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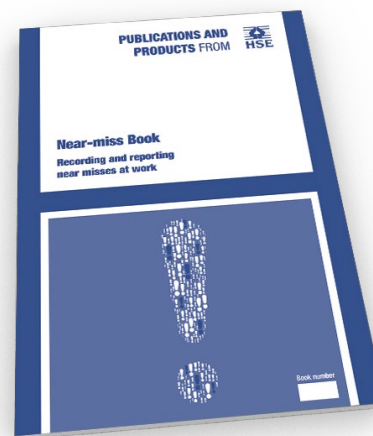
DRIVING CULTURE CHANGE WITH HSE TOOLS

WHAT YOU NEED TO KNOW

August 2025



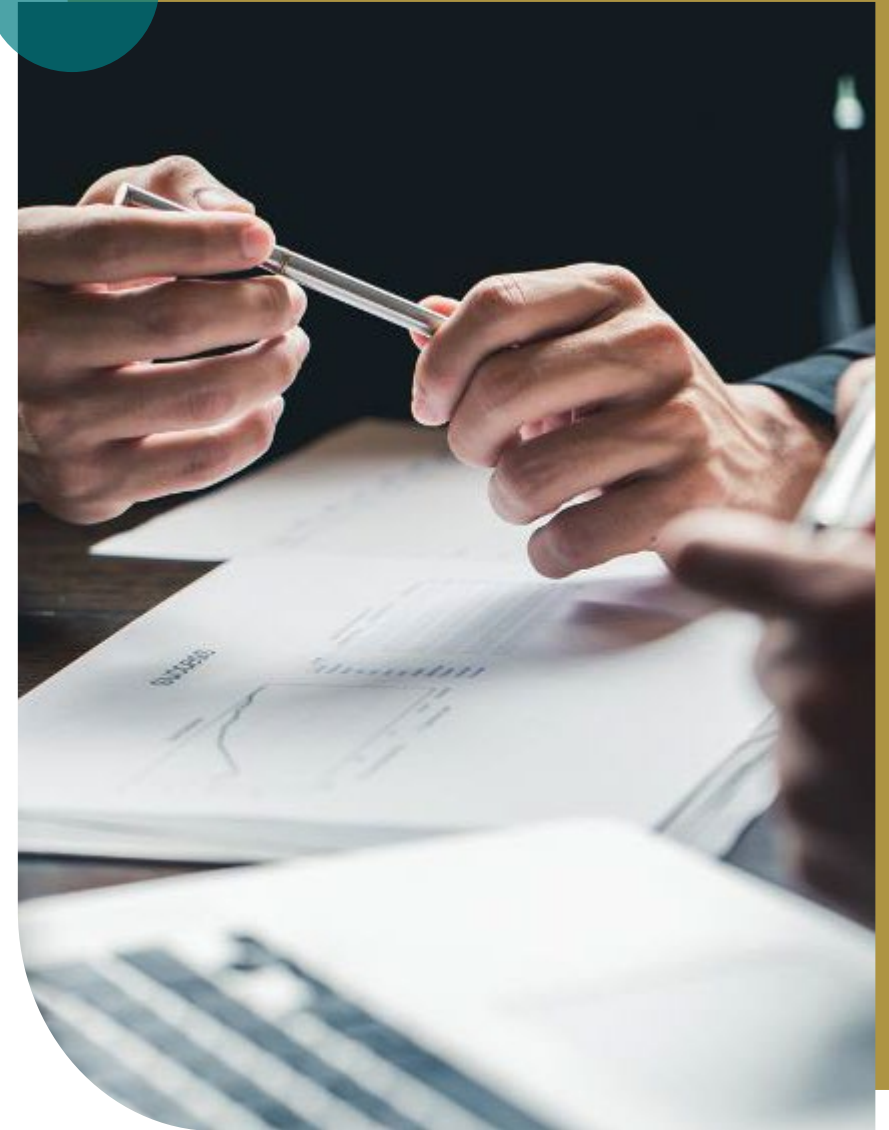
OFFICIAL PUBLICATIONS AND PRODUCTS PARTNER



WEBINAR AGENDA



- Introduction
- Building the foundations by gathering the data and gaining senior management commitment
- Setting up your assessment and tips to increase response rates
- Analysing and making sense of the results
- Creating an action plan and communicating the outputs
- Evaluating the project for continuous quality improvement
- Live audience Q&A



THE OFFICIAL HSE TOOLS PORTFOLIO

EVIDENCE-BASED PREMIUM ASSESSMENT TOOLS DEVELOPED BY HSE EXPERTS

HSE offers a comprehensive suite of assessment tools designed by scientists and subject matter experts, grounded in robust HSE data.

These tools assist employers in identifying, evaluating, and mitigating workplace health and safety risks.



*includes an optional home and hybrid working module.

Safety Climate Tool (SCT)

Organisational assessment of the factors contributing to safety culture.

Stress Indicator Tool (SIT)*

Organisational assessment of the factors contributing to work related stress, anxiety and depression.

Back Injuries Risks in Driving (BIRD)

An assessment of whole-body vibration and musculoskeletal disorders for driving professions.

Coming soon Accident and Near Miss Tool

An automated tool for the recording and analysis of accidents and near misses.

Coming soon Slips Assessment Tool

Assesses the slip potential of pedestrian walkway surfaces.

Musculoskeletal Disorder (MSD) Tool

Assessment of manual handling activity including; lifting, carrying, pushing, pulling and repetitive tasks.

GATHERING THE DATA AND BUILDING THE BUSINESS CASE



BUILDING THE FOUNDATIONS

GATHERING THE DATA: LEADING AND LAGGING INDICATORS

Gather and analyse data to identify the risk profile of your organisation to identify your priority areas.

Poor health and safety practices don't just result in injuries and absences; they quietly drain productivity, increase turnover, and inflate operating costs in ways that are often overlooked.

Two of the most significant hidden costs are staff turnover and presenteeism.

Staff turnover

Exit interviews can highlight ill-health or safety concerns have contributed to employees leaving the business.

Sickness absence

Analyse sickness absence records to identify common incidents of ill-health. Consider recording the type of sickness, if you don't already.

Accident records

Review accident reports to identify common incidents. Look at the root causes of incidents.

Near-miss records

Review near miss reports to identify common incidents. Look at the root causes of incidents.

Presenteeism

Speak to a cross section of managers, leaders and workers to identify if presentism is a concern within your organisation.

Occupational health / EAP data

Review occupational health referrals to identify what type of ill health is prevalent. Review types of cases managed via your EAP.

BUILDING THE FOUNDATIONS

BUILDING THE BUSINESS CASE: STATISTICS

Ill-health

You can utilise HSE's statistics to approximate the prevalence of ill-health within your organisation. Work-related ill-health can be broken down by type.

Based on 2023/24 HSE data (new and long-standing cases):

- 46% Stress, depression or anxiety (776,000)
- 32% Musculoskeletal disorders (MSDs) (543,000)
- 21% Other illnesses (354,000)

Prevalence rates:

- Stress/anxiety 2% (20 in 1,000 workers)
 - Education 2.6%, health & Social care 3.2%, Public Administration 3.8%
- MSD's 1.2% (12 in 1,000 workers)
 - Construction 2%, admin 2%, transport & storage 1.8%

Incidents

HSE statistics can help frame the risk to businesses.

- 138 workers killed in work-related accidents in 2023/24 (RIDDOR)
 - Construction 51
 - Agriculture, forestry, and fishing 23
 - Manufacturing 16
 - Admin and support services 12
 - Transportation and storage 11
 - Wholesale, retail, motor repair, accommodation and food 9
 - Waste and recycling 4
 - Other 12
- 604,000 workers sustained a non-fatal injury according to self-reports from the Labour Force Survey in 2023/24 (LFS)
- 61,663 employee non-fatal injuries reported by employers in 2023/24 (RIDDOR)

BUILDING THE FOUNDATIONS

THE COST OF POOR HEALTH AND SAFETY: £21.6 BILLION IN 2022/23

Ill-health costs the UK approx. £14.6 billion

On average per case, based on HSE statistics:

- Ill-health cost £4,600
 - 7 or more days' absence costs £17,400
 - Up to 6 days' absence costs £700
- Occupational health assessment £200 - £900

Fines (based on HSE prosecutions Jan to April 2025)

- Exposure to wood/silica dust £5k - £20k
- Unlicensed removal of asbestos, 200 hours of unpaid work and £2,694 average fine
- Hand-arm vibration averages £140,000

● Employees with good physical and mental wellbeing (87%) are nearly 2.5 times more likely to be happy at work than those with poor physical and mental health (38%). Unhappy employees take nine more sick days a year. Source ([WPIE economics](#))

Fatal and non-fatal injuries costs the UK £7.1 billion

On average per case, based on HSE statistics:

- Fatal injuries cost £566,200
- Non-fatal injuries cost £4,600
 - 7 or more days' absence costs £17,400
 - Up to 6 days' absence costs £700

Fines (based on HSE prosecutions Jan to April 2025)

- Crush injuries average £69,964
- Exposure to wood/silica dust £5k - £20k
- Falls from height £201,333
- Struck by moving vehicles £250,000
- Unsafe scaffolding £30,000
- Inspection identifying poor health and safety practices £67,000

Source ([HSE prosecutions](#))

Note: when the human cost is considered, this can triple the total costs.

