

Project Culture, Wellbeing and Flexibility Plan

(To be incorporated as a new section into existing Site Management Plan and WHS Management Plans)

1. Purpose and Scope

This Plan supports delivery of the Culture in Construction Standard (CICS) by identifying and managing wellbeing, time for life, and diversity & inclusion risks at a project level.

This plan has been developed in conjunction with the project risk register, site management plan, and WHS management plan and complements existing legislation, including:

- Work Health and Safety and psychosocial regulations
- Right to disconnect legislation
- Respect at work legislation
- HR, industrial relations, and critical incident systems

This improves visibility, early identification and response to wellbeing and personal safety related risks, by adhering to existing frameworks.

This wellbeing plan aims to address both the intent of the Culture in Construction Standard, while directly mapping to the categories of the maturity scorecard, through best practice and extensive community and industry consultation.

Guidance Note:

Controls and initiatives outlined below are intended to respond directly to identified risks and mitigation tools contained in the “Risk Register Additions” matrix and Issues Outlined in the Culture in Construction Standard rather than being implemented solely for compliance purposes.

2. Commitment to Wellbeing, Time for Life, and Diversity and Inclusion Statement

This project is committed to fostering a safe, respectful and inclusive environment where the wellbeing of all workers is prioritised alongside safety, quality and delivery outcomes.

We recognise that:

- Wellbeing risks, including psychosocial hazards, fatigue, workload pressure and exclusionary behaviours, can impact safety, performance and retention;
- Positive culture is shaped by leadership behaviour, flexible approaches to working, clear expectations and early intervention;
- Workers should feel supported to raise concerns and access help without stigma or disadvantage.

Project leadership commits to:

- Identifying and managing wellbeing, time for life, and diversity & inclusion risks;
- Reinforcing expectations through site leadership, toolbox talks and project communications;
- Monitoring wellbeing risks throughout the project lifecycle; and
- Taking proportionate action where emerging risks are identified.

Guidance Note:

*This statement should be communicated at **project start-up** and reinforced through toolbox talks and site communications to ensure leadership intent translates to site-level behaviour.*

3. Risk Integration and Governance

Risks are grouped into three categories aligned to the Culture in Construction Pillars:

- **Wellbeing**
 - Exposure to high-stress environments, conflict, or poor site culture leading to anxiety, burnout or mental ill-health
 - Lack of awareness, stigma, or access to support increasing suicide risk among workers
 - Incidents, near misses or critical events impacting mental wellbeing
 - Poor behaviours creating psychological harm and unsafe work environments
- **Time for Life**
 - Excessive hours, poor rostering or insufficient rest leading to impaired judgement and safety risks
 - Workers attending site while unwell due to job insecurity, workload pressure or culture
 - Ongoing imbalance contributing to burnout, disengagement and attrition
 - Program pressures driving unsafe behaviours or excessive workloads
- **Diversity & Inclusion**
 - Dominant behaviours or norms marginalising women, young workers, culturally diverse or LGBTQ+ workers
 - Unequal treatment in access to work, development or progression
 - Lack of diversity leading to isolation and retention challenges
 - Site amenities not suitable for diverse workforces (e.g. women, cultural needs)

Identified risks are monitored using the Appendix A - Monthly Wellbeing Snapshot (Template) and reviewed as part of ongoing project risk management.

Guidance Note:

Wellbeing tools identify risk signals and trends. They do not replace formal investigations, disciplinary processes or industrial controls.

Link to other organisational policies and procedures where formal investigations, disciplinary processes or industrial controls are in place.

4. Strategies and Initiatives

General Strategies

The following strategies support CICS outcomes and can be implemented using existing systems:

- Leadership reinforcement of wellbeing and respectful behaviour expectations
- Identification and escalation of fatigue and excessive hours risks
- Scheduling work to support recovery and minimise sustained extended hours
- Normalising conversations about mental health, workload and flexibility
- Prompt removal of offensive material or language when identified
- Inclusive use and review of site facilities and amenities
- Clear communication of support and reporting pathways

CICS Specific Project Strategies

The following strategies support CICS outcomes and can be implemented using tools developed as a part of the Digital Resources Kit:

- **Wellbeing**
 - Identify and promote early intervention, wellbeing programs, and support services via meetings, toolbox talks, site signage, electronic communication and social media as per section 5. Wellbeing Programs and Support.
 - Identify mental health first aiders, site contacts, and escalation procedures in section 5. Wellbeing Programs and Support and display on or near site signage.
 - Set expectations for Subcontractors and Suppliers through Appendix M: Supply Chain Culture Expectations Guide
 - Schedule toolbox talks on wellbeing and inclusion and diversity (as per Appendix I: Wellbeing Toolbox Talk Schedule (Sample)**Error! Not a valid result for table.**
 - Consider health risks, workload pressure and recovery when setting programs and assigning resources through Appendix H: Site Hours & Roster Planning Worksheet; and escalate unrealistic deadlines.
- **Time for Life**
 - Identify opportunities for flexible start/finish times (i.e. in 6. Flexible Working Arrangements), and flexibility in task allocation (i.e. through Appendix J: Flexible Work Request & Consideration Form, and/or Appendix K: Flexible Work for Site Roles – Practical Guide)
 - Set expectations for Subcontractors and Suppliers through Appendix M: Supply Chain Culture Expectations Guide
- **Inclusion and Diversity**
 - Design and review facilities as per Appendix L: Diversity and Inclusion

- Infographic to enable participation of diverse workers,
- Set expectations for behaviour and site culture for Subcontractors and Suppliers through Appendix M: Supply Chain Culture Expectations Guide
- Maintain a stigma-free process for reporting risks and incidents (both informal and formal), addressing poor behaviour, and removing offensive material

Monitoring and learning will occur through:

- Risk Register Additions;
- Appendix A - Monthly Wellbeing Snapshot (Template);
- Appendix B – Monthly Employee Engagement Survey; and/or
- Appendix C - Stay Interview Template

Guidance Note: *Adjust list above to include only measures that will be adopted and expand on details of any organisational and project-specific initiatives.*

5. Wellbeing Programs and Support

Early Support and Intervention

To help supervisors respond early when a worker appears fatigued, distressed, disengaged or affected by personal or workplace challenges.

Supervisors are not expected to diagnose, counsel or resolve personal issues. Their role is to notice changes, start a conversation, offer support and connect workers with appropriate assistance.

