to have measures in place to support their employees.

Creating policies that work

To support, attract, and retain people, companies need to consider if the policies they have in place are working for or against their values. By speaking to employees to understand what policies could be reviewed or introduced will help create employee-focused practices that benefit the company and the individual.

From the survey responses, we see that a fifth (20%) of respondents experienced fatigue on a daily basis. Organisations could therefore offer fatigue management plans as part of their policies and actively encourage employees to discuss with managers when necessary. This, in turn, will help reduce staff absence and could reduce the number of accidents on-site.

Other polices such as a digital switch-off policy which prevents people from checking their work phones and emails outside of working hours, flexible working or a core hours policy, and even diversity and inclusion policies can all have a positive impact on the workforce from a social, psychological, and physiological aspect.

Free resource

The charity, Mind, has a page dedicated to helping employers take care of their staff's mental health. They have a range of free resources, sign-positing to training courses in addition to wellbeing booklets and wellness action plans.

www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-your-staff/

Case Study: How to create a positive working environment for all employees
VINCI Building

VINCI Building has implemented comprehensive initiatives aimed at enhancing employee wellbeing both within our business and across our supply chain.

Wellbeing Strategy Review

VINCI Building recently reviewed its Wellbeing strategy to assess its effectiveness and incorporate feedback from employees through our bi-annual engagement survey and industry insights. Recognising that wellbeing isn't about one-off guest speakers, the aim was to empower our people to maintain their mental health through a cultural shift.

Mental Health Initiatives

We have taken significant steps to prevent and manage psychosocial risks. This includes training managers, establishing a third-party Employee Assistance Phoneline, and providing psychological support. Our goal is to create a workplace where every employee feels supported and valued with a proactive approach to health and wellbeing, demonstrating our dedication to creating a safe, inclusive, and supportive work environment.

Stand Down Days
We disseminate health, safety, and wellbeing messages throughout the organisation to keep everyone informed with our company's health and safety policy and regularly conduct "stand down" days. These events ensure that all employees and supply chain partners are informed and engaged, with our next stand down day having a global focus on Mental Health Awareness, where effective communication is critical.

Wellbeing Programme
We have integrated wellbeing into our daily operations by launching a 12-month rolling wellbeing programme focusing on three key themes each month. This programme includes access to pre-recorded health talks from NHS professionals and toolbox talks on awareness and support resources shared with the supply chain. Monthly updates are added to desktop wallpapers as reminders.

Wellbeing Boards
Having created a supportive and inclusive working environment that addressed both physical and mental health needs, wellbeing boards are present at every site and office location, reinforcing our key messages, with all our teams supported by nominated wellbeing ambassadors and coordinators.

The Importance of Wellbeing at Work

Workplace wellbeing is all about supporting the physical, mental, and emotional health of our employees where everyone can benefit. All meetings and national reviews start with a focus on Health, Safety and Wellbeing and our teams promote resources including stress relief and physical wellness programmes.

The Importance of Wellbeing at Work

Suicide prevention
Webinars on various topics including World Suicide Prevention Day has had a huge impact on the importance of wellbeing at work. We have also supported and acted as co-sponsor for The Baton of Hope, a recognised symbol of suicide prevention with employees taking part and providing welfare, stewarding and security.

Staying active and supporting the environment

We encourage staff to stay active through initiatives like "Steps to Health" and supporting work-life balance to build loyal and motivated teams. A "Workplace in Bloom" initiative is promoted to call on everyone to create green spaces and help improve our outdoor environments. Supporting local biodiversity positively impacts on our wellbeing and provides important habitats for pollinators.

Volunteering and match funding

Our teams are also allocated two paid days per year which can be spent volunteering for charities or community projects along with match funding to support those who wish to raise sponsorship for approved causes through personal donations.

National Partnership with the Lighthouse Charity

VINCI Building has partnered with the Lighthouse Charity, which provides regular talks, visits, and access to additional resources, further supporting our commitment to employee wellbeing. This positive approach demonstrates and prioritises our dedication to creating a safe and inclusive working environment, which contributes to overall success and sustainability.

Physical Work Environment Enhancements

Recognising the impact of the physical work environment on wellbeing, we provide allowances for projects to enhance their facilities with wellbeing in mind. This has led to the creation of amenities like miniature crazy golf, kitchen setups promoting healthy eating, and games rooms for relaxation. These initiatives have been successful, leading to new standard site setups incorporating these features.

Fairness Inclusion and Respect

In 2024, a campaign of articles, messages, videos, and posters went out to all employees to underline the call to improve our behaviours. This fairness, inclusion and respect campaign focused on gender, age, race, sexual misconduct, harassment and bullying. Understanding and respecting inclusion in the workplace shows a positive approach to our operations, both for ethical reasons and because it ensures our business is more financially stable, innovative, and effective. We value the diverse differences between people and groups, striving for a fully inclusive work environment where everyone is treated fairly and respectfully.