BUILDING THE FOUNDATIONS

THE HIDDEN COSTS OF POOR HEALTH AND SAFETY

The cost of worker turnover

Workplace stress and safety concerns are key drivers of employee exits.

- 78% of employees would leave due to high stress (UNUM, 2024)
- 22% left due to safety concerns (Peoplesafe)

High turnover leads to increased costs of recruitment and decreased productivity. A common benchmark is to use 75% of the employee's annual salary to account for recruitment, training, and lost productivity.

- Recruitment costs (£10,000+ per hire) ([HR Zone](#))
- Lost productivity ([HR Zone](#))
 - It takes up to 6–8 months for a new worker to reach full productivity
 - It takes almost 28 days to fill a vacancy, this leads to a loss of productivity, or temporary agency fees
 - For a mid-level employee earning ~£30,000–£40,000, lost productivity over 6 months can amount to £20,000–£25,000

The cost of worker presenteeism

Presenteeism means people attending work even though they are unwell due to physical or mental health conditions.

- Presenteeism is the most significant driver of productivity loss, accounting for 55 minutes of every lost productive hour in 2018 ([Safety Management](#))
- According to the Vitality's Britain's Healthiest Workplace survey, dissatisfied employees lost over three working months - the equivalent of 77 days - due to absence and presenteeism last year. ([Vitality](#))
- Sickness presenteeism is at least twice as common as sickness absence; employees are spending an average 2.5 weeks a year at work despite feeling unwell. ([the HR Director](#))/([CIPD](#))
- Some 35 productive days are lost per worker each year because of presenteeism, the data show, compared with three because of absenteeism. Combined, this accounts for about 16 per cent of a full-time UK employee's working days. ([Financial Times](#))

BUILDING THE FOUNDATIONS

THE BUSINESS CASE

The legal argument

The Health and Safety at Work Act 1974 places a legal duty of care on employers to ensure the health, safety, and welfare of their employees, and to prevent risks to the health and safety of others who may be affected by their work activities.

Consider the potential fines if your accidents and near misses had resulted in serious injury and enforcement.

The moral argument

In a perfect world, the moral argument would win every time.

As an employer, your workers place in you a trust that they should be able to perform their work without fear of becoming ill, seriously injured, or worse. You therefore have a moral duty to do all you can to protect their health and safety at work.

The financial argument

Identify the current costs to your organisation

- Absenteeism
- Presenteeism
- Turnover

Proactive measures

- Tools
- Training
- Consultancy
- Internal resources

Return on investment (ROI)

- Studies indicate an average ROI of £5 for every £1 spent on improving health and safety

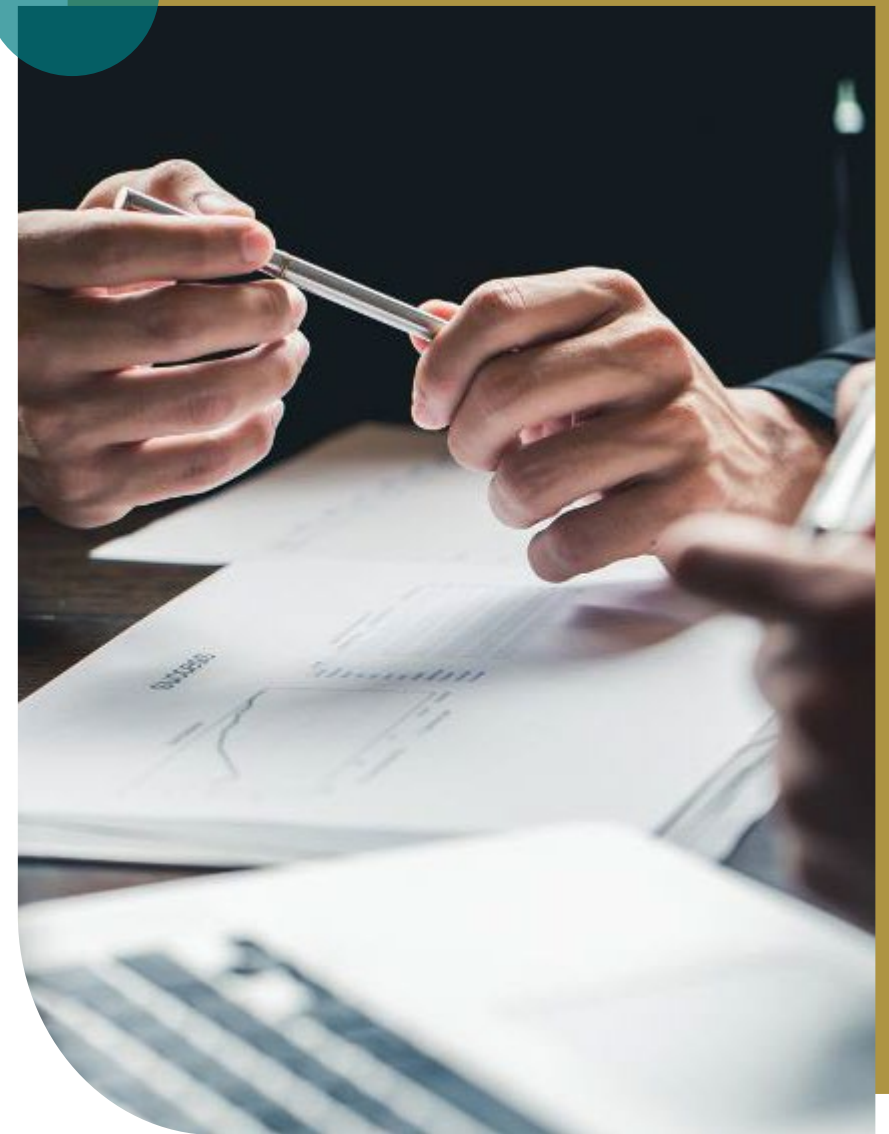
Free to use HSE business case template to be shared at the end.

KEY QUESTIONS

I work for a large (more traditional in style) organisation. How would you recommend I approach this subject with my management team and colleagues?

What advice do you have for influencing trustees who may not have a background in H&S, but hold decision-making powers?

How do I make this a higher priority for my organisation and encourage senior managers/c-suite to follow?



STAKEHOLDER MANAGEMENT, STEERING GROUP AND COMMUNICATING THE PROJECT



BUILDING THE FOUNDATIONS

STAKEHOLDER MANAGEMENT (SAFETY CLIMATE TOOL/STRESS INDICATOR TOOL)

Onboarding process – who needs to be involved?

The first assessment is where you begin to improve the health and safety culture of your organisation. You can increase the impact of the survey across your organisation by managing your key stakeholders. Each organisation will have different stakeholders, but they could include:

- Workers
- Management (e.g. human resources, finance)
- Supervisors/line managers
- Safety/health/wellbeing champions
- Trade union representatives
- Health and safety or worker representatives
- IT department, compliance, legal, cybersecurity
- Internal communications

Potential impact on them – communicate sooner rather than later

Once you've identified who the stakeholders are, you need to determine how much influence and interest they have on the project. You can do this by considering:

- How the work will affect them
- Whether they would be supportive or negative
- What their expectations are and how you can manage them
- Who and/or what influences the stakeholder's view of the project
- Who is the best person to engage with the stakeholders? It's useful to plot stakeholders on an analysis grid

BUILDING THE FOUNDATIONS

CREATING A STEERING GROUP

The process for improving your organisation's culture begins during this stage. This is when you can begin to build trust and gain the co-operation of your workers. This will help initiate change further down the line. You do this by bringing together a group of people from all levels of your organisation. This group will demonstrate that your organisation is moving from consultation towards engagement. They can also influence others about the importance of understanding the culture and risks in your organisation.

Composition with both authority and credibility – select your champions

- someone from senior management who can make decisions about resources
- representative from the union(s) or a worker representative
- middle manager, supervisor or team leader
- volunteers from the workforce
- H&S, HR and Occupational Health

Role and responsibilities

Your steering group members should be volunteers. They should be:

- prepared to listen to what others have to say and not be afraid to ask questions
- able to communicate appropriately at all levels
- aware of others and their circumstances
- the 'go to' people who, regardless of seniority, are influential and respected. This can apply just as much to someone from the shop floor with limited responsibility as it does to a senior manager



BUILDING THE FOUNDATIONS

THE 5 C'S TO EFFECTIVE COMMUNICATION – STEERING GROUP



BUILDING THE FOUNDATIONS

COMMUNICATING AND ENGAGING WITH WORKERS

- CEO message/townhalls/pre-recorded or live videos
- Manager briefings
 - team meetings
 - 1-2-1's
 - toolbox talks
- Employee briefings
- Intranet pages – SHEQ and homepage
- Internal social media pages
- Posters and flyers
- Launch email
- Reminder email
- Survey closed email
- **Communicate outcomes**

Safety Climate Tool [resources](#)