Early Signs to Watch For

- Fatigue, excessive overtime or long working hours
- Presenteeism (attending work while unwell)
- Withdrawal from colleagues or team activities
- Increased irritability, frustration or conflict
- Reduced concentration, decision-making or performance
- Increased mistakes, incidents or near misses
- Changes in attendance, punctuality or engagement

What To Do First

- Check in privately and respectfully
- Ask simple, open questions such as:
 - "How are things going?"
 - "I've noticed you don't seem yourself lately. Is everything okay?"
- Listen without judgement
- Focus on support, not blame
- Discuss practical workplace adjustments where appropriate
- Encourage use of available support services

What Not To Do

- Ignore warning signs
- Diagnose or speculate about medical conditions
- Promise confidentiality you cannot maintain
- Pressure someone to disclose personal information
- Attempt to act as a counsellor or therapist

When to Escalate

- Immediate risk of harm to self or others
- Significant decline in wellbeing, behaviour or performance
- Repeated concerns that are not improving
- Bullying, harassment or inappropriate workplace behaviour
- Situations requiring specialist support or management intervention

Where to Go

- Project-specific support contacts
- Internal managers, supervisors or HR / People & Culture teams
- Project escalation pathways
- Employee Assistance Programs (EAPs)
- External Support Contacts and Referral Services

Project- Specific Support

Service	Contact Details
WHS Manager	
Site Manager / Supervisor	
Mental Health First Aider	

Guidance Note:

Support information should be visible on site and communicated regularly.

Support Escalation Pathways

Guidance Note:

*Escalation pathways should align with existing **incident reporting, grievance management, bullying and harassment, WHS, HR and critical incident** processes.*

Project teams should customise this section to include organisation-specific support services, Employee Assistance Programs (EAPs), escalation contacts and local community supports relevant to their workforce.

Consider promoting a range of support options that reflect workforce diversity, including industry-specific, culturally safe, community-based and after-hours services.

Cross-references to existing procedures, contacts and reporting frameworks may be included rather than duplicating information.

Support Contacts

Service	Description	Contact Details
WorkSafe ACT	WHS regulator, psychosocial hazards guidance, workplace safety and reporting information	www.worksafe.act.gov.au
Lifeline	24/7 crisis support and suicide prevention	13 11 14
Beyond Blue	Mental health support, anxiety, depression and wellbeing resources	1300 22 4636
MATES in Construction	Construction industry mental health and suicide prevention support	www.mates.org.au

This is a Conversation Starter	Construction industry mental health and suicide prevention support	0488 846 988
I Got You	Suicide prevention, life skills and wellbeing support tailored to construction workers	0408 021 834 hello@igotyou.com.au
NAWIC Employee Assistance Program	Confidential counselling and support for NAWIC members	1800 730 931 RapidResponse@workplaceoptions.com
NAWIC Legal Advice Hotline	Employment and workplace legal advice for eligible members	03 9321 9753 nawic@holdingredlich.com

Crisis and Emergency Support Contacts

Service	Description	Contact Details
Emergency Services	Immediate danger or emergency response	000
Suicide Call Back Service	Free counselling for people affected by suicide	1300 659 467
13YARN	Crisis support for Aboriginal and Torres Strait Islander peoples	13 92 76

Crisis and Emergency Support Contacts

Service	Description	Contact Details
13YARN	National Aboriginal and Torres Strait Islander crisis support service	13 92 76
Winnunga Nimmityjah Aboriginal Health and Community Services	Holistic health and wellbeing services for Aboriginal and Torres Strait Islander peoples in the ACT	www.winnunga.org.au
Yeddung Mura	Aboriginal and Torres Strait Islander support and cultural connection services through ACT Health	www.health.act.gov.au

Multicultural & Migrant Support Contacts

Service	Description	Contact Details
Multicultural Hub Canberra	Settlement, community connection and support services	www.multiculturalhub.org.au
Migrant and Refugee Settlement Services (MARSS)	Settlement support and community services	www.marss.org.au
Translating and Interpreting Service (TIS National)	Interpreting services for workers and employers	131 450

LGBTQIA+ Support Contacts

Service	Description	Contact Details
QLife	Anonymous LGBTQIA+ peer support and referral service	1800 184 527
A Gender Agenda (ACT)	Support, advocacy and community connection for trans and gender-diverse people	www.genderrights.org.au

Family & Domestic Violence Support Contacts

Service	Description	Contact Details
1800RESPECT	National sexual assault, domestic and family violence counselling service	1800 737 732
Domestic Violence Crisis Service ACT	Crisis intervention and support in the ACT	(02) 6280 0900
Canberra Rape Crisis Centre	Sexual violence counselling and support	(02) 6247 2525

Financial & Practical Support Contacts

Service	Description	Contact Details
Care Financial Counselling ACT	Free financial counselling services	www.carefcs.org
Services Australia	Financial assistance and support services	www.servicesaustralia.gov.au

Alcohol and Other Drug Support Contacts

Service	Description	Contact Details
Alcohol and Drug Foundation	Information, resources and referral pathways	www.adf.org.au
Directions Health Services	ACT alcohol and other drug treatment and support services	www.directionshealth.com

6. Flexible Working Arrangements

Purpose

This section outlines how flexibility will be considered and supported on this project to align with the Culture in Construction Standard (CICS), recognising that flexible work practices can reduce fatigue, manage workload pressures, support wellbeing, and enable participation by a diverse workforce.

Flexibility on construction projects must balance:

- safety and operational requirements;
- project delivery constraints; and
- individual worker needs.

What Flexibility Means on This Project

Flexibility may include, where reasonable and safe:

- Adjusted start and finish times
- Temporary changes to work hours to manage personal, health or caring responsibilities
- Task reallocation or sequencing adjustments
- Short-term roster adjustments to support recovery
- Flexibility for attending health, wellbeing or cultural commitments

Not all roles or tasks can accommodate flexibility at all times. Where flexibility cannot be supported, the reasons should be explained clearly and respectfully.

Considering Flexibility During Project Planning

When developing and reviewing the project program, consideration will be given to:

- mitigating health and fatigue risks;
- managing workload peaks;
- avoiding sustained extended hours;
- ensuring opportunities for rest and recovery; and
- identifying tasks or phases where flexibility may be more achievable.

