

HS2



I care. You count. **We matter.**

Safe at heart We matter team conversation Briefing pack

February 2021



We matter

About this pack

This is the third in a **series of 3 conversation packs** to bring **I care, You count** and **We matter** to life for your teams.

The focus for this pack is:

We matter

Recognising that what we do together matters to the future of HS2, our industry and our country.



Don't forget to **[give us your feedback](#)** by clicking on the icon or clicking **[here](#)**.

Pack contents

Slide number	Section	Contents	Purpose
4-10	Introduction and brief	<ul style="list-style-type: none">• Welcome• Summary of support resources• Top tips for having a good conversation• Aims and objectives• How We matter aligns with our strategic goals.	For line managers and facilitators
11-20	Framework for the conversation	<ul style="list-style-type: none">• Opening slide• Why a step change in the Safe at heart approach• Why are we having this conversation?• Choose your resources• Setting the scene for We matter• Every contribution counts• Discussion points slide• Sample We matter word cloud• We matter actions form	Suggested format for the team conversation
21-32	We matter resources	A range of resources to support your conversation	To provide context and stimulate discussion
33-36	Feedback and thank you	Feedback form How to set up virtual breakout rooms	To capture and measure outcomes

Introduction and brief for facilitators

Welcome!

By now you will have had your **I care** and **You count** conversations with your team and identified the actions you will take to create a caring working environment that supports safe decision-making and safe actions.

This pack focuses on our collective accountability for health, safety and wellbeing: the power we have through working together to make HS2 the UK's safest ever mega-project.

Have your conversation as:

- Part of an extended values moment
- An agenda item on your regular team meeting
- A standalone focus on health, safety and wellbeing within your team.

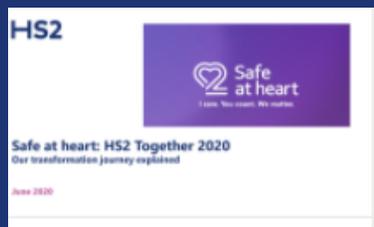
Remember!

One of the many benefits of having an action-focused conversation like this is it will provide **the evidence** to support your team's **personal health and safety objectives**.

You'll find a range of resources to support your conversation at the back of this pack, or by clicking the links below.

Background on Safe at heart transformation

Click on the image for a reminder of what we're trying to achieve through Safe at heart.



We matter videos

What does We matter mean to Mark Thurston?



What does We matter mean to people across HS2?



What does We matter mean to leaders?



We matter slides

(click on the links below to view options)

- [The burning platform for transformation](#)
- [A reminder of what I care, You count, We matter means](#)
- [Our CEO's personal commitment to We matter](#)
- [We matter: leadership](#)
- [We matter: legacy](#)
- [We matter: workforce](#)
- [We matter: communities](#)
- [We matter: inclusion 1](#)
- [We matter: inclusion 2](#)
- [We matter word cloud](#)
- [We matter: progress](#)

Plus

- Create a We matter word cloud with www.wordart.com
- Form for capturing your actions
- [Feedback form](#) to be completed and sent to SafeatheartDevelopment@hs2.org.uk

Top tips for having a good conversation

Be prepared

- Decide time and invite team.
- Organise **breakout groups** if the team is large.
- Appoint a **facilitator** (if not you).
- Appoint a **note taker** to create **word cloud** and **team actions**.
- Decide which **resources** you'll use and incorporate into the pack.
- Add to or modify the **conversation starter** questions.
- Check all the **videos** are working; make sure **audio is enabled** in Microsoft Teams.

Remember!

Your feedback really matters
It's how we all move towards being
Safe at heart together.

[Take just a few minutes to complete our short questionnaire after you've had your session.](#)

Sample structure for a 1-hour conversation

Time	Action	Resources
20 mins	Introduction and context	Slide options: 14-18; choose from 22-30 Videos: Mark Thurston, We Matter ; We matter vox pop ; We matter leaders
20 mins	Team conversation: breakout groups and whole group feedback	Slide 18
10 mins	Identify, agree and share key actions	Slide 20
5 mins	Share You count word cloud, thank you and close	www.wordart.com



Conversation overview: **We matter**

- Aim:** Engage your team in a conversation about **what 'We matter' means** in the context of the work your team does and how it contributes to HS2's aspiration to leave a history-making legacy for health, safety and wellbeing. What role does learning, sharing good practice and innovation play in your team's contribution?
- Output:** **Improvement actions and timeline**
- Intervention:** **Example: We matter word cloud**
- Outcome:** **Understanding of what We matter means** to your team's capacity to contribute to a history-making Safe at heart legacy
- Support:** Find resources to support We matter at the end of this pack. **Our health and safety leads and specialists** and the Safety Culture Development team.
- Timings:** 30 mins – 1 hour
February/March 2021.