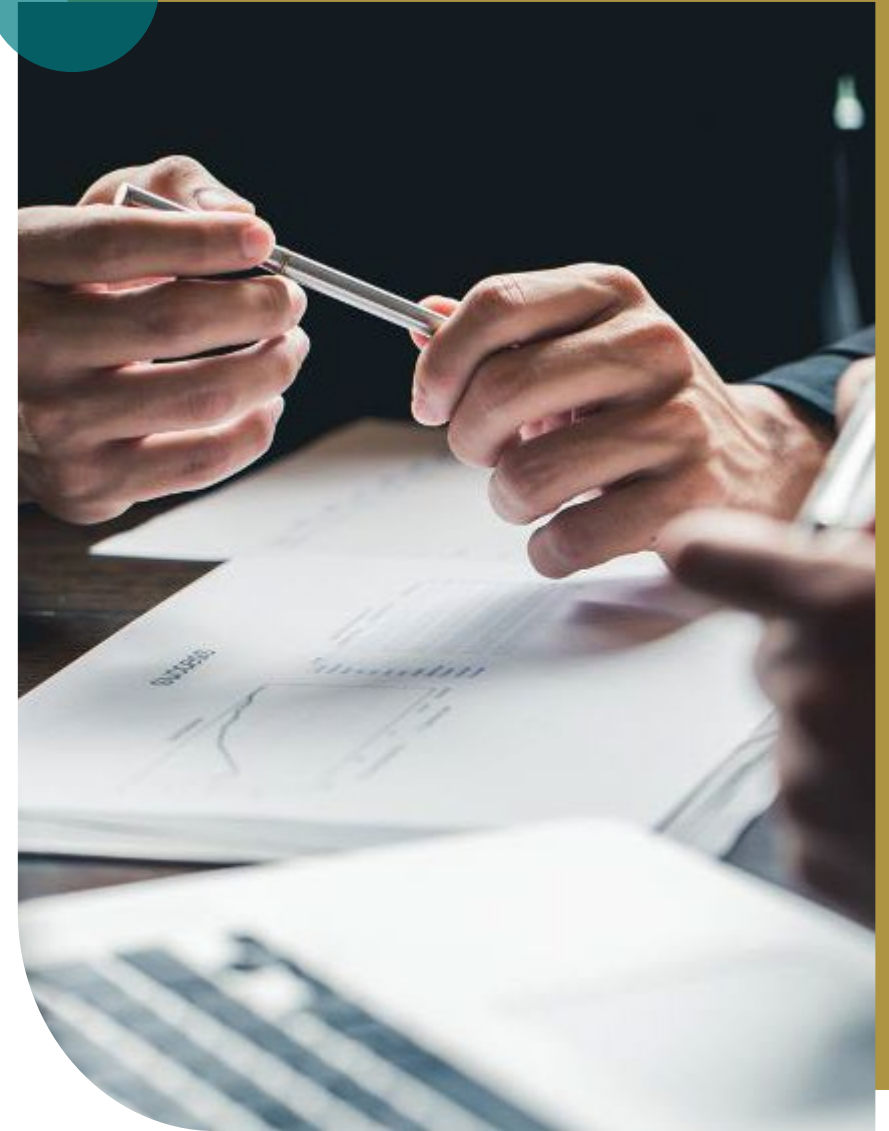
Stress Indicator Tool [resources](#)



KEY QUESTIONS

What is a good response rate? What does good look like?

What is the best way to send the survey/assessment for workers to complete and participate?



ANALYSING AND MAKING SENSE OF THE RESULTS



ANALYSIS REPORT

Once survey results have been obtained, the system provides an automated report and scores your organisation against the eight health and safety factors.



Executive summary

This summary report contains results for the Safety Climate Survey carried out by Example Organisation during September 2013.

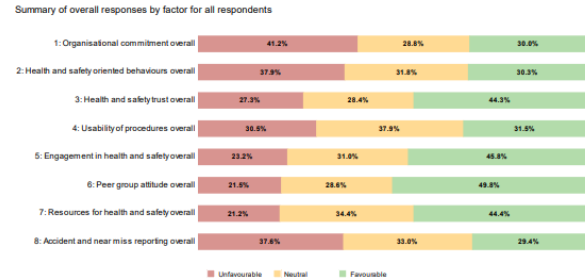
This study investigated safety culture across Example Organisation, approximately 250 people were invited to complete the survey and responses were obtained from 466 (All Respondents). See Appendix A for a summary of their details.

The Safety Climate Tool (SCT) measures the attitudes and perceptions of the workforce about health and safety. This report provides an understanding of safety culture by summarising the views and experiences of your employees. This will enable Example Organisation to focus on what really matters and make targeted improvements.

Main findings

This chart shows the overall scores for each of the eight factors in the SCT for Example Organisation (All Respondents). The scoring system indicates where responses were favourable (green), neutral (amber) or unfavourable (red). Negatively worded questions have their scores reversed, so that all questions are scored consistently, with favourable scores indicating a positive safety culture.

Summary of overall responses by factor for all respondents



- Factors with the most favourable responses were:
- 3: Health and safety trust - The plant/site really cares about the health and safety of the people who work here (60.2% agree/strongly agree)
 - 6: Peer group attitude - All the people who work in my team are fully committed to health and safety (59.6% agree/strongly agree)
 - 6: Peer group attitude - I sometimes turn a blind eye to some less important health and safety procedures (58.1% disagree/strongly disagree)

- Factors with the most unfavourable responses were:
- 1: Organisational commitment - Productivity is usually seen as more important than health and safety (66.8% agree/strongly agree)
 - 1: Organisational commitment - I do not think my supervisor does enough to ensure health and safety (55.6% agree/strongly agree)
 - 2: Health and safety oriented behaviours - Some of the workforce pay little attention to health and safety (49.1% agree/strongly agree)

High proportions of neutral responses also provide useful information for the organisation and it is recommended these are explored further:

- 1: Organisational commitment - The plant/site encourages suggestions on how to improve health and safety (40.1% neutral)
- 4: Usability of procedures - There are too many health and safety procedures given the real risks of my job (43.5% neutral)
- 4: Usability of procedures - Some health and safety procedures are not really practical (39.5% neutral)
- 4: Usability of procedures - Some health and safety procedures do not reflect how the job is actually done (38.6% neutral)
- 5: Engagement in health and safety - Supervisors devote sufficient effort to health and safety here (38.4% neutral)
- 6: Peer group attitude - My workmates would react strongly against people who break health and safety procedures (39.5% neutral)
- 7: Resources for health and safety - I can get more people to do a job if I need them for safety reasons (41.1% neutral)
- 7: Resources for health and safety - The health and safety equipment (e.g. PPE, guarding) works well (39.8% neutral)
- 8: Accident and near miss reporting - Sometimes accidents are not reported (38.6% neutral)

For advice on what to do with your findings, see the 'Next Steps' section at the end of this report.

Benchmarking

On the following 'factor' pages your mean SCT scores are presented with the SCT All Industry Benchmark data. This helps you to understand your organisation's performance compared to the results of other users of the SCT.

The SCT All Industry Benchmark dataset comprises data on all eight SCT Factors, gathered by 130 organisations. These organisations operate across a range of sectors, including manufacturing, construction, food and beverages, oil and gas and more. The data was gathered between 2013 and 2019.

ANALYSE AND FILTER RESULTS

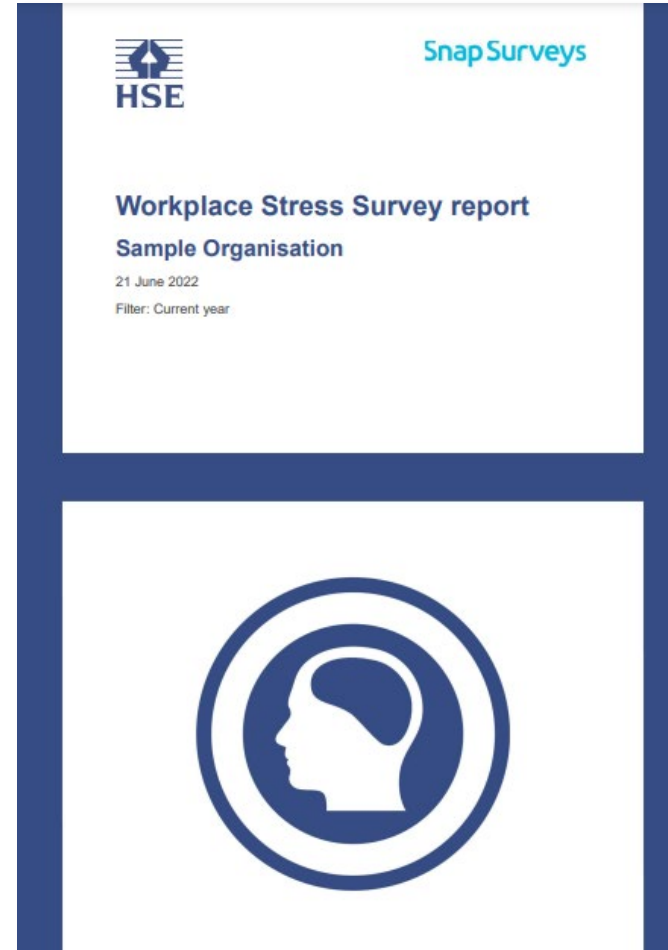
REVIEW THE AUTO GENERATED REPORT: QUANTITATIVE DATA

Next steps:

- run the auto report
- review your organisation's results against the industry benchmarking
- filter your reports by organisation demographics, matching your management structure
- extract relevant graphs and data – for example, the roles graphic highlighted the different perceptions based on seniority

The reports for the Safety Climate Tool (SCT) and the Stress Indicator Tool (SIT) are similar in their structure and data by factor and components.