Flexibility considerations should be documented where they influence programming or resourcing decisions.

Requesting and Discussing Flexible Work

Workers are encouraged to raise flexibility needs early through:

- their supervisor;
- site management; or
- agreed internal processes (i.e. through Appendix J: Flexible Work Request & Consideration Form).

Discussions should be:

- confidential;

- stigma-free; and
- focused on practical solutions.

Requests should be assessed considering:

- safety impacts;
- operational feasibility;
- duration of the arrangement; and
- impacts on other workers.

As per Appendix K: Flexible Work for Site Roles – Practical Guide

Managing and Reviewing Flexible Arrangements

Where flexible arrangements are agreed:

- arrangements should be clearly communicated to relevant supervisors;
- impacts on safety, workload and recovery should be monitored; and
- arrangements may be reviewed or adjusted if circumstances change.

Emerging flexibility pressures or trends should be captured through Appendix A - Monthly Wellbeing Snapshot (Template) and escalated where appropriate.

7. Diversity and Inclusion

This project will promote inclusion and belonging by translating [organisation]'s Inclusion and Diversity Action Plan into practical, site-based actions.

The project will focus on:

- creating respectful, inclusive behaviours on site;
- providing equitable amenities, PPE and facilities;
- supporting participation of underrepresented groups; and
- monitoring inclusion, culture and participation trends.

Project Commitments

For this project, relevant Goals, Actions and Measures will be adopted from [organisation]'s approved Inclusion and Diversity Action Plan. These organisational commitments will be applied at project level by:

- embedding selected Inclusion and Diversity goals into site planning, inductions and toolbox talks;
- applying agreed actions through site systems, supervisors and subcontractors; and
- tracking agreed measures using project reporting tools.

Project Actions

Based on the organisation's Inclusion and Diversity Action Plan, this project will:

- communicate behaviour expectations at induction and through ongoing toolbox talks;
- use Appendix L: Diversity and Inclusion Infographic during site establishment to guide amenities and PPE;
- apply Appendix M: Supply Chain Culture Expectations Guide to subcontractors and suppliers;
- deliver inclusion, respect and bystander action content through toolbox talks and site communications;
- address exclusionary or disrespectful behaviour early through supervisor intervention and escalation pathways; and
- support participation in mentoring, learning and development activities where relevant to the project.

Monitoring and Reporting

Progress on Diversity and Inclusion will be monitored through:

- Appendix A - Monthly Wellbeing Snapshot (Template);
- Appendix B – Monthly Employee Engagement Survey
- lessons learned captured through the Reporting and Improvements Framework.

Project reporting will:

- track the project's contribution to organisational Inclusion and Diversity goals;

- identify emerging risks or barriers to participation; and
- escalate lessons learned to inform future projects and organisational strategy.

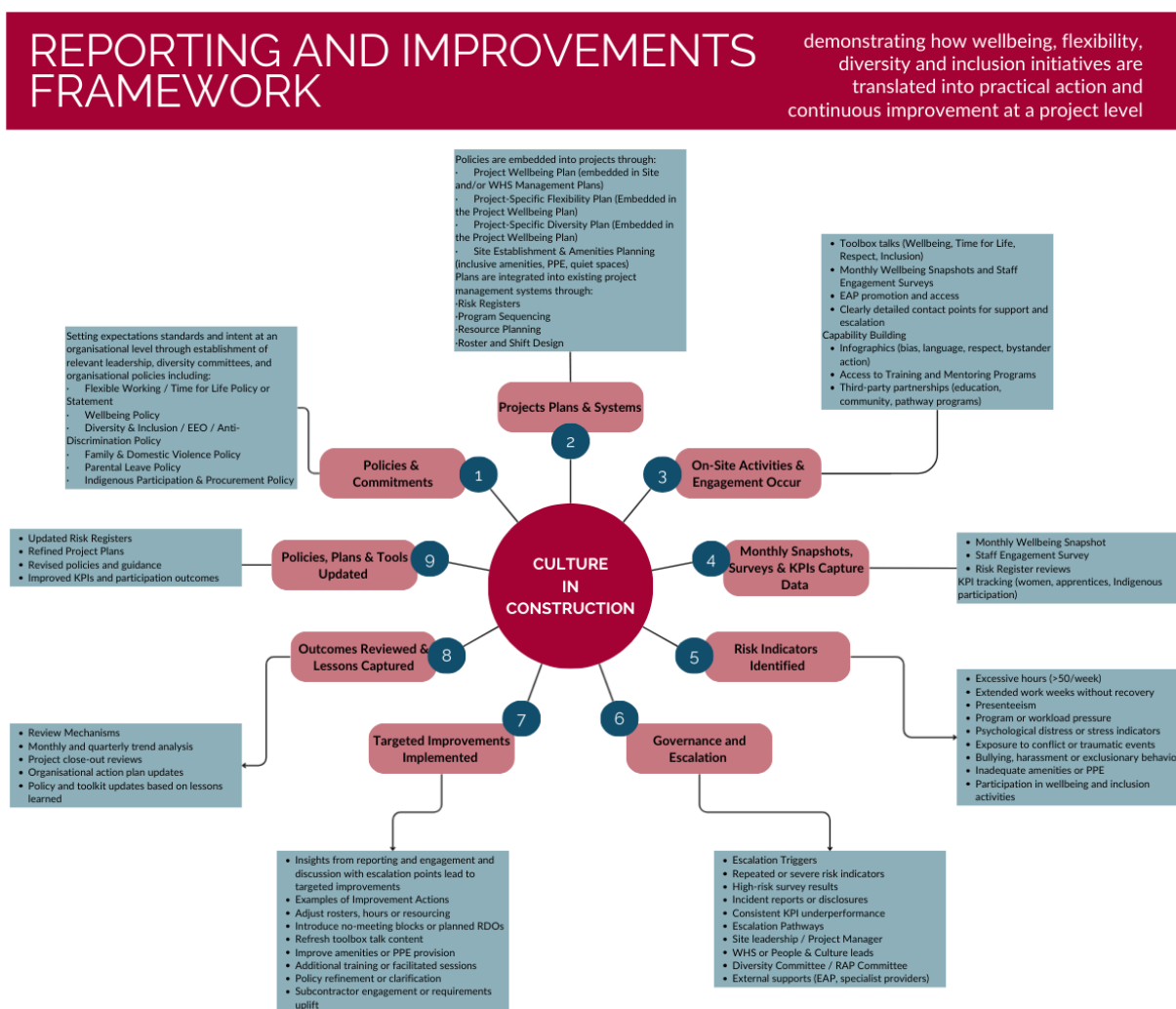
8. Monitoring, Review and Continuous Improvement

Wellbeing, flexibility and cultural risks and controls will be reviewed through:

- Monthly Wellbeing Snapshots;
- Incident and near-miss reviews;
- Feedback from workers and supervisors; and
- Periodic project risk reviews.