We matter

Recognising that what we do together ***matters*** to the future of HS2, our industry and our country.

We matter and the Safe at heart delivery framework

Health and Safety Strategic Goal: HS2 has committed to create a railway designed, built and operated to the highest HSS standards

What is your goal? Which focus area or commitment are you working on?

These are the strategic principles we have defined to achieve your goals.

This is the Safe at heart personality trait you will be expressing (and the corresponding HS2 brand personality trait).

Follow the guidelines for this area of accountability in Safe at Heart.

Objective

To manage the health and wellbeing of all of our workers to create a new better standard in occupational health.

Focus areas (also see commitments)

- Workplace and occupational health and wellbeing.



A holistic approach

Safety is at the heart of everything we do.



View health like safety

Pro-actively promote health in all aspects of the project life cycle.



Our belief

Everyone has the right to go home unharmed.



Caring

HS2: Neighbourly



I care.

This is the Safe at heart area of accountability for individuals.

Objective

To prevent injury and pro-actively manage risk. To protect HS2 and supplier assets.

Focus areas (also see commitments)

- Workforce safety.
- SMART assurance.
- Safe supply chain management.



Personal accountability

Everyone feels able to speak up and intervene.



Safe decision making

Acknowledging there will be challenges on cost and programme – we will make whole life safe decisions.



Develop HS2 to be a safe organisation

Develop a culture where safety is always our first consideration



Empowering

HS2: Can-do



You count.

This is the Safe at heart area of accountability for teams and organisations.

Objective

To set a better standard for H&S performance in the delivery of a major project.

Focus areas (also see commitments)

- Safety by design.
- Public and neighbour H&S.
- Safe operations.



Safety leadership

Visible health and safety leadership.



Delivering a safe railway

Design a railway system that puts the safety of our collective workforce, passengers and the public at its heart.



History-making

HS2: Visionary



We matter.

This is the Safe at heart area of accountability for HS2 and our partners acting collectively.

Framework for the team conversation

HS2



I care. You count. **We matter.**

Safe at heart We matter team conversation

February 2021



Facilitators: Insert your introductory slides here

Choose **slides and *videos** from the resources section (or any part of this pack) to add life and context to your **We matter** conversation before it begins.

See **'Top tips for having a good conversation'** slide in previous section for suggested resources.

Tailor your resources to the amount of time you've allocated to the conversation.

Important note: Please view videos in Edge. You may experience issues with videos in Chrome and IE displaying captions properly. You can also view the videos directly in Stream:

- [Mark Thurston's views on We matter](#)
- [Our people's views on We matter](#)
- [Leaders' views on We matter](#)

Overview: Why are we having this conversation?

Together, we are building a **Safe at heart** transformation plan that will be meaningful to everyone.

We believe an **exceptional health, safety and wellbeing culture** will transform performance and contribute to history-making legacy.

What we do together matters to the future of HS2, our industry and our country

Let's **commit to improving the way we learn, share and innovate together to make HS2 the UK's safest ever mega-project.**

Mark Thurston's **personal commitments** to health, safety and wellbeing

My three personal health, safety and wellbeing commitments

Individual accountability
I will put health, safety and wellbeing at the heart of all my decisions and actions as CEO

Team and organisational accountability
I will put all my energy into creating a culture we can be proud of.

Collective accountability
I will lead the drive to achieve an improvement in standards and ways of working.

What we achieve together as a family matters

...for our legacy

We launched our **Safe at heart** learning legacy challenge, showing it's never too early to capture and share innovation, learning and good practice for the sake of HS2, wider industry and future projects.

150 Submissions have shaped the project

HS2 is all about legacy.

