

OUR POLICY

OBJECTIVE

The purpose of this policy is to outline Connect Plus's commitment to managing health, safety and wellbeing risks within a complex and high-risk environment. We have a duty to ensure, as far as reasonably practicable, that appropriate controls are in place to protect ourselves, the people within our supply chain and our road users from harm while working or travelling on the M25 network. Additionally, we are committed to preventing work-related causes of ill health among all those working on the project. Connect Plus is committed to understanding and tackling work-related causes of mental ill-health and ensuring that those working on our projects feel safe, valued, and equipped with the resources that they need to maintain positive mental well-being. Connect Plus works closely with our delivery partners - Connect Plus Services, our framework contractors, and their supply chains - to support good mental health whilst raising awareness of mental health issues. The Chief Executive Officer leads the implementation of this policy, with contributions from all team members.

VISION

Through innovative leadership and dedicated long-term supply chain partners, we promote and encourage a culture that enhances the Occupational health, safety and wellbeing, and road user safety of all those within our M25 Community.

WHAT THIS POLICY DEMANDS OF US

We comply with all relevant laws, including the Health and Safety at Work etc Act 1974 and the CDM 2015, regulations, Standards including ISO 45001 and we follow the principles of ISO 45003:2021, as well as the M25 DBFO Contract. We follow the principles of ISO 45003:2021. We recognise the legal requirements under the Health and Safety at Work etc Act 1974 to manage risks to mental health alongside risks to physical health and safety and apply a risk based approach. We work with our delivery partners to identify key work-related stressors for the M25 Community and to implement measures to reduce the impact of these on our workforce.

We are all personally responsible for protecting our own health, including mental health, and safety, and for protecting the health and safety of those around us, in particular the people whom our work may impact.

We demonstrate clear commitment and visible leadership, throughout the M25 Community, recognising that all work-related incidents, injuries and illnesses are preventable. We recognise the important role of leaders and senior managers in leading by example, considering the potential mental health impacts of our behaviours and decisions and enabling working practices which support good health (including mental health) and wellbeing.

Connect Plus measure, monitor and analyse health and safety performance; taking action to address both specific issues and trends. The immediate identification and elimination of unsafe practices is an individual and collective responsibility. We work with our delivery



partners to gather information about the wellbeing of our secondees, so that we can develop interventions to improve this; and to assess the impact of those interventions.

We maintain a health, safety and wellbeing management system that is continually improved to meet the evolving needs of the whole M25 Community.

We provide adequate resources to ensure that the system is both effective and efficient, arranging for appropriate training, equipment, and information circulation throughout the M25 Community.

We seek to support our people by:

- o Establishing an open culture and a supportive and inclusive work environment where safety and health, including mental health, is openly discussed and supported, tackling the silence and stigma.
- o Engaging specialist occupational health services to advise on adjustments and workplace support where required.
- o Collaborating with our delivery partners to provide support services such as Employee Assistance Programmes, which offer practical advice and emotional support with both work and personal issues; and mental health first aiders to give our people opportunities to speak up and to signpost to the support available.
- o Promoting and championing the wellbeing of all our people for example by providing access to information about good mental health, by encouraging good lifestyle habits; by seeking to ensure that workplace culture and practices are not a barrier to good mental health; and by encouraging our people to value their mental health as well as their colleagues' wellbeing and seek support when needed.



We select and work with partners that share our values, demonstrate excellent health and safety performance, have management systems compliant to ISO 45001 and prioritise the wellbeing of their staff and workers.

We maintain a culture across the M25 community that promotes open communication, learning and accountability to ensure all positive observations, near misses and incidents are reported and together we deliver a generative health, safety and wellbeing culture.

Periodically we review and work toward objectives that further enhance our health, safety and wellbeing performance across the M25 Community, gathering feedback from our workforce to drive ongoing improvements. In line with this commitment, this policy is reviewed annually and amended as necessary to ensure it remains relevant and up to date. In addition, the policy is shared with Framework Contractors after any review and amendments.



Angus Murray
Chief Executive
January 2026