We enforce strict policies against harassment and discrimination and honour the unique backgrounds and milestones of team members, encouraging positive interactions and recognise respectful behaviours.

Improving Communication

Poor communication can negatively impact wellbeing, so we have implemented principal's meetings to support team building, foster better relationships, and share information about upcoming works that may affect other projects. This approach has resulted in more effective and connected teams.

At VINCI Building, promoting and supporting employee health, safety and wellbeing is at the heart of our purpose to champion better work and working lives to deliver mutual benefit to people, organisations, economies and communities. This is embedded in our culture, leadership and people management.

Recommendations

In this section we have included recommendations we would like to see implemented at an industry and governmental level. Additionally, we have designed an action template for individual companies to undertake which can make a positive difference to the workforce.

Industry

A systemic change needs to occur at an industry level in order to see rates of mental health decrease. To support this, we believe industry must focus on how it procures and writes contracts, in addition to how soon they pay suppliers. We have therefore focused our recommendations on these areas for industry to make progress in.

Procurement

To help keep mental health on the agenda whilst reducing the levels of time-pressure and job load stress within the supply chain, industry should:

- Discuss social value and wellbeing at the design and procurement stages to ensure the project is deliverable without having negative consequences on people's wellbeing.

- Include mental health provisions in construction contracts to help support and normalise discussions around mental health.

- Use the tendering process to reward contractors and developers who are taking proactive approaches to improving mental health and wellbeing within their workplace.

Prompt Payment

To reduce the levels of financial stress and pressure felt throughout the supply chain, industry should:

- Ensure invoices are submitted promptly and accurate to prevent delays.

- Streamline processes for efficient payment approvals.

- Commit to paying suppliers promptly within a 60-day period at least. For organisations who wish to demonstrate their commitment to this, they can sign up to the Fair Payment Code which awards certificates based on the time frame.

UK Government

It is not enough for industry to tackle this alone. Government must also support individuals and businesses to enable better wellbeing for all. As this report contained mainly UK responses, we are directing the following recommendations to UK Government.

In September 2023, the UK government published their suicide prevention strategy for England: 2023 to 2028.[25] This laid out the visions and aims to prevent self-harm and suicide, including actions for the Government and organisations to take forward. However, the strategy received serious criticisms for its lack of numerical targets, underestimation of resources, and lack of acknowledgement that this is a cross-departmental issue.

The current Labour government has subsequently announced its intention to abolish NHS England and move the NHS into the Department of Health and Social Care (DHSC). By merging the NHS with DHSC, it is hoped management will be easier, there will be less bureaucracy involved, performance will be improved, and money will be saved to allow those in the NHS (doctors, NHS managers and senior nurses) to work more efficiently. The announcement has received mixed reviews, and time will tell if it has a positive impact on the UK's health services.

When looking at other countries, [Australia's National Suicide Prevention Strategy 2025-2035](#) is praised for its detailed implementation framework and emphasis on support. The strategy aims to unify efforts of governments, communities, and service providers to improve suicide prevention outcomes in Australia. It emphasises mental health services integration, community-based interventions and specific targets for reducing suicide rates. Whilst this is a positive step towards the development of a comprehensive prevention strategy, there are still concerns from organisations based in Australia that there is not enough targeted funding to implement the change necessary for success.

Separately, the UK Government is set to introduce updates to the Mental Health Act and has committed to creating a Men's Health Strategy. The Mental Health Act changes will look to enhance patient autonomy which is a positive move forward. However, it is unlikely to have an impact on how organisations operate. Whereas the Men's Health Strategy will have a section on mental health and suicide prevention. A public consultation on the proposed strategy will take place in 2025.

We therefore have the following recommendations we would like to see implemented by UK Government:

Suicide Prevention Strategy
With a new Government in place, and the NHS reforms underway. We believe Government should:

- Update the Suicide Prevention Strategy for England, using Australia's National Suicide Prevention Strategy as a framework for unifying government departments, providers and communities to deliver good outcomes.

- Learn lessons from the Australian National Suicide Prevention Strategy by providing the necessary funding for each action of the strategy alongside numerical targets that can be monitored on an annual basis to measure progress and its effectiveness.

Men's Health Strategy
Given construction is a high-risk sector for the number of men employed and who are reporting poor levels of mental health. Government should:

- Include a dedicated section within the strategy which focuses on a tailor-made approach for each high-risk sector, such as construction.

- Work with industry stakeholders to develop and monitor the effectiveness of the strategy and its intended outcomes.