Leave your **Safe at heart** legacy: share your learning with industry

raised the bar for occupational health, safety and wellbeing at HS2

The platform for transformation

The opportunity: we have it in our hands to make HS2 the UK's safest ever mega project.

The challenge: if we settle for current best practice, our legacy might be:

3 Fatalities	713 non-fatal injuries	5408 made ill or more ill through their work on HS2
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HS2 | **Putting respect for diversity at the heart of Safe at heart matters**

Safe at heart
I care. You count. We matter.

Become an Ally

Our employee networks are all about helping everyone at HS2 to create a more caring, inclusive working environment so everyone feels safe to be who they are and valued for what they contribute.

- Have you signed up to the Allies programme?
- It's a great way to show your support for making HS2 an inclusive place to work for everyone, regardless of background, race, gender, sexuality, ability, class or religion
- We're making progress - but there's still some way to go to address the challenges

Bringing people together who see and experience the world differently brings a richness to tackling the challenges on HS2 that a single perspective cannot.

Find out more about the Allies programme and pledge your support.

Why a step change in the Safe at heart approach?

We refuse to accept the predictable outcome – getting what we've always got by doing what we've always done is not an option. We believe:

Strategies, plans, structures, policies, processes and systems are not enough

Health, safety, wellbeing and performance are intrinsically linked

We can do things better and differently through Safe at heart to make 'the possible' a future reality

Caring for our people is at the heart of transforming delivery

Our personal and joint Safe at heart commitment will guide us towards our history-making goal.

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Safe at heart: I care. You count. We matter

- We matter is about our **collective accountability and power**, as a future-focused leader, to make HS2 the **UK's safest ever mega project**, reset industry benchmarks and leave a history-making legacy for our industry and country.
- It represents our **collective commitment** to doing things differently and better together; a relentless **curiosity to learn**, to improve, to **speak up** with our ideas and concerns, to **share our successes (and failures)** with a generosity of spirit and an eye on constant improvement.
- We matter is the **collective impact** of each of us caring, each of us taking safe decisions and actions, each of us feeling we can and are contributing to our goal.

We matter

Recognising that what we do together *matters* to the future of HS2, our industry and our country

Every contribution matters

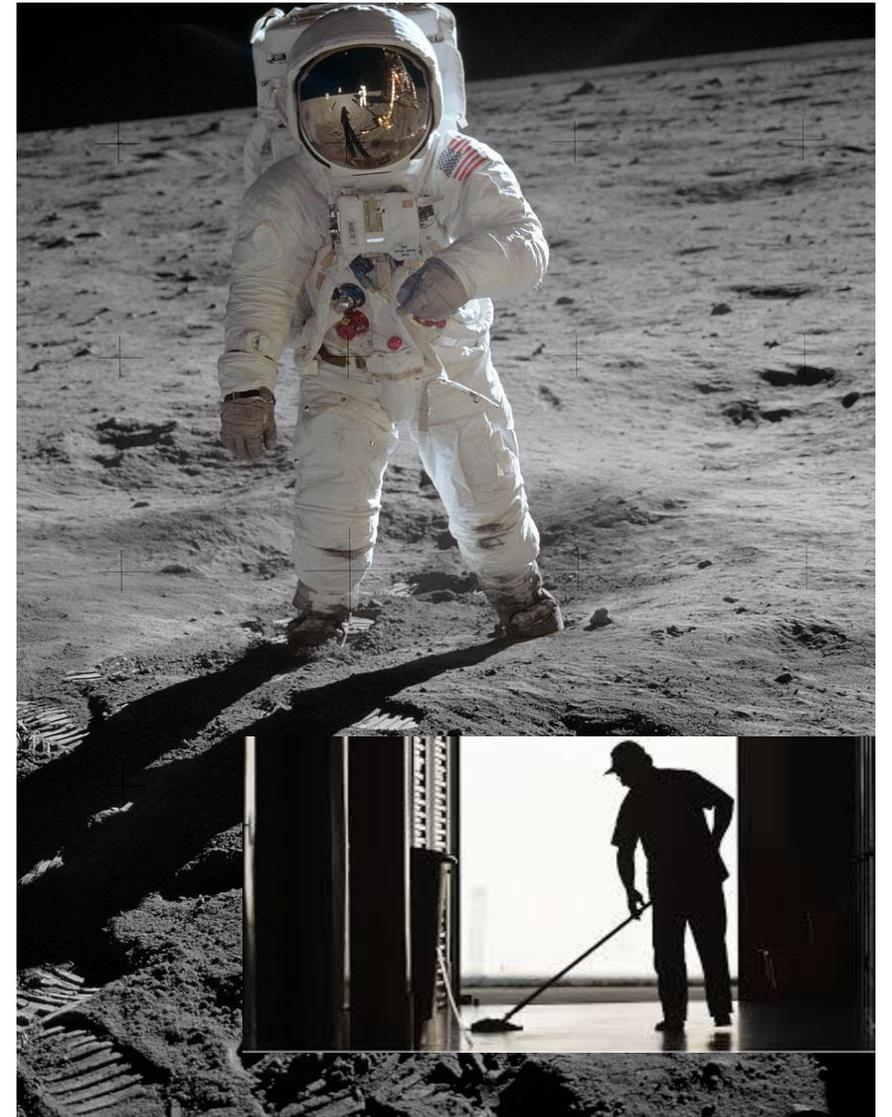
When John F Kennedy noticed a janitor carrying a broom at NASA he asked what the man was doing.

