

Home Safe and Well Plan 2026 - 2031

Our refreshed approach



Our Home Safe and Well approach

Foreword – Melanie Clarke



Our Home Safe and Well approach embodies the ambitious vision of zero harm - ensuring that everyone who works for us, with us, or travels on our network, gets home safe and well.

Our commitment to Home Safe and Well remains a top priority and there is always more we can do to ensure the health, safety and wellbeing of our people. We will improve our insights and intelligence to drive the right continuous improvement activities. We will have a stronger focus on health and wellbeing and will continue to drive our safety maturity through our Be the Change Programme.

I am immensely proud of the ongoing impact of Home Safe and Well. This is evidenced not only in the reduction of lost time incidents among our employees and supply chain partners, but also the growth in our safety maturity through demonstrating our Be the Change promise behaviours, which have become part of our everyday language.

Thank you for all your efforts over the past five years.
Let's continue to work together to ensure everyone gets home safe and well.

See Home Safe and Well in action



Our vision

Our vision remains unchanged. We're striving for zero harm. As set out in Connecting the Country, our ambition is that 'Our roads will be the safest in the world. No one will be harmed when using or working on the SRN'.

Building on the success of our initial Home Safe and Well approach, our focus for the future is on the safety of our employees and supply chain workers who are on our roads daily. It's crucial that each one of them gets home safe and well.

We are dedicated to reducing Lost Time Incidents (LTIs) and minimising ill health absences in the workplace. Our commitment extends to ensuring that all our workplaces - whether on the network, in an office or a depot - are healthy and safe environments. We will provide our people with the necessary tools and support to maintain their health, safety, and wellbeing.

Creating an environment where colleagues demonstrate the right safety behaviours - supporting each other, speaking up, taking action and celebrating success - is essential. To achieve this, we will continue to prioritise our Be the Change programme.

We will continue to work closely with our supply chain to eliminate the most significant risks of harm to our roadworkers and improving overall safety performance.



The refreshed approach 2026 - 2031



Our vision

At the centre of our strategy is our vision – striving for zero harm, by getting our people, our supply chain and our customers home safe and well.



Achieving our vision

We will reach our vision by empowering, educating and equipping our people and customers to enable them to consider health, safety and wellbeing in everything they do.



Our priority areas

We have identified six priority areas to support the delivery of our overall vision.

Our ambitions

- Reduce Accident Frequency Rate (AFR).
- Reduce Lost Time Injuries (LTIs).
- Increase our understanding of ill health and reduce absences.
- Improve safety maturity for our people.
- Set clear aspirations for our supply chain so that they will strive for best-in-class safety performance.

Capable people

What we will do	How we will do it	Who is delivering?
We will continue to embed our behavioural safety programme throughout the organisation, so our people are empowered to speak up, look after themselves and others with care and respect and are supported to continually learn from mistakes and successes.	Deliver our Be the Change programme addressing current needs and embedding our promise behaviours. ■ Develop people manager capability through workshops and training. ■ Use huddles, safety leadership engagement, 'Town Halls' and other collective forums, to stimulate effective conversations and share success stories to support and positively improve safety maturity.	Exec lead: Chief People Officer Delivery lead: HSW Director, Director of Organisational Development, Director of Employee Communication and Engagement
We will continue to improve capabilities and drive proactive improvement in health, safety and wellbeing outcomes for our people.	Continue to embed our Health Safety and Wellbeing (HSW) capability for colleagues across National Highways to ensure consistency and alignment. Refresh and review HSW training across National Highways. Deliver, complete and maintain HSW training.	Exec lead: Chief People Officer Delivery lead: Director of Organisational Development
Our people managers will be able to proactively manage attendance following attendance management processes in a timely fashion and support our people back into the workplace	Provide absence data at corporate level that can be benchmarked outside of the company. Provide absence and attendance management reports at directorate and divisional level. Analyse absence and attendance management trends and provide/commission additional support to reduce ill health absence. Enable managers to manage attendance effectively in line with our absence management policy and guidance.	Exec lead: Chief People Officer Delivery lead: Director HR Business Partnering, Employee Relations and HR Projects

People are at the heart of Home Safe and Well. Hear from our people about our Be the Change programme