- Develop better metrics for measuring the effectiveness of mental health initiatives that government puts forward as part of this strategy to ensure good outcomes.

- Assess the cost of the strategy and commit funding to implement this work.

- Produce targets that can be measured on an annual basis.

Mental Health at Work
Businesses will need support from the Government to improve mental health within the workplace. For this we recommend the following:

- As a public sector client, take-on the industry recommendations. This includes ensuring mental wellbeing and social value is embedded during the design and procurement process and demonstrating best practice through the Fair Payment Code through paying 95% of invoices within 30 days which is the Gold standard.

- Look to make the Fair Payment Code initiative mandatory for companies of a certain size and turnover. We would suggest starting with clients and Tier 1 contractors who already have financial mechanisms and processes in place and then, over time, expanding this to the whole construction supply chain.

- Continue to fund the 'Every Mind Matters' campaign which helps to support individuals with tools for self-care through the NHS. In addition to funding, provide marketing materials to businesses to promote this campaign at work.

- Investigate the impact and cost implications of mandatory training on mental health for workers employed in high-risk sectors.

Actions for Companies

Below is a summary of actions we would like to see companies within the construction industry start to implement as a programme of activity. We have tried to be mindful of the size of businesses and the availability of resources that you can invest in. However, given the complex nature of the industry, please be aware some aspects may not apply to your own organisation.

	Appropriate for:		
	Micro Firms	Small-Medium Firms	Large Firms
Commit to achieving better mental health outcomes Commit your company to working on mental health to improve accountability. A good way to do this is to sign-up for the Mental Health at Work Commitment, which is a simple framework that builds off the Thriving at Work standards.	✔	✔	✔
Implement policies that support your workforce For example, monthly 1-1 check-in meetings that focus on mental wellbeing, fatigue management plans, induction processes that focus on integration and the wellbeing of new staff.	✔	✔	✔

	Appropriate for:		
	Micro Firms	Small-Medium Firms	Large Firms
Foster trust Foster trust with your team and colleagues by building relationships, showing vulnerability, and following through with support. By fostering trust this will allow colleagues to open-up when they are struggling with their mental health and need additional support.	✔	✔	✔
Management training Train management in identifying and managing poor mental health. If you are a micro business, access free webinars online, or read free material to better equip yourself with understanding mental health – Mind is a good website for these free resources. For those businesses who are larger in size, there are several organisations who provide training that can be generic or as specific as you want to your company. This includes organisations such as Mates in Mind, Samaritans and i-ACT.	✔	✔	✔
Mental health awareness Add focus days where you discuss mental health with colleagues. An example could be World Mental Health Day, where you hold a toolbox talk, focus on a topic that you know is an issue for your workplace, or put up posters around the office and on-site that sign-post for support and resources.		✔	✔
Create a resilient workforce Create resilience in your workforce by providing them with tools, techniques, and resources. For example, sign-posting to mental health organisations that have free informational resources like Mind or to your own mental health support such as a helpline. You can utilise areas where workers are most likely to see the sign-posting such as company desktop wallpaper, toilet or washroom facilities, and break or meeting rooms.	✔	✔	✔
Evaluate how you work with your supply chain Contractors and clients to work with their supply chain to see how their mental health initiatives can be passed down to all workers and ensure everyone is supported effectively. You can also evaluate your current practices that may negatively impact your supply chain such contracts and current payment practices.		✔	✔
Regularly Monitor and Evaluate Monitor and review activity on a frequent basis with a range of colleagues, this could include wellbeing champions, or a random selection of individuals to give you a well-rounded perspective on what is or is not working well.		✔	✔

Free resources and helplines

The following section contains details of organisations that have free resources for businesses to use as well as free helplines people can access for advice and support. Although this is not a definitive list, it is intended to be useful starting point for assistance and advice.

Suicide Prevention
If you need urgent assistance, you can find a helpline in your country:
https://www.iasp.info/suicidalthoughts/

If you are in the UK, you can contact:

NHS
Tel: 111, option 2

Samaritans
www.samaritans.org
Tel: 116 123

The Samaritans is a charity registered in the UK and offers 24/7 listening and support to people and communities in times of need. They provide people with ways to cope and the skills to be there for others.

Campaign Against Living Miserably (CALM)
www.thecalmzone.net
Tel: 0800 58 58 58

CALM run a free, confidential and anonymous helpline and webchat service available 5pm to midnight, 7 days a week. Staffed by professionals, the helpline is for anyone struggling with suicidal thoughts, has lost someone to suicide, or worried about someone who may be suicidal.