“Well, Mr President,
I’m helping put a
man on the moon.”

He felt he was contributing to the bigger picture.

He knew his contribution mattered.

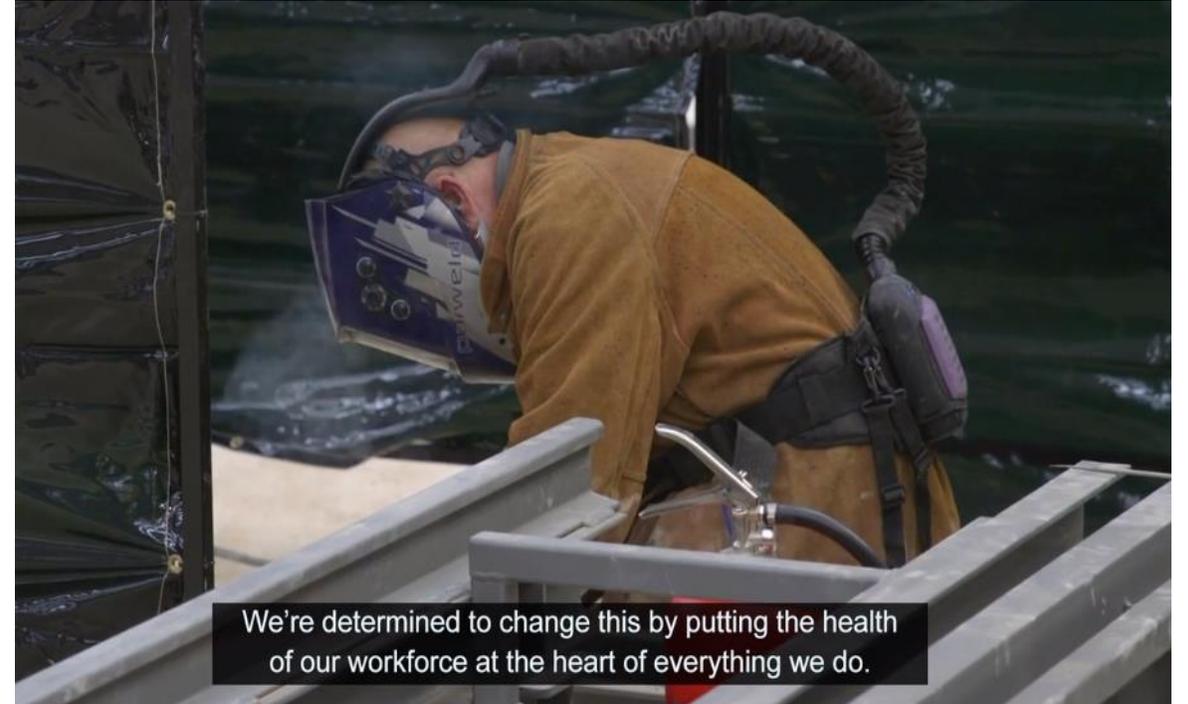
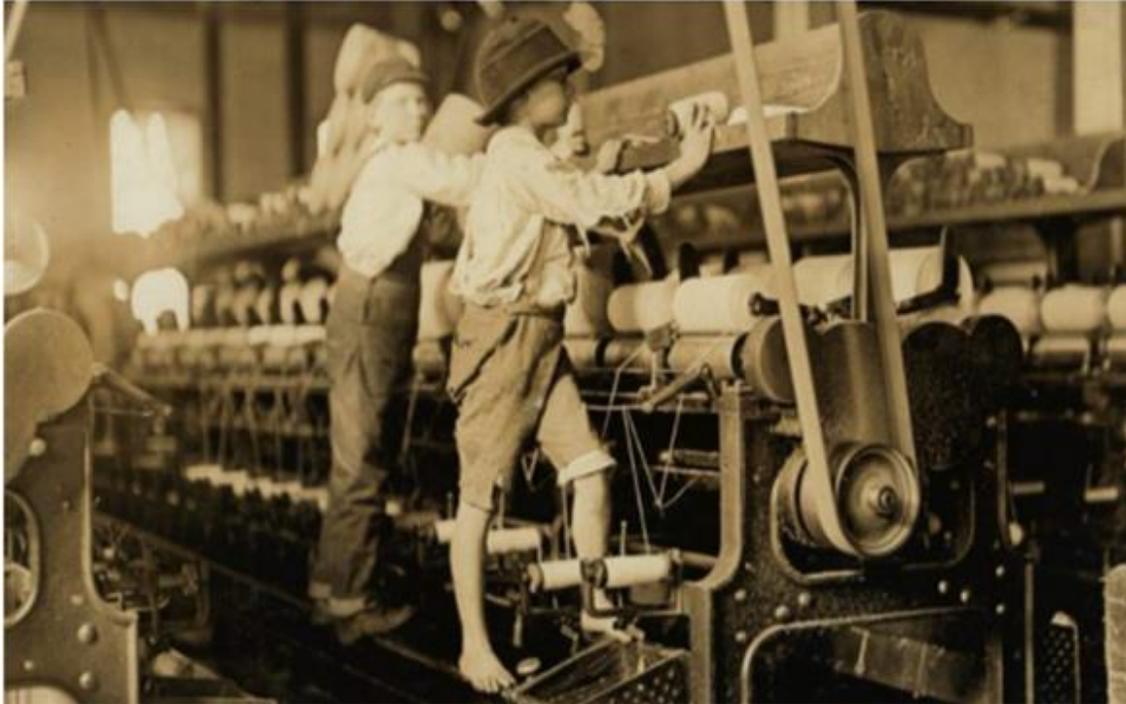
He became part of the legacy.