Learnings and improvements will be documented and used to inform future projects. Project-level data may be aggregated into the System Health, Lead and Lag Indicator Summary for organisational, industry or government reporting.

The below flowchart provides a visual overview of how organisational commitments, project plans, on-site activities, monitoring, escalation and targeted improvements work together to support effective wellbeing risk management and continuous improvement throughout the life of the project.



Guidance Note:

Evidence of learning and adaptation demonstrates maturity under the CICS, activity alone does not.

Appendix A - Monthly Wellbeing Snapshot (Template)

(To be completed monthly or at an agreed project frequency with results reviewed and actioned at risk management / PCG meetings / Toolbox Talks)

This tool is designed to identify trends and risks, not to assess individual performance.

Workforce Overview

Approximate number of workers on site: _____

Key work phases occurring this period:

Wellbeing & Time for Life Risk Indicators

Risk Area	Indicator Observed? (Y/N)	Comments / Examples
Fatigue or excessive hours (>50 hrs/week)		
Extended work weeks (less than 2 consecutive rest days)		
Presenteeism (working while unwell)		
Workload or program pressure		
Insufficient recovery opportunities		
Psychological distress or stress indicator		
Exposure to conflict or traumatic events		
Bullying, harassment or offensive language/material		
Exclusionary behaviour or lack of inclusion		
Inadequate amenities or PPE		
Engagement with Wellbeing toolbox talks		

What Is Working Well

Emerging Risks or Concerns

Actions Required

Action	Responsible	Timeframe
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Action	Responsible	Timeframe

Formal Escalation Required?

☐ No ☐ Yes (details):

(i.e via WHS, HR, industrial relations, Payroll and/or critical incident and near misses mechanism)

Guidance Notes:

Snapshots data is used to identify trends, not to track individual performance or working hours.

Where indicators suggest sustained excessive hours or insufficient recovery, escalation should focus on programming, sequencing or resourcing decisions.

Issues relating to behaviour, offensive material or facilities should be addressed promptly and recorded as actions.

Appendix B – Monthly Employee Engagement Survey

(To be completed monthly or at an agreed project frequency with results reviewed and actioned at risk management / PCG meetings / Toolbox Talks)

This tool is designed to identify trends and risks, not to assess individual performance.

Overview

Date: _____

Site: _____

Wellbeing & Time for Life Risk Indicators

Risk Area	Y/N	Comments / Examples
Have you been fatigued or working excessive hours (>50 hrs/week) in the last month?		
Have you worked extended work weeks (less than 2 consecutive rest days per week) in the last month?		
Have you presented to work while unwell in the last month?		
Has there been workload and / or program pressure in the last month?		
Have you had enough opportunities for recovery in the last month?		
Have you been stressed or experiencing psychological distress in the last month?		
Have you been exposed to conflict or traumatic events in the last month?		
Have you experienced or observed bullying, harassment, discrimination, exclusion, or offensive language/material in the last month?		
Have you experienced or observed Inadequate amenities or PPE in the last month?		
Are you engaging with wellbeing toolbox talks or resources from the Project Wellness Plan?		

What Is Working Well

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Emerging Risks or Concerns

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Actions Required

To be completed by Project Team

Action	Responsible	Timeframe

Formal Escalation Required?

To be completed by Project Team

☐ No ☐ Yes (details):

(i.e via WHS, HR, industrial relations, Payroll and/or critical incident and near misses mechanism)

Guidance Notes:

Snapshots data is used to identify trends, not to track individual performance or working hours.

Where indicators suggest sustained excessive hours or insufficient recovery, escalation should focus on programming, sequencing or resourcing decisions.

Issues relating to behaviour, offensive material or facilities should be addressed promptly and recorded as actions.

Appendix C - Stay Interview Template

(To be completed by supervisors and managers where retention risks or disengagement are identified, organisations may use to better understand what supports people to stay and what may push them to leave.)

When to Use

- When trends show disengagement or fatigue
- After major project phases
- For priority cohorts (e.g., apprentices, early career, women, return-to-work)

Conversation Guide

This conversation is supportive, not disciplinary. Notes should focus on themes and actions, not personal details.

What's working well for you right now?

What helps you do your job well?

What makes work harder than it needs to be?

Do you feel respected and included?

What would make this site or role better for you?

Is there anything that might make you leave if it doesn't change?

Actions Required

Action	Responsible	Timeframe

Action	Responsible	Timeframe

Formal Escalation Required?

☐ No ☐ Yes (details):

(i.e via WHS, HR, industrial relations, Payroll and/or critical incident and near misses mechanism)

Appendix D: System Health, Lead & Lag Indicator Summary Template

This tool is intended to aggregate project-level data into organisation-level or industry-level from tools such as the Monthly Wellbeing Snapshot, Employee Engagement Survey, Stay Interview Template, and Risk Register Additions.

Lead and Lag Indicator's within this toolkit are intended to measure the effectiveness of systems, access to supports, and cultural conditions - not to set quotas or single out individuals. The focus is on learning, fairness and continuous improvement rather than numerical targets.

Key trends identified through this summary may be explored further using the De-Identified Learning Summary Template.