Similar auto reports are created for other tools that can provide an overview of the risks that have been assessed for manual handling, back injuries risks in driving, and slips.



Demands - this includes issues such as workload, work patterns and the work environment. Organisations performing well in this area are likely to have achievable deadlines, adequate demands in relation to hours of work and systems in place to respond to individual concerns.

Control - this refers to how much say the person has in the way they do their work. Organisations performing well in this area are likely to encourage autonomy and initiative, with clear systems for employees to influence their own work and work patterns.

Support - this includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues, and can be separated into two subdomain scores for 'Management Support' and 'Peer Support'. Organisations performing well in this area are likely to have clear systems which enable and encourage managers to support their staff and provide regular and constructive feedback. They are also likely to have helpful and compassionate teams, with systems which facilitate respect and peer support.

Relationships - this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour. Organisations performing well in this area are likely to promote positive working and effectively deal with conflict and unacceptable behaviour.

Role - whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles. Organisations performing well in this area are likely to promote clear duties, goals and responsibilities and have systems in place to address role conflict.

Change - how organisational change (large or small) is managed and communicated in the organisation. Organisations performing well in this area are likely to have effective change management systems which ensure change is appropriately consulted, thoughtfully implemented and well-communicated.

The six areas are reported as seven factors because 'Support' is broken down into two factors: Managers' Support and Peer Support. The scores range from 1 (poor) to 5 (desirable).



The Demands domain refers to aspects of work such as workload, work patterns and the work environment. Organisations performing well in this area are likely to have achievable deadlines, adequate demands in relation to hours of work and systems in place to respond to individual concerns. Your score for Demands is below the 25th percentile, suggesting that your employees' perceptions of their workload, work patterns and work environment are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration. Further exploration of items within this domain would reveal areas of particularly high or low risk.

The Control domain refers to the extent to which employees feel they have discretion over the ways in which they do their work. Organisations performing well in this area are likely to encourage autonomy and initiative, with clear systems for employees to influence their own work and work patterns. Your score for Control is below the 25th percentile, suggesting that your employees' perceptions of their work discretion and autonomy are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

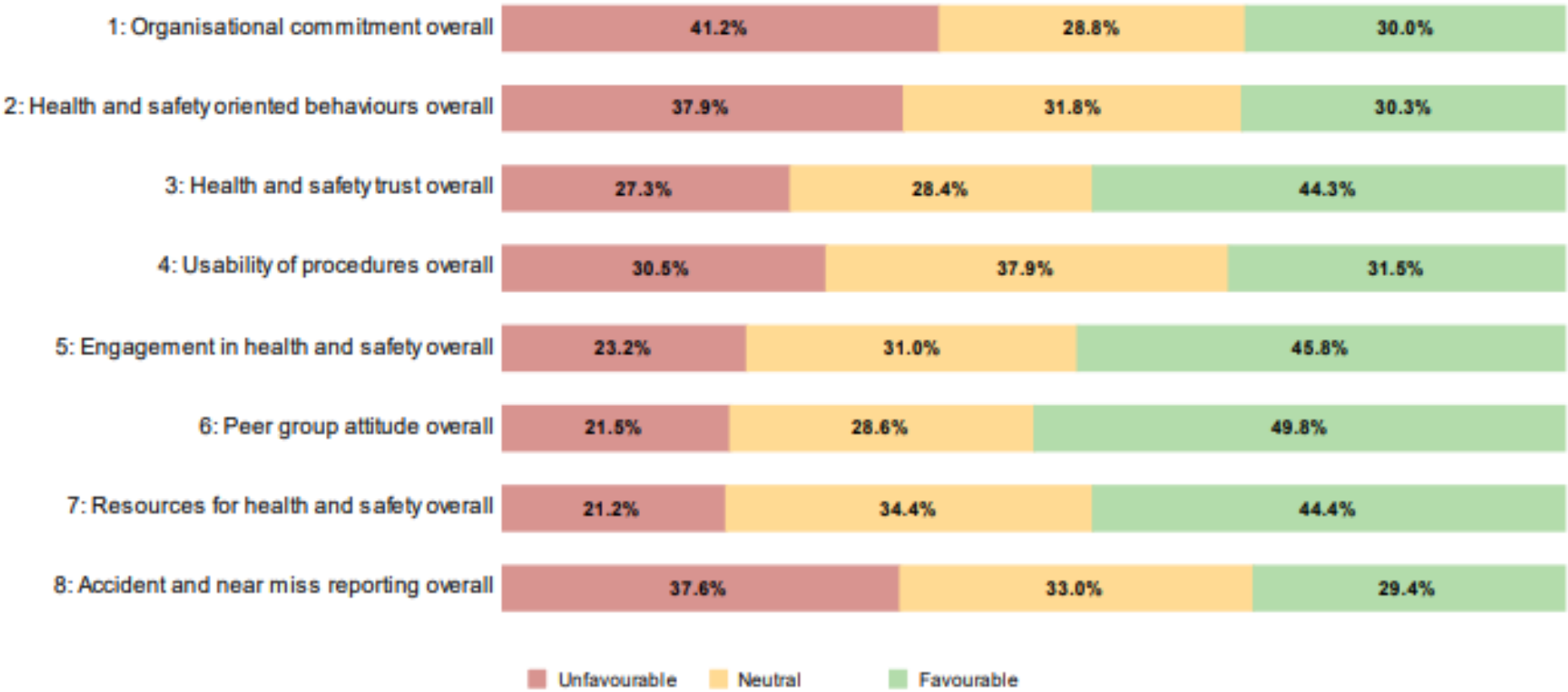
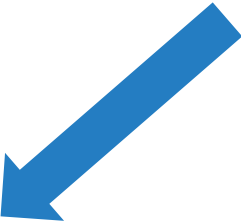
The Management Support domain refers to the extent to which employees feel they are appropriately supported by their management. Organisations performing well in this area are likely to have clear systems which enable and encourage managers to support their staff and provide regular and constructive feedback. Your score for Management Support is below the 25th percentile, suggesting that your employees' perceptions of their support and feedback are more negative than 75% of organisations in the comparative sample. This indicates a high level of risk to employee health and wellbeing and we recommend that this is a priority area for further consideration.

SUMMARY OF SCORES BY FACTOR

Understanding your performance and focus areas.

Summary of overall responses by factor for all respondents

Summary of overall responses by factor for all respondents

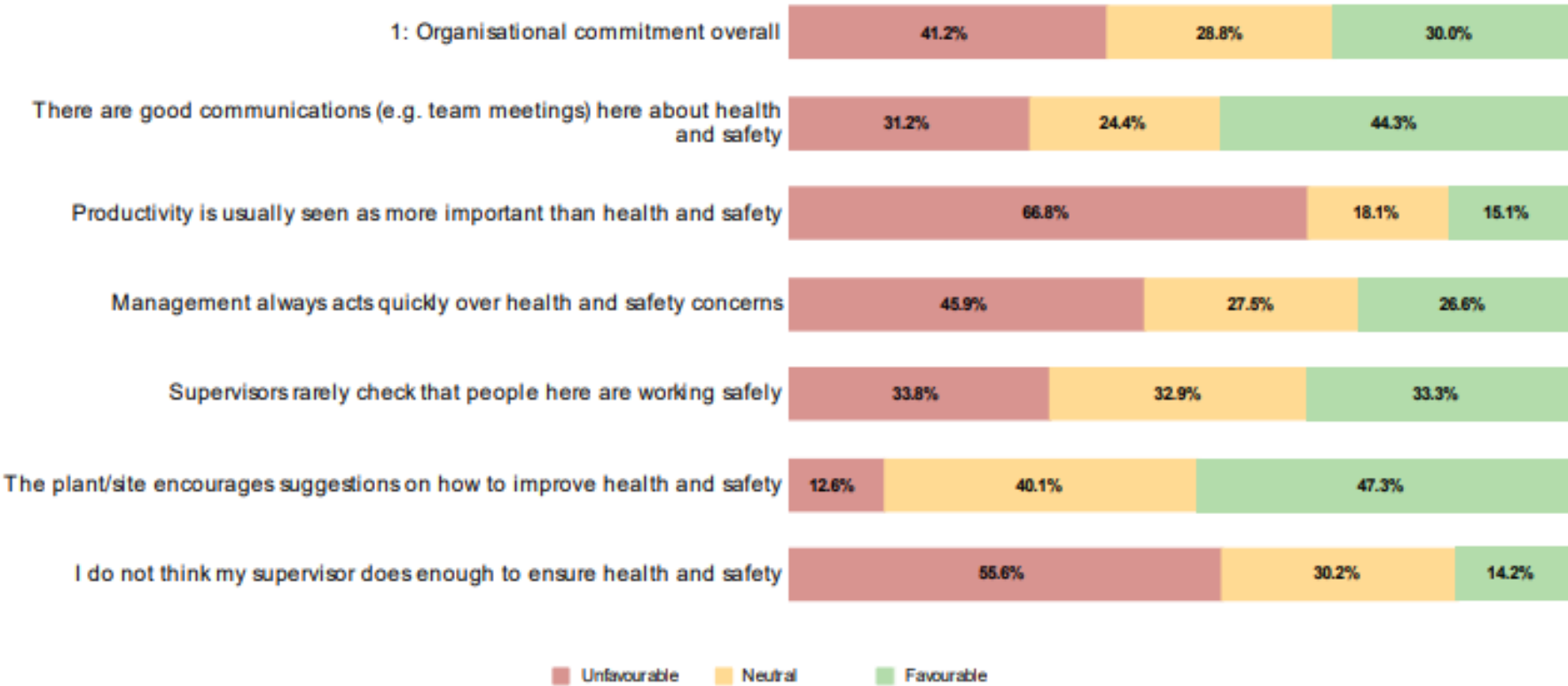


FOCUS ON FACTOR

If 'Organisational Commitment' was a factor identified, you can further analyse how workers answered those questions.