Every contribution **matters** – *find an example for your team*



I care. You count. **We matter.**



We're determined to change this by putting the health of our workforce at the heart of everything we do.



Discussion points



Choose one or more of these topics – or come up with your own!

- What **words come to mind** when you think about **'We matter'** and health, safety and wellbeing (HSW)?
- How are we incorporating HSW **learning, good practice and innovation** into our planning processes?
- What does **good learning** look like in action?
- What are we doing that could impact positively on HSW **now** on the project/**long-term** on wider industry?
- How can we identify, capture and share **our team's potential legacy learning**/good practice/great ideas?
- What are we doing to show **visible health, safety and wellbeing leadership**?

What **actions** will our team take to contribute to a **history-making Safe at heart legacy** for HS2, wider industry and our country?

Share *your* team's **We matter** word cloud (see resources section)



Share your **We matter** actions safeatheartdevelopment@hs2.org.uk

Don't forget to [let us have your feedback](#) on your conversation!

What actions do we agree to take to demonstrate our commitment to the collective endeavour to make HS2 the UK's safest ever mega project?	Reflecting back on the conversation with your team, summarise and agree the top three action points for you and your team.	Completion date
Action 1:		
Action 2:		
Action 3:		

We matter resources

Please use any or all of the following slides to bring life to your conversation.

- To aid understanding
- To provide context
- As additional discussion points

The platform for transformation

The opportunity: we have it in our hands to make HS2 the UK's safest ever mega project.