Data Sources (tick all that apply)

- ☐ Monthly Wellbeing Snapshots
- ☐ Employee Engagement Surveys
- ☐ Stay Interviews
- ☐ Risk Register Additions
- ☐ Toolbox Feedback
- ☐ Flexible Work Records
- ☐ Other _____

Lead Indicators (System Access & Conditions)

From Wellbeing Snapshot and Employee Engagement Survey questions

Indicator	Primary Source	How to Calculate	Trend	Notes
Workers aware of support & escalation pathways	Snapshot / Survey	% responding "yes/mostly"		
Workers feel safe to raise concerns	Survey	% positive responses		
Flexible work requests formally considered	Flex Work Forms	Count per period		
Projects completing Monthly Wellbeing Snapshot	Snapshot Log	% of active projects		
Toolbox talks delivered as	Toolbox	% completed vs		

scheduled	Records	planned		
Amenities audits completed	Amenities Tool	% of sites audited		

Section B – Lag Indicators (Risk & Outcome Signals)

From Wellbeing Snapshot, Employee Engagement Survey and Risk Register

Indicator	Primary Source	How to Calculate	Trend	Notes
Excessive hours (>50/week)	Snapshot	% reporting		
Insufficient recovery	Snapshot	% reporting		
Presenteeism	Snapshot / Survey	% reporting		
Psychological distress indicators	Snapshot / Survey	% reporting		
Bullying, harassment, exclusion	Risk Register / Survey	Count / themes		
Inadequate amenities or PPE	Snapshot / Risk Register	Count / themes		
Culture-related escalations	Incident Systems	Count per period		

Section C – Stay Interview Insights (Qualitative)

From Stay Interviews

Summarise common themes (no names or sites):

What helps people stay:

What creates pressure:

Inclusion or respect issues:

Suggestions for improvement:

Section D – Systemic Factors Review

Which system factors appear to contribute to the trends above?

- ☐ Rostering / hours design
- ☐ Sequencing
- ☐ Resourcing
- ☐ Supervision
- ☐ Amenities
- ☐ Communication
- ☐ Policy clarity

Notes:

Section E – Actions Taken

Issue Identified	Action Taken	Pillar Affected	Review Date

Section F – Learning & Refinement

What improved as a result of actions?

What did not improve?

What would we do differently next time?

Section G – Declaration

This summary reflects **aggregated, de-identified system-level learning** drawn from toolkit tools and is intended to support learning and continuous improvement.

Signed (role only): _____ Date: _____

Appendix E: Leadership Commitments & Governance Guide

This guide supports organisational leaders to actively oversee, review and improve wellbeing, time for life, and diversity & inclusion outcomes across projects.

It is intended to complement existing governance, WHS, People & Culture, and leadership forums by providing practical prompts and accountability mechanisms aligned with the Culture in Construction Standard (CICS).

This guide can be used alongside:

- System Health, Lead & Lag Indicator Summary
- De-Identified Learning Summary
- Project Culture, Wellbeing and Flexibility Plans
- Monthly Wellbeing Snapshots
- Employee Engagement Surveys
- Stay Interviews

The objective is not to create additional reporting requirements, but to ensure information collected through the CICS Toolkit informs meaningful leadership discussions, decisions and continuous improvement where reporting mechanisms do not already exist or are not adequate.

Leadership Commitment Statement

We recognise that positive workplace culture does not occur by chance. It is shaped by leadership decisions, behaviours, systems and accountability.

We commit to:

- Promoting wellbeing, flexibility and inclusion as business and project success factors
- Reviewing cultural, wellbeing and workforce risks alongside traditional project risks
- Listening to workers and acting on identified concerns
- Supporting safe and respectful workplaces
- Learning from both successes and challenges
- Demonstrating visible leadership and accountability

Governance Structure

Executive Sponsor

A senior leader should be identified as Executive Sponsor for Culture in Construction initiatives.

Responsibilities may include:

- Championing organisational commitment
- Reviewing organisation-wide trends and emerging risks

- Supporting resource allocation and implementation
- Removing barriers to improvement
- Reporting progress to executive leadership teams or boards where appropriate

Suggested Position:

Operational Lead

An operational lead should coordinate implementation and reporting activities.

Responsibilities may include:

- Coordinating reporting inputs
- Tracking actions and commitments
- Supporting project teams
- Escalating emerging risks
- Facilitating continuous improvement activities

Suggested Position:

Leadership Review Cycle

Project-Level Reviews

Recommended Monthly

Project teams should review:

- Wellbeing Snapshot findings
- Employee Engagement Survey themes
- Emerging psychosocial risks
- Fatigue and workload indicators
- Inclusion and culture concerns
- Actions from previous reviews

Questions for Discussion	
What risks are emerging?	
What is working well?	
What requires escalation?	
Are actions being completed?	
What support do project teams need?	

Organisational Reviews

Recommended Quarterly

Leadership teams should review:

- System Health, Lead & Lag Indicator Summary
- De-Identified Learning Summaries
- Significant project trends
- Workforce engagement themes
- Inclusion and participation initiatives
- Lessons learned and innovation opportunities

Questions for Discussion	
What trends are consistent across projects?	
What risks are recurring?	
What barriers are preventing improvement?	
What actions have delivered positive outcomes?	
Where do we need additional capability, resources or leadership focus?	
What lessons should be shared across the organisation?	

Leadership Walks, Site Visits and Workforce Engagement

Visible leadership plays an important role in reinforcing culture expectations.

Leaders are encouraged to regularly engage with project teams and workers through site visits, toolbox talks, project reviews and informal conversations.

Suggested Conversation Prompts	
What is working well on this project?	
What is making work harder than it needs to be?	
Do workers feel comfortable raising concerns?	
Are facilities, amenities and PPE meeting workforce needs?	
Are there barriers to flexibility, wellbeing or inclusion?	
What support would improve this project?	

Guidance Note

Leadership engagement should focus on listening and learning rather than auditing compliance.

Escalation and Accountability

Not all issues require escalation.

Escalation should occur when:

- Risks are repeated or systemic
- Existing controls are ineffective
- Significant wellbeing concerns emerge
- Serious culture issues are identified
- Multiple projects report similar challenges
- Additional organisational support is required

Escalated issues should be assigned:

- An accountable owner
- Agreed actions
- Review timeframes
- Follow-up reporting requirements

Guidance Note

The objective is to identify and address system-level risks and barriers, not assign blame to individuals.

Reinforcing Positive Culture

Leadership influence is often strongest through everyday actions and decisions.

Leaders can reinforce positive culture by:

- Discussing wellbeing, flexibility and inclusion during project reviews
- Recognising positive behaviours and initiatives
- Supporting participation in toolbox talks and learning activities
- Sharing lessons learned across projects
- Encouraging early intervention and help-seeking
- Demonstrating respectful and inclusive behaviours

Simple actions repeated consistently often have greater impact than large one-off initiatives.