1. Organisational Commitment



The Organisational commitment factor is comprised of a number of statements. The findings for Example Organisation (All Respondents) are presented below.



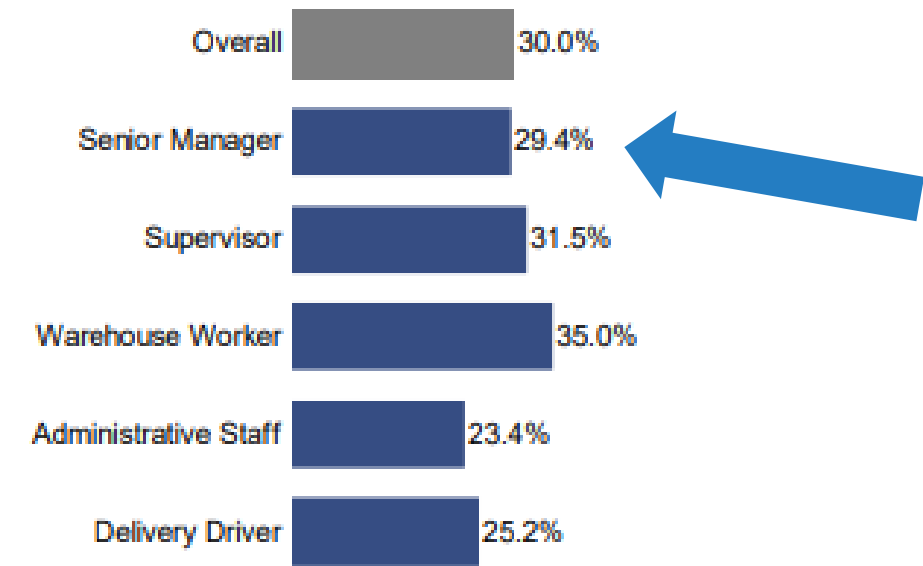
DEMOGRAPHIC FOCUS

You can then see what question was answered most and least favourably. As well as demographic data to gain a better understanding of the cultural landscape.

Your most favourable and unfavourable aspects of Organisational commitment are:

-  The plant/site encourages suggestions on how to improve health and safety (47.3% agree/strongly agree)
-  Productivity is usually seen as more important than health and safety (66.8% agree/strongly agree)

This chart shows favourable responses by role.



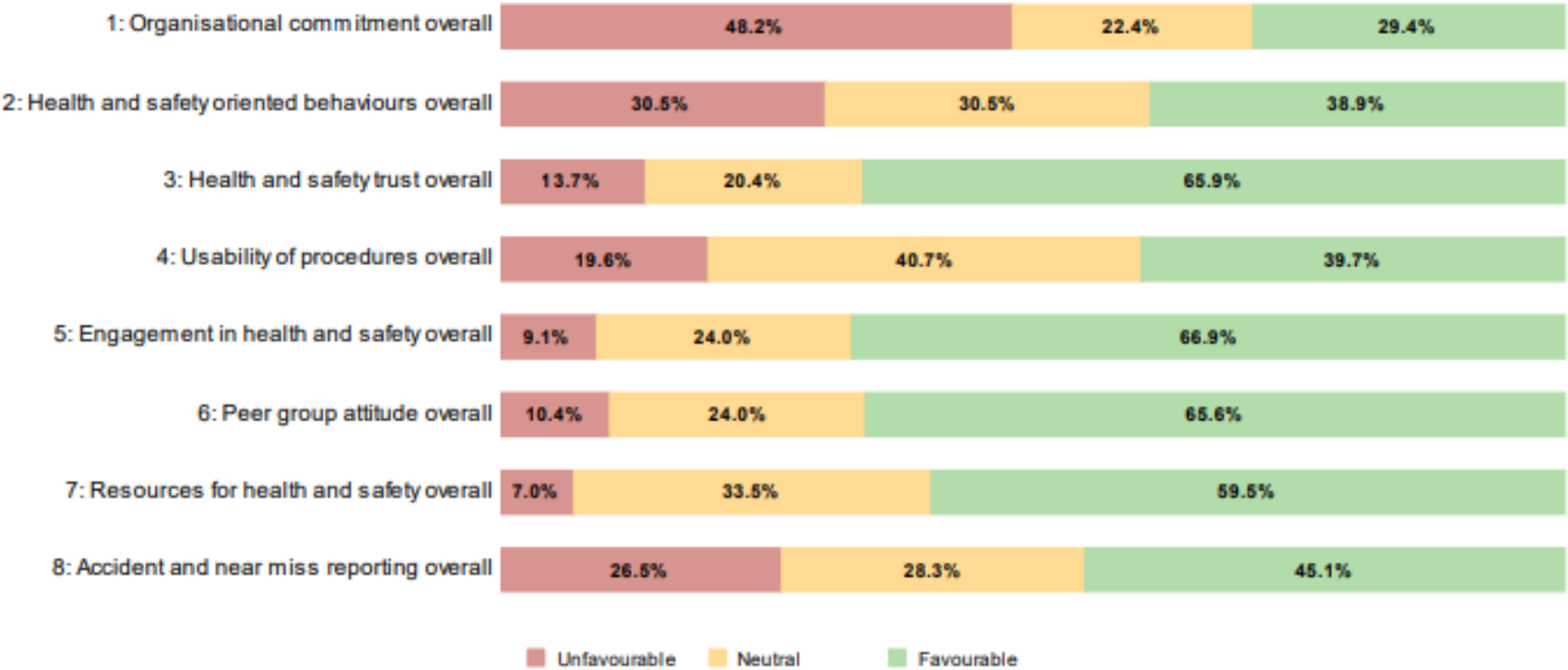


DEMOGRAPHIC FOCUS BY ROLE

To monitor how the responses vary depending on job role, you can filter using the system to obtain results for certain types of workers. In this example, senior managers had a more favourable outlook on their performance.

Summary of overall responses by factor for role=senior manager

Summary of overall responses by factor for role=senior manager

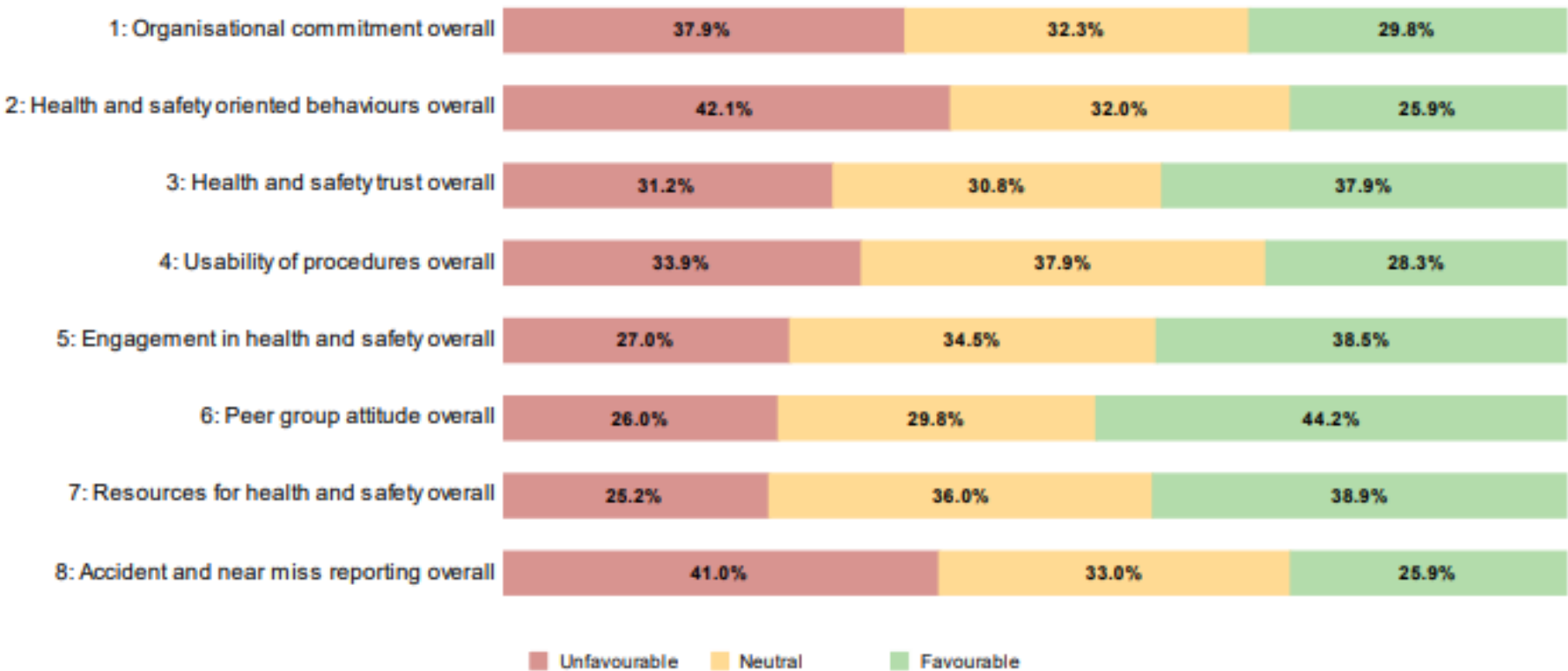


DEMOGRAPHIC FOCUS BY ROLE

To monitor how the responses vary depending on job role, you can filter using the system to obtain results for certain types of workers. In this example, senior managers had a more favourable outlook on their performance compared to all other types of job role.