Effective risk management

What we will do	How we will do it	Who is delivering?
We will ensure that our internal health, safety and wellbeing risks are understood and are actively managed by continuously improving our tools and capability.	Improve the accessibility and navigation of our Health, Safety and Wellbeing Management System (HSWMS). Ensure it's the one source of truth for advice, policies and procedures. Develop and roll out improvements to our safety governance arrangements, ensuring safety is considered throughout decision making. Continually review and assess risks to health safety and wellbeing (HSW) across National Highways activities. Review significant HSW risks at corporate, directorate and divisional levels.	Exec lead: Chief Engineer Delivery lead: HSW Director
	Directorate development and delivery of our directorate specific plans, using data and insight to support targeted work for continuous improvement activities. Undertake effective, proportionate assurance of management activities and risk control: using the learning to support targeted work for continuous improvement activities.	Exec lead: all Executive Directors Delivery lead: all SLT
	Continually review, assess and positively affect our most significant risks through the Fatal Risk Control Group.	Exec lead: Chief Operating Officer Delivery lead: OD Director
We will ensure contractors have a significant risk profile and strategy in place to drive the elimination of the most significant risks for our roadworker.	We will continue to address HSW performance through strategic engagement forums. Key suppliers will be expected to complete significant risk profiles, develop significant risk strategies and priorities, and to set objectives to de-risk the profile.	Exec lead: Chief Financial Officer Delivery lead: BSD Supply Chain Development

Find out more about the work we've done to support those employees most at risk



Insight driven

What we will do	How we will do it	Who is delivering?
We will continue improving our data and informed insight to meaningfully benefit our people’s health safety and wellbeing.	Improve our safety reporting and deliver a better user experience. Connect data to deliver insight and analysis to meaningfully benefit our people's health safety and wellbeing.	Exec lead: Chief Digital Information Officer Delivery lead: HSW Director
	Improve our understanding of occupational health and wellbeing through data and insight.	Exec lead: Chief People Officer Delivery lead: HSW Director
We will improve our reporting to drive continuous improvement and assurance.	Continually improve our HSW performance reporting process and provision of self-service performance dashboards. Improve how we record and investigate incidents and events to capture root causes and lessons learned.	Exec lead: Chief Engineer Delivery lead: HSW Director
	Monitor our National Highways Accident Reporting System (HART) and our security incident reporting line to investigate security incidents and deliver an effective response.	Exec Lead: Chief Digital Information Officer Delivery Lead: Director of Security

Focus on health and wellbeing

What we will do	How we will do it	Who is delivering?
We will be able to better describe our health and wellbeing risks based on data and insight, and target interventions accordingly.	Improve visibility and understanding of workplace health and wellbeing hazards and risks. ■ Review work related stress management standards and deliver enhancements in identifying, recording and investigating work related stress. ■ Impact assess age and work-related health and wellbeing issues within fitness to work testing. ■ Provide health and wellbeing Subject Matter Expert (SME) support to enhance operational standards for vehicles, tools and equipment. ■ Review the use of TRiM training to enhance the support for those exposed to potentially traumatic events. Enhance employee health and wellbeing data and provide intelligent reporting. ■ Develop service provider data to better describe how our Occupational Health (OH) and Employee Assistance Programme (EAP) services are being used proactively/reactively to manage health and wellbeing.	Exec lead: Chief People Officer / Chief Engineer Delivery lead: HSW Director
Our people managers will proactively manage, support and signpost to a range of health and wellbeing interventions	Enhance people manager training to ensure capabilities in managing health and wellbeing issues for our employees.	Exec lead: Chief People Officer Delivery lead: Director of Organisational Development
Our people will better understand their individual health and wellbeing risks and will have the tools, capability and support to personally manage those risks	Deliver a physical health project to increase our people's knowledge and ownership of their health and wellbeing. Enhance available services to support physical and mental health through the new OH and EAP contracts. Deliver rolling programme of targeted employee communications of health and wellbeing.	Exec lead: Chief Engineer Delivery lead: HSW Director, Director of Employee Communication & Engagement
We will continue to provide and enhance our health and wellbeing services , maintaining Excellence in the Workplace Wellbeing Charter	Embed new EAP contract to enhance current service and develop further training enhancements. Re-tender for the OH contract and embed new enhanced service. Renew Workplace Wellbeing Charter with the aim of maintaining Excellence.	Exec lead: Chief Engineer Delivery lead: HSW Director