Evidence of Leadership and Governance

Examples of evidence that may support CICS maturity include:

- Identification of an Executive sponsor and/or an Operational Lead
- Regular leadership review discussions
- Leadership site visits and workforce engagement activities
- Action tracking and follow-up
- Escalation and resolution of recurring issues
- Lessons learned shared across projects
- Continuous improvement actions informed by reporting and engagement activities

Guidance Note

Evidence of learning, adaptation and leadership accountability demonstrates maturity under the Culture in Construction Standard more effectively than activity alone.

Appendix F: De-Identified Learning Summary Template

The purpose of this document is to capture and share lessons learned in promoting the three pillars of Culture In Construction Standard (CICS) without naming people or projects, and to enable organisations to attach de-identified quantitative and qualitative evidence from CICS toolkit tools to inform future initiatives and industry learning. This may be informed by trends identified in the System Health Summary or Project level tools.

Reporting Details

- Reporting period: _____
- Reporting level: ☐ Organisation-wide ☐ Program/Portfolio ☐ Aggregated Projects
- Prepared by (role only): _____

De-Identified Context

(Describe the context without naming people, companies or sites)

Issue or Trend Observed

(What happened or what pattern is emerging?)

Root/Systemic Factors Considered

(Sequencing, rostering, resourcing, supervision, site design, communication, policies)

Action Taken

(What changed?)

Outcome

What improved?

What did not improve?

What We'd Do Differently Next Time

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Evidence Index – Linked Toolkit Tools

Use this section to reference which CICS toolkit tools or internally developed resources and initiatives generated the evidence supporting this learning.

Attach de-identified extracts where appropriate.

Toolkit Tool	Notes
Monthly Wellbeing Snapshot	
Employee Engagement Survey	
Risk Register Additions	
Flexible Work Request & Consideration Forms	
Toolbox Talk Records / Feedback	
Amenities Audit / Equitable Facilities	
Early Support & Intervention Notes	
Stay Interviews / Onboarding Feedback	
Add Additional Documentation as Appropriate	

Guidance:

Evidence should be de-identified and aggregated (e.g., trends, themes, counts) and must not include names, site identifiers or sensitive personal information.

Sharing and Use

- ☐ Suitable for industry or government sharing (de-identified)
- ☐ Internal learning only

Intended audience:

- ☐ NAWIC ACT
- ☐ ACT Government
- ☐ Industry Partners
- ☐ Other: _____

Declaration

This summary reflects aggregated, de-identified system-level learning drawn from toolkit tools and is intended to support learning and continuous improvement.

Signed (role only): _____ Date: _____

Appendix G: Monitoring, Improvements and Continuous Improvement Framework

This expands on the Reporting and Improvements Flowchart outlined in the Project Culture, Wellbeing and Flexibility Plan and demonstrates how wellbeing, flexibility, diversity and inclusion initiatives are translated into practical action and continuous improvement at a project level.

It shows how organisational policies and commitments are embedded into project plans and systems, how on-site activities and engagement generate meaningful data, and how identified risks are escalated through established governance pathways.

The framework also illustrates how reporting and monitoring are used to inform targeted improvements, ensuring that wellbeing risks and opportunities are actively managed, reviewed, and addressed over the life of the project rather than treated as one-off actions.

Policies & Commitments

Setting expectations standards and intent at an organisational level through establishment of relevant leadership, diversity committees, and organisational policies including:

- Flexible Working / Time for Life Policy or Statement
- Wellbeing Policy or Statement
- Diversity & Inclusion or Statement

Guidance Note:

Additional policies in place may include Equal Employment Opportunity Policy / Anti-Discrimination Policy, Family & Domestic Violence Policy, Parental Leave Policy, and / or Indigenous Participation & Procurement Policy

Projects Plans & Systems (How we Apply)

Policies are embedded into projects through:

- Project Culture, Wellbeing and Flexibility Plan (embedded in Site and/or WHS Management Plans)
- Project-Specific Flexibility Plan (Embedded in the Project Culture, Wellbeing and Flexibility Plan)
- Project-Specific Diversity Plan (Embedded in the Project Culture, Wellbeing and Flexibility Plan)
- Site Establishment, Amenities and Roster Planning

Plans are integrated into existing project management systems through:

- Risk Registers
- Program Sequencing
- Resource Planning
- Roster and Shift Design

On-Site Activities & Engagement Occur

Workforce Engagement

- Culture Expectations Guide for Subcontractors and Suppliers
- Infographics (equitable facilities, bias, language, respect, bystander action)
- Toolbox talks (Wellbeing, Time for Life, Respect, Inclusion)
- Monthly Wellbeing Snapshots and Staff Engagement Surveys
- EAP promotion and access
- Clearly detailed contact points for support and escalation

Capability Building

- Access to Training and Mentoring Programs
- Third-party partnerships (education, community, pathway programs)

Monthly Snapshots, Surveys & Lead and Lag Indicators Capture Data

- Monthly Wellbeing Snapshot
- Staff Engagement Survey
- Risk Register reviews
- Lead and Lag Indicator tracking

Risk Indicators Identified

- Excessive hours (>50/week)
- Extended work weeks without recovery
- Presenteeism
- Program or workload pressure
- Psychological distress or stress indicators
- Exposure to conflict or traumatic events
- Bullying, harassment or exclusionary behaviour
- Inadequate amenities or PPE
- Participation in wellbeing and inclusion activities

Governance and Escalation (How Issues are Acted On)

Escalation Triggers

- Repeated or severe risk indicators
- High-risk survey results
- Incident reports or disclosures
- Consistent Lag trends

Escalation Pathways

- Site leadership / Project Manager
- WHS or People & Culture leads
- Diversity Committee / RAP Committee
- External supports (EAP, specialist providers)

Targeted Improvements Implemented (What Changes)

Insights from reporting and engagement and discussion with escalation points lead to targeted improvements

Examples of Improvement Actions

- Adjust rosters, hours or resourcing
- Introduce no-meeting blocks or planned RDOs
- Refresh toolbox talk content
- Improve amenities or PPE provision
- Additional training or facilitated sessions
- Policy refinement or clarification
- Subcontractor engagement or requirements uplift

Outcomes Reviewed & Lessons Captured

Review Mechanisms

- Monthly trend analysis
- Project close-out reviews
- Organisational action plan updates
- Policy and toolkit updates based on lessons learned

Policies, Plans & Tools Updated

- Updated Risk Registers
- Refined Project Plans
- Revised policies and guidance
- Improved Lead Indicators and participation outcomes

De-identified lessons may be shared with industry bodies or government using the De-Identified Learning Summary Template to inform future initiatives and policy development.