Summary of overall responses by factor for role=warehouse worker, administrative staff, delivery driver

Summary of overall responses by factor for role=warehouse worker, administrative staff, delivery driver



ANALYSIS REPORT

The system provides some advisable next steps, but as you know your organisation best, we advise you to conduct an internal investigation to understand performance via focus groups and devise an action plan.

Priorities for improvement based on the survey findings

When devising your action plan, start by focusing on the following key areas identified by the survey results:

Factors with the most unfavourable responses were:

- 1: Organisational commitment - Productivity is usually seen as more important than health and safety (66.8% agree/strongly agree)
- 1: Organisational commitment - I do not think my supervisor does enough to ensure health and safety (55.6% agree/strongly agree)
- 2: Health and safety oriented behaviours - Some of the workforce pay little attention to health and safety (49.1% agree/strongly agree)

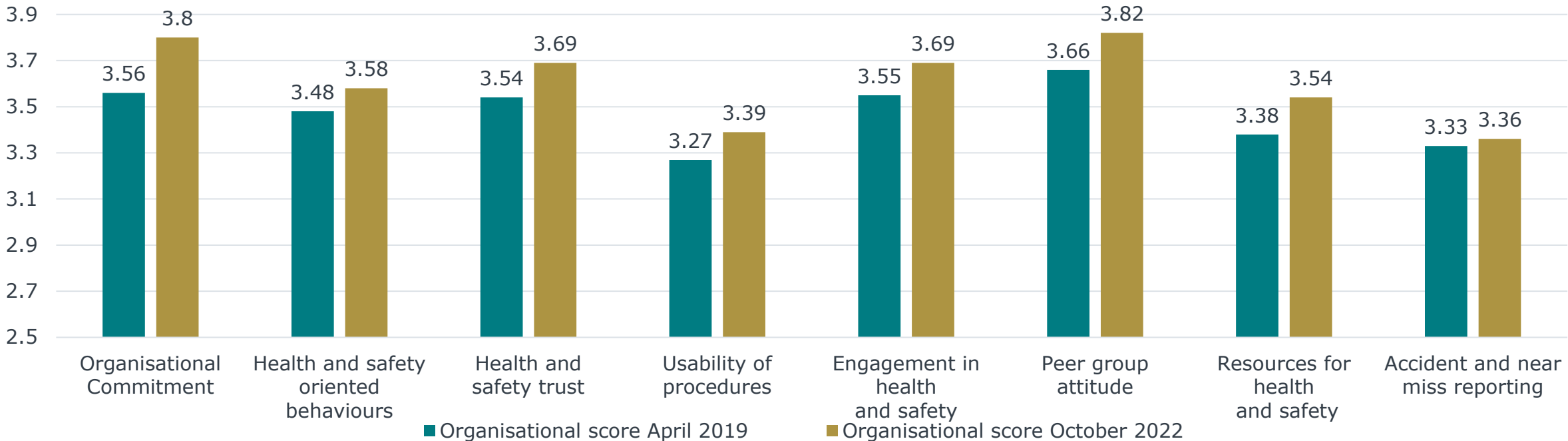
Factor	Suggestions
1. Organisational commitment	<ul style="list-style-type: none">■ Management should actively demonstrate their commitment to health and safety by ensuring prompt remedial action is taken where valid health and safety concerns are raised.■ Management should be visible and approachable on site, enabling workers to feel confident about raising concerns or questions, whilst good communication channels would enable discussion of health and safety issues.■ Leaders should recognise the value and importance of workers, and provide support where conflicting pressures may arise (i.e. enable workers to prioritise health and safety over productivity).

REVIEWING RESULTS AND BENCHMARKING PERFORMANCE



REVIEWING YOUR RESULTS

The data below shows an example organisation in the engineering industry that has delivered improvements from 2019 to 2022.



It is important to note that just focusing on the lowest scoring factor may not be the best approach.

In this case “usability of procedures” and “accident and near miss reporting” are the lowest scoring factors.

Think about what else could have impacted these scores – internal and external factors.

● WHY BENCHMARKING IS IMPORTANT



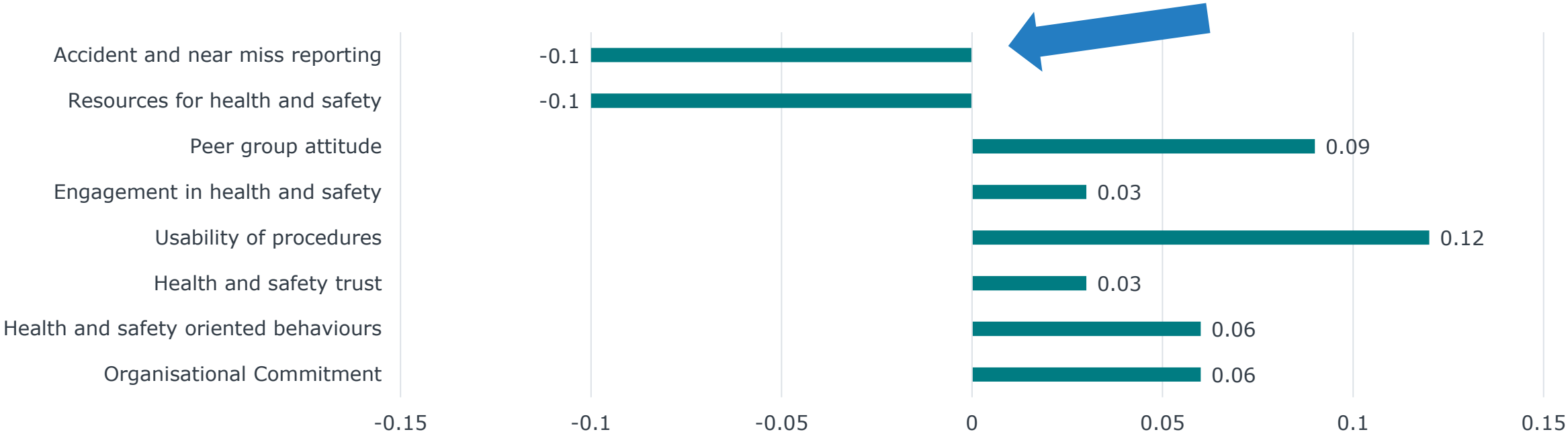
Benchmarking is a way of discovering what is the best performance being achieved. This information can then identify gaps in an organisations SCT results to achieve a competitive advantage.



With the issues many industries are experiencing with retaining and attracting workers, improving the health and safety for workers can only help organisations succeed.

BENCHMARKING YOUR RESULTS

The below shows the comparison of the organisation's scores against the HSE's exclusive industry benchmarking and highlights the areas they are tracking behind and ahead of the industry. The below shows that "usability of procedures" is ahead of industry and may not need to be a focus, and there are two factors underperforming.



The comparison of your organisation's scores against industry data can identify gaps and focus areas. This comparison can help to obtain support from the executive leadership team to drive change and deliver improvements.

● INDUSTRY SPECIFIC BENCHMARKING (SCT)

- Chemicals and pharmaceuticals
- Construction
- Education
- Emergency Services
- Energy
- Engineering
- Manufacturing
- Maritime
- Professional, scientific and technical services
- Public sector
- Real estate and facilities management
- Transportation
- Warehousing and distribution
- Waste management
- Water (utilities)

● SCT benchmarking results reviewed annually.