The challenge: if we settle for current best practice, our legacy might be:

3
Fatalities

713
non-fatal
injuries

5408
made ill or
more ill
through their
work on HS2

Messaging: Being Safe at heart means each of us every day showing:

I care

Caring about ourselves, our colleagues, everyone impacted by HS2 and the work we do

You count

Making sure that every decision and action we take in our teams and organisations *counts*

We matter

Recognising that what we do together *matters* to the future of HS2, our industry and our country

Mark Thurston's personal commitments to health, safety and wellbeing



My three personal health, safety and wellbeing commitments

Individual accountability

I will put health, safety and wellbeing at the heart of all my decisions and actions as CEO

Team and organisational accountability

I will put all my energy into creating a culture we can be proud of.

Collective accountability

I will lead the drive to achieve an improvement in standards and ways of working.

What we achieve together as a family **matters**

...for industry leadership

Leaders from across the project came together at our Safe at heart conference in March 2020 - just before the first lockdown - to commit to making HS2 the UK's safest ever mega-project!

Our shared Safe at heart leadership commitment

HS2 - Together, changing the face of our industry

On HS2 we are Safe at heart. We personally *care* for one another.

We listen and act, making every person involved in the project *count*.

People *matter* and are healthier and happier for having worked on HS2.

By 2025 we will set new benchmarks and standards of performance in workplace health, safety and wellbeing.

I care; You count; We matter

(This is a 'living' commitment and will evolve)

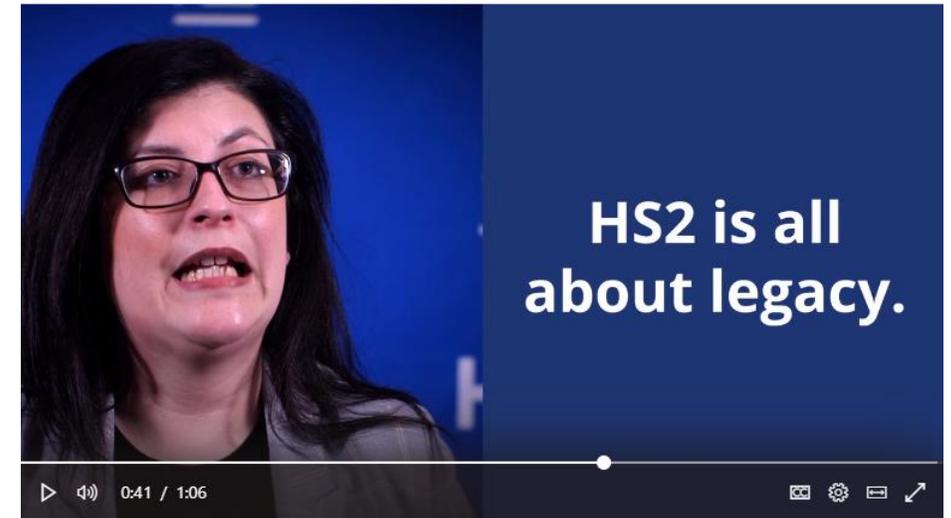


What we achieve together as a family **matters**

...for our legacy

We launched our **Safe at heart learning legacy challenge**, showing it's never too early to capture and share innovation, learning and good practice for the sake of HS2, wider industry and future projects.

Almost
150
Submissions
from across the
project



The screenshot shows the 'HS2 Learning Legacy Development Hub' website. The main heading is 'Safe at heart Learning Legacy Challenge'. Below it, there is a section titled 'About the Safe at heart Learning Legacy Challenge' with the following text: 'The Safe at heart Learning Legacy Challenge will capture good practice, innovation and learning on occupational health, safety and wellbeing from across the HS2 programme. By sharing this knowledge with industry, we will continue to raise the bar in health, safety and wellbeing and contribute to improved productivity across the whole UK.' There is also a small image of a worker in an orange high-visibility vest and a yellow excavator.