Appendix H: Site Hours & Roster Planning Worksheet

Purpose

To support proactive planning of sustainable working hours rather than reacting after fatigue occurs.

Section A – Project Overview

- Project name: _____
- Key phases: _____
- Known pressure points: _____

Section B – Target Working Hours

- Normal target hours per week: _____
- Escalation threshold (e.g. >50 hrs): _____
- Recovery expectation (days off): _____

Section C – Roster & Sequencing Considerations

- Where extended hours may occur: _____
- How long they should last: _____
- Planned recovery periods: _____

Section D – Trigger Points

Escalation required when:

- Sustained excessive hours
- Insufficient recovery
- Snapshot indicates rising fatigue

Appendix I: Wellbeing Toolbox Talk Schedule (Sample)

Toolbox talks are used to reinforce wellbeing awareness, encourage help- seeking, and support a respectful site culture.

Sample Toolbox Schedule

Month	Topic	Delivery Method	Facilitator / Content Providers	Attendance	Feedback Summary
Month 1	Mental health awareness	Site toolbox	Mates in Construction		
Month 2	Fatigue & work–life balance	Site toolbox	Healthy Tradie		
Month 3	Suicide awareness & support	Site / online	I Got You		
Month 4	Respectful behaviours & inclusion	Site toolbox	Internal / NAWIC		

Facilitators and Content Providers

These organisations can be approached to facilitate toolbox talks, workshops, presentations, workforce engagement activities or provide supporting resources aligned with identified project risks and Culture in Construction Standard (CICS) objectives.

Organisation	Focus Area	Typical Engagement	Public Contact / Website
MATES in Construction	Suicide Prevention & Mental Health	Toolboxes, Training, Site Support, Connector Programs	www.mates.org.au
I Got You	Suicide Awareness, Life Skills & Wellbeing	Toolbox Talks, Workplace Visits, Workforce	0408 021 834 hello@igotyou.com.au

		Engagement	www.igotyou.com.au
Healthy Tradie	Physical & Mental Wellbeing	Education Sessions, Site Workshops, Resources	www.healthytradieproject.com
This is a Conversation Starter	Mental Health Awareness & Help-Seeking	Toolbox Talks, Workplace Conversations	0488 846 988 www.thisisaconversationstarter.com.au
Beyond Blue	Mental Health Support	Information, Resources & Referral Pathways	1300 22 4636 www.beyondblue.org.au
Black Dog Institute	Mental Health Education & Workplace Resources	Evidence-Based Resources, Training Materials, Awareness Campaigns	www.blackdoginstitute.org.au
OzHelp Foundation	Mental Health, Resilience & Wellbeing	Workplace Programs, Toolbox Talks, Early Intervention	www.ozhelp.org.au
NAWIC ACT	Community, Education, Advocacy & Gender Equity	Resources, Education Programs, Guest Speakers	www.nawic.com.au
Build Like a Girl	Pathways, Education & Gender Equity	Workshops, Education Programs, Scholarships	www.buildlikeagirl.org.au
Supporting and Linking Tradeswomen (SALT)	Tradeswomen Participation & Technical Skills Development	Practical Workshops, Equipment Support, Mentoring	www.salt.org.au
The Umbrella Collective	Industry Pathways & Workforce Participation	Industry Placement Programs, Workforce Development	www.theumbrellacollective.com.au
Tradeswomen Australia Foundation	Women's Workforce Participation & Industry Pathways	Programs, Research, Resources & Industry Engagement	www.tradeswomenustralia.com.au
Diversity Council Australia	Diversity, Inclusion & Inclusive Leadership	Resources, Learning Materials, Training & Facilitation	www.dca.org.au

A Gender Agenda	LGBTQIA+ Inclusion & Awareness	Awareness Sessions, Resources & Support	www.genderrights.org.au
Reconciliation Australia	Cultural Awareness, Inclusion & Reconciliation	Awareness Sessions, Cultural Capability Development	www.reconciliation.org.au
Winnunga Nimmityjah Aboriginal Health and Community Services	Aboriginal and Torres Strait Islander Health & Wellbeing	Cultural Safety, Community Support, Health & Wellbeing Programs	www.winnunga.org.au
Multicultural Hub Canberra	Cultural Inclusion & Workforce Diversity	Community Engagement, Education & Support Services	www.multiculturalhub.org.au
WorkSafe ACT	Psychosocial Hazards, Workplace Culture & WHS	Guidance Materials, Information Sessions	www.worksafe.act.gov.au
Safe Work Australia	Psychosocial Hazards, Workplace Culture & WHS	National Guidance Materials and Resources	www.safeworkaustralia.gov.au
Australian Human Rights Commission	Respect at Work, Bullying, Harassment & Workplace Rights	Resources, Education and Guidance Materials	www.humanrights.gov.au
Domestic Violence Crisis Service ACT	Family & Domestic Violence Awareness and Support	Awareness Sessions, Referral Pathways, Workforce Education	www.dvcs.org.au
Canberra Rape Crisis Centre	Respect at Work, Sexual Violence Prevention & Support	Education, Awareness and Support Services	www.crc.org.au
Menslink	Young Men, Apprentices and Early Career Workers	Wellbeing Programs, Mentoring and Support	www.menslink.org.au
Marymead CatholicCare Canberra & Goulburn	Family Support, Counselling & Wellbeing	Counselling, Family Support and Community Programs	www.marymead.org.au
Directions Health Services	Alcohol & Other Drug Support	Education, Treatment and Referral Services	www.directionshealth.com

Canberra Institute of Technology (CIT)	Skills Development & Industry Training	Training, Apprenticeships, Workforce Development	www.cit.edu.au
Group Training Organisations (GTOs)	Apprenticeships, Traineeships & Workforce Pathways	Workforce Development, Placements and Support	Organisation-specific provider
Employee Assistance Program (EAP) Providers	Mental Health, Wellbeing & Early Intervention	Workforce Education, Counselling and Referral Pathways	Organisation-specific provider

Guidance Note:

Toolbox talks and awareness activities should be selected based on identified project risks, workforce needs and emerging trends rather than delivered as standalone compliance activities.