Safety Climate Tool (SCT)

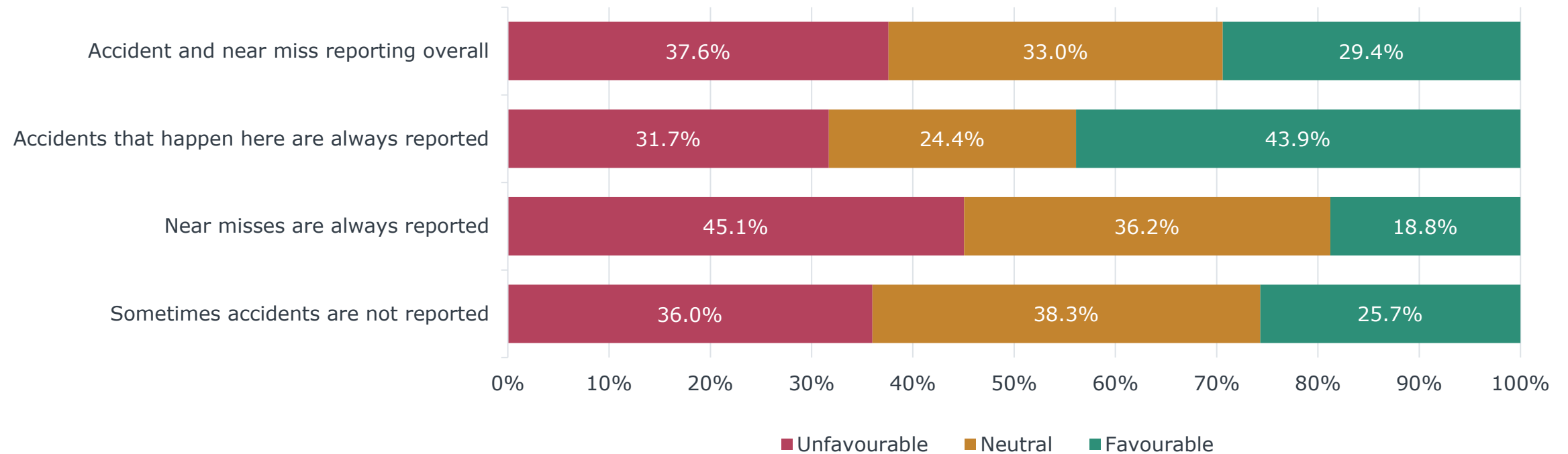
Benchmarking report
August 2024



FOCUS AREAS (SCT & SIT)

PREPARING FOR THE WORKING GROUP(S)

If you identify Accident and Near Miss Reporting as an area of focus when reviewing the industry benchmarking, you can then use the auto-report to identify what areas you need to cover at the working groups and identify the actions plans.



As part of the working groups, you can ask open questions to identify why near-misses and accidents are not being reported and develop an action plan to improve this within your organisation.

FOCUS GROUPS (SCT & SIT)

GATHER QUALITATIVE DATA

The purpose of using focus groups is to discuss the findings from the assessment and other data gathered, with a sample of employees and to elicit suggestions for improvement.

Employees can draw on their own detailed knowledge of local and contextual factors to:

- uncover the underlying causes of any undue pressure in their work
- enrich the interpretation of the data collected, sickness absence data, exit interviews, etc.
- identify local issues
- prioritise the specific areas in which there is a need for action
- explore practical and workable improvements

It is important to encourage open exchanges and discussion. As part of your preparation, you should focus on how to introduce questions and topics conversationally. The set of questions should include:

- **Introductory questions:** should be designed to get participants discussing the identified issues before focusing on particular areas
- **Linking questions:** enable the facilitator to move from the broad general discussion, following the introductory question, to the more specific areas of interest
- **Key questions:** address the key issues which the facilitator wants to cover in the focus group session

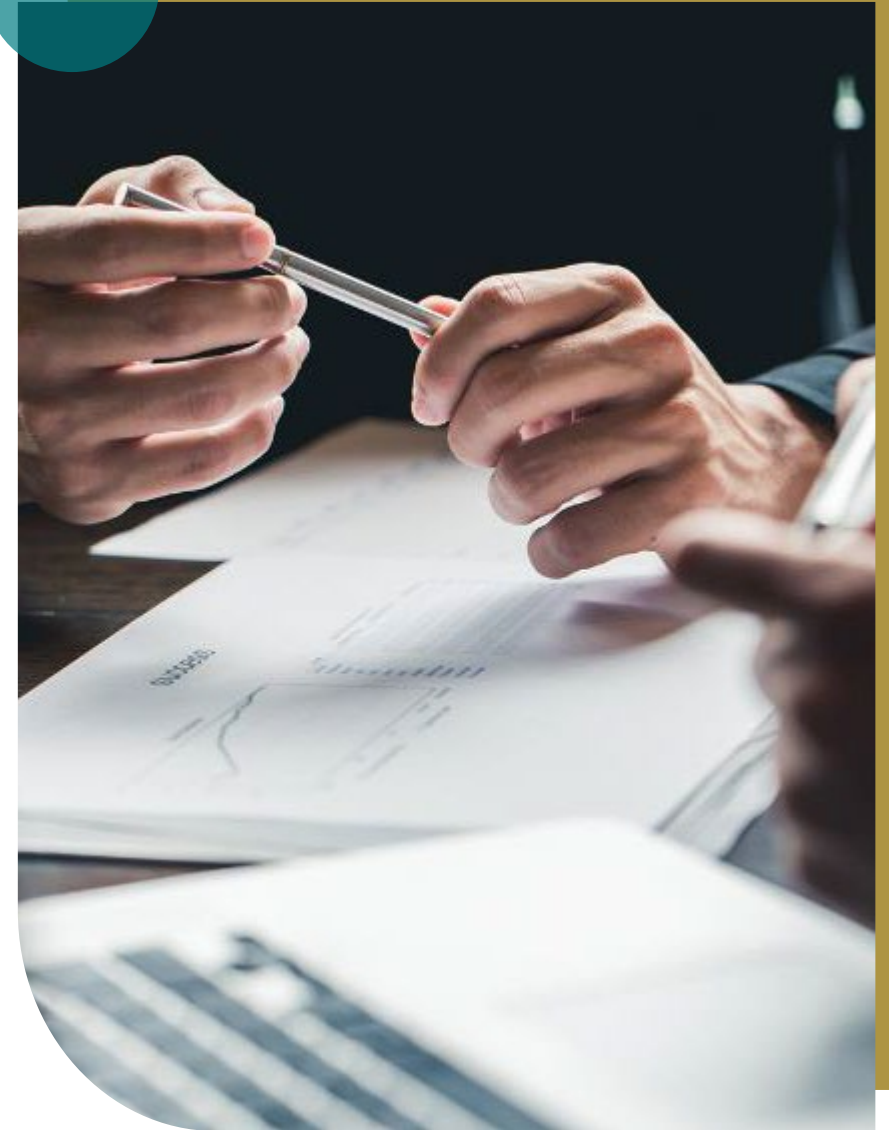
HSE developed a set of playing cards that can help start the conversation, each card contains a different question to prompt the discussion on the challenges within your organisation.



KEY QUESTIONS

How do I/the organisation prepare for the focus groups once results have been obtained?

What additional support is available to improve the likelihood of success for the project?



ACTION PLANS AND EVALUATION



ACTION PLAN (SCT & SIT)

QUANTITATIVE AND QUALITATIVE DATA AND FOCUS GROUP OUTPUTS

Improvement opportunity	Desired state	Practical solutions	Who will take the work forwards	When will the work be completed?	Action completed	How will we monitor impact?
(SCT) Near misses are not reported	We would like to see 10 x more near misses reported than accidents	1) Communicate the importance of reporting near misses	Name	Date	Yes/No	Short term measure – increase in near miss reporting
		2) Ensure senior managers are briefed on the importance	Name	Date	Yes/No	Longer term measure – decreases in accident reports
(SIT) High reports of bullying and harassment	That bullying and harassment is not tolerated or accepted	1) Review company policy and update as required	Name	Date	Yes/No	Short term measure – complaints/grievance raised, exit interviews
		2) Ensure the complaints/grievance procedure is fit for purpose	Name	Date	Yes/No	Long term measure – rerun SIT 12 months after it was first run
		3) Communicate the policy and complaints/grievance procedure	Name	Date	Yes/No	

EVALUATE (SCT & SIT)

AFTER ACTION REVIEW

The after-action review (AAR) is a straightforward exercise for capturing all the useful knowledge you'll have gained from carrying out your first SCT/SIT survey.

Step 1

- You should arrange to bring your steering group together when you're ready to carry out an evaluation.
- You'll need to set some ground rules for the AAR because it involves people with different levels of authority in your organisation. These should include:
 - Everyone has an equal role to play in the AAR regardless of role or seniority.
 - The AAR is about learning through taking part.
 - Everyone has a 'voice'.
 - The AAR is not about success or failure; rather about building on what worked well and improving what worked less well.

Step 2

- Ask the questions; what was supposed to happen? What actually happened? Why did this happen? What lessons can be learned from the experience?

Step 3

- If you're likely to make changes to who takes part in the steering group for subsequent surveys you may wish to capture the key lessons from this session. This way they can form part of a briefing document for future steering groups.

Schedule the roll out of the tool to measure success and continue the journey to excellence.

● QUESTIONS & ANSWERS



TRAINING FROM HSE



Training and Events from HSE

TRAINING AND
EVENTS FROM 

Specialist training and events from Great Britain's health and safety regulator that build competence, ensure compliance and protect people and places



TRAINING AND
EVENTS FROM 

HSE Creating a Safety Culture of Excellence

This course, delivered by HSE psychologists, will provide you with an understanding of the many factors that influence both workers' and managers' behaviour.