Construction Charities

The Lighthouse Charity
www.lighthouseclub.org
Tel: 0345 605 1956 (UK) or 1800 939 122 (ROI)/
Text Hardhat to 85258 (UK) or 50808 (ROI)

The Lighthouse Charity provides 24/7 holistic support to our UK and Ireland construction community on all aspects of emotional, physical and financial wellbeing.

They offer a free and confidential 24/7 helpline, live web chat service and text facility which provides a range of information, guidance and support on a huge variety of wellbeing issues. These services are complemented by their free self-support app, along with their Lighthouse Beacons who provide a safe space for people to share concerns.

The charity's Wellbeing Academy offers a variety of free soft skills and leadership training delivered across a variety of platforms to suit every learning style.

Mates in Mind
www.matesinmind.org
Free Text Service: Text BeAMate to 85258

Mates in Mind is a leading UK charity raising awareness, improving understanding, implementing effective interventions and addressing the stigma of mental ill-health. They promote and lead on the development of positive mental health in and through work. They support organisations in higher risk sectors, such as construction, to create environments and cultures that promote positive mental health, through providing awareness day resource packs, posters, infographics, factsheets, videos, training and more.

Chartered Institute of Building (CIOB) Assist
https://assist.ciob.org/
Tel: 01344 630 700

The CIOB Assist is a service available to support all CIOB members (both past and present) and their dependent families. Services include:

• Mental health and wellbeing support, therapies and resources;
• Short term financial support;
• Short term skills-based training;
• Re-employment advice and support;
• Signposting advice on issues such as housing, benefits and debt.

Further Support and Guidance

Mental Health First Aid (MHFA) England
MHFA England have produced an [Implementing Mental Health First Aiders guide](#)
for employers. A free resource for organisations to be able to evaluate the current
support they have in place, recruiting and supporting Mental Health First Aiders, as
well as promoting them internally to staff.

Health and Safety Executive (HSE)
The Health and Safety Executive is an independent regulator which aims to help
prevent work related death, injury and ill health. They provide free guidance and
advice to businesses including guidance on mental health. Visit their [website](#) to
access their guidance.

Mind Infoline
www.mind.org.uk
Tel: 0300 123 3393

Mind can provide information on a range of topics including types of mental health
problems, where to get help, medication and alternative treatments.

Mind's 4 helplines provide a voice at the end of the phone when there's nowhere else
to turn. Each line meets a different mental health or wellbeing need – from information
and service finding to understanding mental health law. They can be accessed on
their website here: https://www.mind.org.uk/information-support/helplines/

Mind have a comprehensive list of [useful contacts](#) for suicidal feelings, [information on](#)
[suicidal feelings](#) for those who wish to read information and don't wish to phone/text,
in addition to access to information on [how to help someone else](#) in the context of
self-harm and suicide.

Anxiety UK
www.anxietyuk.org.uk
Email: admin@anxietyuk.org.uk
24/7 Automated self-care infoline: 03444 775 774

Anxiety UK is a national charity with an International reach, supporting those
affected by anxiety, stress, and anxiety-based depression.

Access to Work Mental Health Support Service
https://atw.maximusuk.co.uk/gethelptoday/
Tel: 01344 630 700

Funded by the Department for Work and Pensions, the service provides confidential,
personalised support to help people with mental health symptoms to stay in or
return to work.

Appendices

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8   Mates in Mind, Mental Health in UK Construction: The Statistics, November 2023

9   Office for National Statistics, Suicide by occupation in England and Wales: 2023 and 2024, provisional, 31 March 2025

10   Department for Business and Trade, Business population estimates for the UK and regions 2024: statistical release, 3 October 2024

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13   Building Engineering Business Survey (BEBS), 2024 Survey: Electrical businesses brace for project delays in 2025, 5 December 2024

14   Building Cost Information Service (BCIS), Construction Industry Forecast, 19 March 2025

15   Antony Batty & Company, Insolvency Practitioners predict big rise in insolvencies 2025, 7 January 2025

16   Chartered Institute of Building (CIOB), Understanding Mental Health in the Built Environment, 11 May 2020

17   Mind, Causes of suicidal feelings, April 2020

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19   Construction Products Association (CPA), Press Release: CPA Releases Autumn Forecasts, 28 October 2024

20   CIOB People, Construction workforce forecast highlights ongoing skills gap - CIOB People, 15 May 2024

21   U.S. Bureau of Labor Statistics Median years of tenure with current employer for employed wage and salary workers by industry, selected years, 2014-2024. Last modified 26 September 2024.

22   McKinsey & Company, How leaders can tap the power of vulnerability, 4 November 2024

23   Timewise, Making Construction a Great Place to Work, 2021

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25   Department of Health and Social Care, Suicide prevention strategy for England: 2023 to 2028, 11 September 2023

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(Scotland) SCO41725

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