The graphic features the HS2 Learning Legacy logo and the text 'Have you raised the bar for occupational health, safety and wellbeing at HS2?'. It includes a call to action: 'Leave your Safe at heart legacy: share your learning with industry'. Below this, it says 'Then submit your contribution to the Safe at heart learning legacy challenge!' and lists the following steps: 'Step 1: draft a 100-word summary of your contribution and submit via the Innovation Hub by 11 December' and 'Find out more about the challenge by clicking on the links below: Safe at heart Innovation Challenge flyer, Visit the Innovation Hub, Visit the Learning Legacy Development Hub, Contact learninglegacy@hs2.org.uk or safeatheartdevelopment@hs2.org.uk'.

What we achieve together as a family matters

...for our workforce

We've innovated to make Safe at heart a reality for our on-site workforce, for example BBV's mission control room which provides a **four dimensional, 360 degree virtual version of a construction site** so site workers can virtually explore the site to identify, record and resolve potential site hazards.



What we achieve together as a family matters

...for our communities

Together, we've **innovated for the benefit of the wider demolition industry**, taking demolition standards to the next level at Euston, reducing workforce risk hours and **minimising the impact on local communities** of plant operations, dust and noise pollution.



What we achieve together as a family matters

...for inclusion

We've applied inclusive station design thinking at Old Oak Common to make sure people with reduced mobility can be evacuated easily should the need arise.



Become an Ally

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- Have you signed up to the Allies programme?
- It's a great way to show your support for making HS2 an inclusive place to work for everyone, regardless of background, race, gender, sexuality, ability, class or religion
- We're making progress – but there's still some way to go to address the challenges

Bringing people together who see and experience the world differently brings a richness to tackling the challenges on HS2 that a single perspective cannot.
Emma Whigham

Find out more about the [HS2 Allies Programme on Interchange](#) and pledge your support.

Share *your* team's **We matter** word cloud (see resources section)



We matter: How do we know we're making progress?

What we would see?	<ul style="list-style-type: none">• Lots of case studies and stories from across the project showcasing innovation, good practice and learning.• Collaboration between HS2 and JVs on health, safety and wellbeing initiatives that will change the face of industry• Conscious learning as part of the day job, applied, embedded and shared• Risk and harm eradicated/minimised
What would we hear?	 <p>“What are others doing in our area? Let’s connect with them and find out more.”</p> <p>“How can we apply this learning/best practice to our own operations?”</p> <p>“Is this decision/action going to contribute to our performance efficiency/legacy creation?”</p> <p>“What are we doing we could share with others to improve health and safety?”</p> <p>“Who’s going to run our team meeting learning moment today?”</p> <p>“How can we tackle this commonly experienced issue together?.”</p>
What would we feel?	Pride, inspiration, connected, unified, curiosity, responsible.



**Please give us your
feedback by completing
and returning the
following form to**

safeatheartdevelopment@hs2.org.uk

We need your feedback!

Click on the form to the right to complete and send us your feedback about your session.
(you need to be in presentation mode)

Safe at heart We matter conversation feedback

Hi Sue, when you submit this form, the owner will be able to see your name and email address.

* Required

1. Which directorate do you work for? *

- CFO
- Human Resources
- Safety and Assurance
- Infrastructure
- Construction
- Phase Two
- Communications and Stakeholder Engagement

2. What team do you work for? *

Guide to creating breakout rooms

1. In your calendar - create meeting invites just to yourself for the number of breakout rooms you need
2. Add MS Teams to the meeting invite
3. Change the 'meeting options' to bypass the lobby
4. Right click over the meeting url and copy it.
5. Create a spreadsheet
6. Allocate your attendees to the rooms you want them to be in. (Best done in column format)
7. Add the url next to their name
8. For ease of use - right click and change the name of your url to the name of your breakout room.
9. Once your main 'MASTER' meeting starts enter the chat - cut and paste the attendees and their names into the chat

NOTE: Chat will only allow up to circa 15 names in column format – so this may have to be done multiple times.

1. The attendees just click on their url and enter the breakout room
2. Attendees can enter multiple rooms up to a maximum of 4.

Example spreadsheet below

John Smith	<u>B1 Breakout Room 3</u>
Jack Brown	<u>B1 Breakout Room 3</u>
Phil White	<u>B1 Breakout Room 3</u>
Chris Green	<u>B1 Breakout Room 3</u>

Thank you

Enjoy your conversation

Deliver on your actions

Your participation matters

safeatheartdevelopment@hs2.org.uk