NEBOSH HSE Certificate in Managing Stress at Work

A one-day qualification aimed at helping delegates and their organisations to identify and reduce workplace stressors in order to create a positive, healthier workplace.

NEBOSH HSE Introduction to Incident Investigation

The investigation and analysis of work-related accidents and incidents forms an essential part of managing health and safety. By learning lessons and making improvements, organisations can prevent similar incidents occurring in the future.

NEBOSH HSE Certificate in Manual Handling Risk Assessment

This course will equip delegates with the knowledge to recognise, assess and reduce manual handling risks in their organisation.

HSE Slips Trips and Falls

This course will help you understand the causes of slips, trips and falls and will highlight successful interventions.

HSE CONSULTANCY

Need more support?

Identifying areas for improvement is just the beginning of your journey to reduce work-related stress and improve health, safety, and overall performance. A survey is only one part of your risk assessment, translating those insights into meaningful action is where real change happens.

HSE specialists are here to support you every step of the way. HSE's Work Psychology and Human Factors teams (one of the largest in Europe) bring decades of research, industry experience, and evidence-based expertise to help you get the most from your survey results and guide your progress.

Whether you need guidance setting up a focus group, training for managers, leadership coaching, or full facilitation of a culture improvement programme, HSE offer flexible consultancy packages to suit your needs.

HSE's expertise includes:

- Focus group facilitation
- Leadership coaching
- Procedure and competency development
- Behaviour change and employee engagement
- Developing evidence-based, practical solutions

Whatever stage you're at, HSE are uniquely placed to support your interventions and help you build a safer, healthier, and more productive workplace.

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● ANNEX 1: COST OF REPLACING LEAVERS

The Society for Human Resource Management (SHRM), predict that every time a business replaces a salaried employee, it costs 6 to 9 months' salary on average. For a manager making £40,000 a year, that's £20,000 to £30,000 in recruiting and training expenses, but others predict the cost is even more. HR Zone reports the following costs:

- Recruiter costs £5,500
- Crafting a job specification £200
- Screening: 118 people apply for a given job on average, 24 hours / £2,400
- Interviewing: 4.5 hours / £450
- Onboarding: 4 hours / £400
- Handover: £76
- Training: £1,068

In addition to the cost of recruitment above at circa £10k, the loss of productivity needs to be considered.

Lost productivity

- It typically takes 6 to 8 months for a new employee to reach 100% productivity
- For a mid-level employee earning ~£30,000–£40,000, lost productivity over 6 months can amount to £20,000–£25,000
- It takes almost 28 days to fill a vacancy, this leads to a loss of productivity, or temporary agency fees.

Calculate what it cost is to your organisation for recruiting a replacement and consider all the elements involved as per the above, alternatively use an estimate of 75% of the role's annual salary. (Source HR Zone)

ANNEX 2: FINES AND PROSECUTIONS

Analysis of your accident and near miss reports will highlight the type and frequency of incidents that could have results in prosecutions. Using that data and the table below, you can estimate what the total potential risk was if the incidents within your organisations had resulted in being investigated and following with a prosecution.

Analysis of HSE prosecutions in the first 4 month of 2025 highlights the following:

Breach	Industries	Average fine
Unsafe removal of asbestos	Construction	200 hours of unpaid work and ordered to pay £2,694
Compressed air (tyre inflation)	Farming	£80,000
Crush injury: by vehicle, by pallet, by material, and in ground works	Manufacturing, Automotive, Construction, Leisure, Engineering	Average £69,964 With amputation this rises to £403,000
Exposure to Respirable Crystalline Silica (RCS) – stone dust	Manufacturing	£20,000
Exposure to Wood Dust	Manufacturing	£5,000
Falls from height (unsafe roof, lifting equipment, ladders, scaffolding)	Farming, Manufacturing, Construction	£201,333
Hand arm vibration	Building Maintenance	£140,000
Hit by vehicle	Waste management and recycling	£250,000
Inspection identifying poor health and safety practices	Waste management and recycling, Construction	£67,000
Unsafe scaffolding	Construction	£30,000

Please note that the figures above do not include other costs associated with prosecutions that include legal fees, cost of investigation, reputational damage, loss of productivity etc. Source: [HSE](#)

ANNEX 3: RETURN ON INVESTMENT (ROI)

ROI of improving mental health

Deloitte's 2022 UK report estimates that for every £1 invested in mental health initiatives, employers gain an average return of £5.30, driven by reduced absenteeism, lower staff turnover, and increased productivity.

While the report does not directly evaluate the ROI of the HSE Stress Indicator Tool (SIT), it highlights that the most effective interventions are systemic and preventative, engaging employees, training managers, and addressing key workplace risk factors. The SIT enables this by capturing anonymous employee feedback across the six Management Standards, helping organisations identify and act on causes of work-related stress.

This approach aligns with interventions shown to deliver strong returns, including:

- Workplace improvements (ROI of 3.4:1)
- Mental health awareness initiatives (ROI of 7.5:1)
- Structured programmes with workshops (ROI of 6.0:1) – for example HSE's management standards approach

In contrast, reactive approaches like Employee Assistance Programmes (EAP's) offer a lower ROI of just 1.4:1. This makes the SIT, and the management standards approach a valuable tool to support evidence-based investment in employee wellbeing.

ROI of improving safety

Turner insurance studies indicate that for every £1 invested in effective safety programmes, organisations can save between £4 and £6 (ROI of 4:1 to 6:1) in costs associated with occupational illnesses and injuries. These savings stem from reductions in direct costs like insurance premiums and legal fees, as well as indirect costs such as accident investigations and lost productivity. Keep in mind that your total cost of safety is just one part of managing your total cost of risk. When safety is managed and monitored, it can also help drive down your overall cost of risk.

● ANNEX 4: SAFETY CLIMATE / CULTURE

This section outlines a range of products and services designed to help organisations manage and mitigate workplace risks. These resources focus on improving employee health and safety by addressing issues such as work-related stress, musculoskeletal disorders (MSDs), and safety culture.

Training Building a robust safety culture: Insights and strategies for success

Safety culture is often referred to as 'the way things are done around here'. It's a combination of the attitudes, values and behaviours held within an organisation, as well the management systems and procedures that influence how something is really done, rather than how it should be done.

Poor safety culture has contributed to many major incidents and personal injuries and can be just as influential on safety outcomes as the organisation's safety management system (SMS) itself. The course adopts a holistic approach to health and safety cultural improvement incorporating HSE's ASCENT - Achieving Safety Culture Excellence Now and Tomorrow programme.

Safety Climate Tool (SCT)

HSE's Safety Climate Tool has been carefully designed by scientists to assess the attitudes of individuals within an organisation towards health and safety issues. The Safety Climate Tool delivers an objective measure of your safety culture - the 'way things are done' in your organisation when it comes to health and safety. This is a significant starting point for any organisation to continually improve and raise standards. Using a simple, online questionnaire, the Safety Climate Tool explores your employees' attitudes and perceptions in key areas of health and safety, while guaranteeing anonymity. Once the survey has been completed, it generates a comprehensive report and provides guidance that will help improve the organisation's safety culture.

ANNEX 5: ILL-HEALTH: WORK-RELATED MSD'S

NEBOSH HSE Certificate in Manual Handling Risk Assessment

This training will provide an overview of the principles of manual handling, this course will also guide delegates through the suite of practical manual handling assessment tools developed by HSE, showing how they can be used as part of the risk assessment process.

These include the Manual Handling Assessment Charts (the MAC tool) and the Risk Assessment of Pushing and Pulling (RAPP) tool. Additionally, as part of the course, delegates will complete the NEBOSH HSE Certificate in Manual Handling Risk Assessment, which will allow them to formally recognise their learning.

Display Screen Equipment (DSE) Checklist (CK1)

As an employer, you must protect your workers from the health risks of working with display screen equipment (DSE), such as PCs, laptops, tablets and smartphones. The DSE Regulations apply to workers who use DSE daily, for continuous periods of an hour or more.

MSD Tool

Manual handling means transporting or supporting a load by hand or bodily force. It includes lifting, putting down, pushing, pulling, carrying or moving loads. A load can be an object, person or animal.

Back Injuries Risks in Driving (BIRD)

Back injury risks in driving include poor driver posture, repetitive manual handling, and excessive exposure to vibration. Other factors like awkward access to the vehicle, and long-distance or rough road driving also contribute to these risks.

ANNEX 6: ILL-HEALTH: WORK-RELATED STRESS

NEBOSH HSE Certificate in Managing Stress at Work

HSE and NEBOSH have jointly developed a one-day qualification aimed at helping delegates and their organisations to identify and reduce workplace stressors in order to create a positive, healthier workplace. This qualification will give delegates the confidence that they are trained in HSE's current approach to managing and controlling stress at work.

The Stress Workbook

This publication will help your organisation meet its legal duty to assess the risks to its employees from work-related stress and gives advice and practical guidance on how to manage work-related stress. It promotes the Management Standards approach to tackling work-related stress – a systematic approach to implementing an organisational procedure for managing work-related stress.

The Stress Indicator Tool (SIT)

SIT is an online survey designed to gather data anonymously from employees, which can be used in the risk assessment element of HSE's Management Standards approach. Obtaining and understanding this information helps identify areas to improve to prevent and manage work-related stress.