Find out more about why health and wellbeing is so important to us



Engaged supply chain and stakeholders

What we will do	How we will do it	Who is delivering?
We will engage and collaborate with our supply chain to improve the effectiveness of planning, putting people to work and supervision.	Continued National Highways programme of health safety and wellbeing supplier engagement to assure that our supply chain are managing their significant risks and delivering best in class safety performance. Review the CPF and SCMM approach to measuring safety performance across our supply chain. Outreach to the supply chain to raise awareness of security risks and safe and secure behaviours.	Exec lead: Chief Engineer Delivery lead: HSW Director Exec Lead: Chief Digital Information Officer Delivery Lead: Director of Security
Our supply chain will work together to solve problems and engage effectively with the Supply Chain Safety Leadership Group.	Support the Supply Chain Safety Leadership Group in developing significant risk leading indicators that we can use to better understand supply chain performance and support management action. Support the supply chain in delivering against recommendations following the research into the prevalence, scope and nature of musculoskeletal risk amongst construction workers. Support the supply chain in Road Worker Safety Week Use Be the Change to improve how we engage with suppliers to achieve improved performance and safety maturity.	Exec lead: Chief Engineer Delivery lead: HSW Director
Our supply chain will build the professionalism and capabilities of their people.	Annual refreshment of Roads Academy curriculum to include Home Safe and Well continuous improvement. Use Roads Academy to promote safety leadership and culture - including psychological safety and inclusion (IBIP). Deliver a series of Roads Academy thought leadership value hubs (significant risk thinking). Pilot new programmes to target early talent and inclusive behaviours. Raise awareness and promote effective training for supply chain supervisors – for example CIHT Supervisor Modules or through Supply Chain Sustainability School.	Exec lead: Chief People Officer Delivery lead: Director of Organisational Development

See how we work with the supply chain to get colleagues home, safe and well



Safer environments

What we will do	How we will do it	Who is delivering?
Our programme of facilities and estates upgrades will deliver improved standards for health and wellbeing in the workplace.	Continually review our workplace standards, including the Well Standard, delivering improvement projects where needed.	Exec lead: Chief Financial Officer Delivery lead: Director of Estates & Facilities
	We will centralise the facilities management of all our sites to ensure consistency. We will review vending machine offerings in our operational estate to assist with healthier food choices and improvements in health. We will ensure our corporate estate is safe, welcoming and inclusive.	
	We will ensure our corporate operational estate is safe, welcoming and inclusive.	Exec lead: Chief Operating Officer Delivery lead: Director of Estates & Facilities
Our programme of physical and cyber security interventions will deliver increasingly improved awareness and understanding of our digital, physical and people security risks.	We will create safe environments for testing to limit exposure to hazards.	Exec Lead: Chief Digital Information Officer Delivery Lead: Director of Digital Technical Competence
	We will deliver security threat risk assessments across the corporate and operational estate. We will engage the business on the Security Operating Model and supporting the delivery of the core security functions of Direction Advice Response and Assurance (DARA). We will continue to improve our digital and physical workplace.	Exec Lead: Chief Digital Information Officer Delivery Lead: Director of Security
	We will engage and provide people advice on personal safeguarding.	Exec lead: Chief Engineer Delivery lead: HSW Director



This approach sets out our ambitions from April 2026 onwards. Annually, we will review the plan and set out the next year to ensure continuous improvement.

Our Home Safe and Well approach is delivered through corporate delivery of key activities and through our directorate plans. If you are a National Highways internal colleague and would like to see your directorate's Home Safe and Well plan, find out more about our corporate activities, refreshed plan and how you can get involved, visit our [**SharePoint page.**](#)

Contact us: homesafeandwell@nationalhighways.co.uk

**Thank you for all you've done to get people
Home Safe and Well, hear what it means to us**



If you need help accessing this or any other National Highways information,
please call **0300 123 5000** and we will help you.

A decorative background consisting of two overlapping blue shapes. The top shape is a solid blue area that starts wide on the left and tapers towards the right. The bottom shape is a lighter blue area that starts narrow on the left and widens towards the right, creating a layered effect.