Organisations should consider a mix of industry-specific, culturally safe, community-based and specialist providers to support workforce wellbeing, inclusion and capability building.

Attendance, feedback and lessons learned should be recorded and considered during Monthly Wellbeing Snapshot reviews and continuous improvement activities.

Appendix J: Flexible Work Request & Consideration Form

Section A – Request Details

Role / Work Area: _____

Type of flexibility requested: _____

Proposed start date: _____

Duration: ☐ Temporary ☐ Ongoing

Section B – Details and Reason for Request

(Details of flexible working requested, i.e. days and times, locations – no personal or medical details required)

Section C – Considerations

(Completed by supervisor / manager)

Consideration Area

Notes

Safety impacts

Operational feasibility

Duration & review points

Impact on others

Section D – Outcome

- ☐ Approved
- ☐ Approved with conditions
- ☐ Not approved at this time

Reason / comments:

Review date (if applicable): _____

Appendix K: Flexible Work for Site Roles – Practical Guide

This guidance supports supervisors and managers to assess flexible work requests in a way that is safe, fair, consistent and practical, while recognising the realities of construction delivery.

Flexible work decisions should be based on:

- safety and risk management,
- operational feasibility,
- fairness and transparency, and
- the individual circumstances of the worker.

This guidance can be used alongside the Flexible Work Request & Consideration Form

Key Questions to Consider

When assessing a request, supervisors should ask:

- Can this request be supported safely?
- Is it feasible given current work phases, sequencing or site constraints?
- Is the request temporary or ongoing?
- What impact could this have on other workers or site operations?
- Are there alternative adjustments that could meet the underlying need?

Examples of Flexibility That May Be Achievable

Depending on the role and project stage, flexibility may include:

- Adjusted start or finish times
- Temporary roster changes
- Task or sequence adjustments
- Short-term flexibility during high-pressure periods
- Shared responsibility for pre-starts or toolbox talks
- Additional resourcing of “floating” personnel to cover gaps across various sites

Examples of Limitations

Some roles or periods may limit flexibility, including:

- Safety-critical tasks requiring fixed coverage
- High-risk activities needing specific skills, licencing, or supervision
- Peak delivery phases (e.g. major concrete pours, crane lifts, shutdowns)

If the Answer Is “Not Right Now”

If flexibility cannot be supported at the time:

- Explain the reasons clearly, respectfully and without judgement
- Avoid language that discourages future requests
- Identify if and when the request could be reviewed

- Consider whether **partial or temporary adjustments** could help

Guidance Note:

Consistency and transparency reduce perceptions of bias. Fairness does not mean treating everyone the same - it means:

- *applying the same decision principles,*
- *explaining decisions clearly, and*
- *being open to review when circumstances change.*

Appendix L: Diversity and Inclusion Infographics

EQUITABLE FACILITIES

INCLUSION & DIVERSITY, WELLBEING

THE ISSUE

Lack of access to clean, safe, and dignified toilet and change facilities is a major barrier for women and gender-diverse people working on site. These basic needs are often overlooked.





THING TO CONSIDER

- Does the site have private, hygienic, lockable toilets?
- Are all facilities stocked and cleaned regularly?
- Is signage clear and inclusive?

TOILET CHECKLIST

Should be:

- Fitted with a hinged seat and lid
- Fitted with a hinged door capable of locking
- Have adequate lighting and ventilation
- Clearly signposted
- Positioned to ensure privacy for users,
- Separate from any other room by an airlock, a soundproof wall and separate entrance that is clearly marked
- Supplied with an adequate supply of toilet paper, handwashing facilities, rubbish bins, and for female workers - hygienic disposal of sanitary items.



EXPLORE MORE



WorkSafe Victoria: Facilities Guide
Legal compliance overview



NAWIC Allyship in Action
Support inclusive practice on site



Share the Dignity: Building Bloody Change
Provide access to hygiene products

EQUITABLE PPE

INCLUSION & DIVERSITY, WELLBEING

THE ISSUE

Most PPE has been designed to fit the “average male body”, which excludes women and gender-diverse workers. Ill-fitting PPE is not only uncomfortable—it can be unsafe.



THINGS TO CONSIDER

- Is a range of sizes (XS–XXL+) available, not just “standard unisex”?
- Can workers try PPE on before use and provide feedback?
- Is gear adjustable (e.g., harnesses, straps, closures)?
- Are alternatives provided for different body types or religious dress?

QUICK FIT CHECKLIST

- Hard hats: adjustable, secure fit with or without long hair
- Gloves: appropriate finger length and dexterity
- High-vis: fits torso properly (no bunching or drag)
- Boots: range of widths, arch support, secure laces/zips
- Harnesses: adjustable and secure across hips and chest
- Respirators: seal properly around different face shapes



EXPLORE MORE



CPWR Inclusive PPE Guidelines
Full guide on PPE fit and inclusive procurement



Safe Work Australia – PPE Duties
Employer responsibilities for PPE provision and fits



NAWIC PPE Advocacy Resource
Why inclusive PPE matters

Appendix M: Supply Chain Culture Expectations Guide

To ensure consistent expectations across principal contractors, subcontractors and suppliers regarding culture, wellbeing and respect.

Core Expectations

- Treat all workers with respect
- Support inclusive and safe work practices
- Participate in wellbeing and culture toolbox talks
- Respect inclusive amenities and PPE
- Use reporting pathways when concerns arise

Behaviour Standards

- No bullying, harassment or discrimination
- No offensive language or material
- Support people raising concerns

Reporting & Support

- Use site escalation pathways
- Access external supports where needed

When and How to Use

When to issue

- At subcontractor/supplier onboarding or contract award
- Before site mobilisation
- When new subcontractors join mid-project

How to distribute

- Include with subcontractor onboarding packs or contract documents
- Provide at site induction and first toolbox talk
- Make available on project noticeboards and digital platforms

How to confirm understanding and agreement

- Require acknowledgement (signature, digital acceptance, or email confirmation)
- Reinforce expectations during early toolbox talks
- Include culture expectations in pre-start and supervisor briefings

Ongoing reinforcement

- Reference in toolbox talks and site communications
- Address breaches promptly using existing reporting and escalation pathways

- Breaches of culture expectations may be managed through existing site disciplinary, WHS or contract management processes