9th September 2026

REFERENCE: P - 024

Wallace Groundwork’s Ltd

Policy

STRESS POLICY

Wallace Groundwork's Ltd
The Hub at Gladstone Buildings Broadleys
Chesterfield
Derbyshire
United Kingdom

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1. General Statement of Intent

The Company is committed to protecting the health, safety and wellbeing of all employees and recognises that work-related stress can have a significant impact on an individual's physical and mental health, as well as their ability to work safely and effectively.

The Company acknowledges its responsibility to identify, assess and manage the risks associated with work-related stress and to take reasonably practicable steps to prevent or reduce those risks.

The Company will seek to create a working environment in which employees are treated fairly, supported appropriately and encouraged to raise concerns about excessive workloads, workplace pressures, stress or other factors that may adversely affect their wellbeing.

To achieve this commitment, the Company will:

- Identify and assess reasonably foreseeable sources of work-related stress.
- Take appropriate measures to eliminate or reduce stress-related risks so far as is reasonably practicable.
- Consider the demands placed upon employees, including workload, working hours, work patterns, relationships, organisational change and levels of support.
- Encourage open communication between employees, managers and senior management regarding work-related stress.
- Provide appropriate information, instruction and training to managers and employees on recognising and managing workplace stress.
- Ensure managers are equipped to identify potential signs of stress and respond appropriately.
- Provide appropriate support to employees experiencing work-related stress or other wellbeing concerns.
- Consider reasonable adjustments and alternative working arrangements where appropriate and practicable.
- Protect employees from bullying, harassment, discrimination and other inappropriate workplace behaviour that may contribute to stress.
- Investigate concerns and take appropriate action where work-related stress is identified.
- Maintain appropriate confidentiality when dealing with individual wellbeing and stress-related concerns.
- Monitor the effectiveness of stress management arrangements and take corrective action where necessary.

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- Consult with employees and consider their views when developing and reviewing arrangements for managing work-related stress.

Employees also have a responsibility to take reasonable care of their own health and safety and that of others who may be affected by their actions. Employees are encouraged to raise concerns at an early stage and to cooperate with reasonable measures introduced to manage workplace stress.

The Company will ensure that appropriate resources and competent advice are available to support the implementation of this policy.

This policy forms part of the Company's overall Health & Safety Management System and will be communicated to all relevant employees. It will be reviewed regularly and whenever significant changes occur to the Company's activities, working arrangements, workforce or applicable legal requirements.

Author	Nicola Parker
Author Job Role/Position	General Manager
Author Signature	
Signature Date	9th September 2026

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3. Arrangements

3.1.

The Company recognises that work-related stress can affect the health, wellbeing, safety and performance of employees and others working on its behalf.

These arrangements establish the practical measures the Company will use to identify, assess, prevent and manage work-related stress and to provide appropriate support where concerns arise.

The arrangements will be implemented alongside the Company's Health and Safety Policy, Risk Assessment Procedure, Equality and Diversity Policy, Fatigue and Wellbeing Policy, Absence Management Procedure and other relevant company procedures.

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2. Responsibilities

2.1 Directors and Senior Management

Directors and senior management will:

- demonstrate commitment to preventing work-related stress;
- provide appropriate resources to manage identified risks;
- ensure work-related stress is treated as a legitimate health and safety issue;
- ensure appropriate risk assessments are undertaken;
- promote a working environment in which employees can raise concerns without fear of unreasonable retaliation;
- review trends, significant concerns and improvement actions;
- ensure managers have appropriate knowledge and support to manage stress-related issues.

2.2 Managers and Supervisors

Managers and supervisors will:

- monitor workloads, working arrangements and workplace relationships;
- maintain reasonable communication with employees;
- recognise potential signs of stress;
- encourage employees to discuss concerns at an early stage;
- undertake or contribute to stress risk assessments where appropriate;
- implement agreed control measures;
- provide appropriate support and supervision;
- manage changes to work in a clear and supportive manner;
- escalate concerns where additional management, occupational health or professional support is required.

2.3 Employees

Employees are expected to:

- take reasonable care of their own health and wellbeing;
- cooperate with stress risk assessments and agreed control measures;
- raise concerns about excessive workload, unreasonable pressures, workplace conflict or other sources of work-related stress;
- participate constructively in discussions regarding support and reasonable adjustments;

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- treat colleagues with dignity and respect;
- report bullying, harassment or other inappropriate behaviour;
- comply with relevant Company policies and procedures.

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3. Identification of Work-Related Stress

The Company will take a proactive approach to identifying sources of work-related stress rather than relying solely on individual complaints or sickness absence.

Potential indicators may include:

- increased sickness absence;
- repeated short-term absence;
- increased staff turnover;
- reduced performance or productivity;
- increased errors or accidents;
- complaints or grievances;
- workplace conflict;
- increased working hours or overtime;
- missed deadlines;
- excessive workloads;
- changes in employee behaviour or morale;
- requests for support or concerns raised by employees.

Managers should remain alert to changes in individuals, teams and working arrangements that may indicate an emerging stress risk.

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4. Stress Risk Assessment

The Company will undertake suitable and sufficient assessments of risks arising from work-related stress where appropriate.

The assessment process may consider:

- the work activities and working environment;
- the potential sources of stress;
- who may be affected;
- the existing control measures;
- whether those measures are adequate;
- additional measures required;
- responsibilities and timescales for implementing actions;
- monitoring and review arrangements.

The Company's approach will take account of the HSE Management Standards framework, where appropriate, covering:

- **Demands** – workload, work patterns and the working environment;
- **Control** – the level of autonomy employees have over their work;
- **Support** – encouragement, resources and assistance from management and colleagues;
- **Relationships** – promotion of positive working relationships and prevention of unacceptable behaviour;
- **Role** – ensuring employees understand their responsibilities and do not have conflicting requirements;
- **Change** – how organisational and operational change is communicated and managed.

The HSE identifies these six areas as key factors in assessing and managing work-related stress.

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5. Organisational Stress Risk Assessments

Where appropriate, the Company will undertake organisational or team-level assessments to identify common sources of work-related stress.

These may involve:

- employee consultation;
- confidential surveys;
- questionnaires;
- team discussions;
- management meetings;
- sickness and absence information;
- staff turnover information;
- employee feedback;
- review of working hours and overtime;
- review of grievances and workplace incidents.

Where an assessment identifies areas of concern, an action plan will be developed to address the underlying causes.

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6. Individual Stress Risk Assessments

Where an employee is experiencing work-related stress, an individual assessment may be undertaken.

This may be appropriate where:

- an employee raises concerns about stress;
- a manager identifies potential signs of stress;
- there is repeated or prolonged absence;
- an employee returns following stress-related absence;
- workplace circumstances change significantly;
- recommended adjustments or support need to be considered.

The assessment should focus on the work-related factors contributing to the concern and identify practical measures that may reduce or remove the risk.

The employee should be involved in the process wherever reasonably practicable.

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7. Workload and Work Demands

Managers will take reasonable steps to ensure workloads are appropriately managed.

This may include:

- reviewing workloads and priorities;
- setting realistic deadlines;
- allocating sufficient resources;
- balancing workloads across teams;
- identifying conflicting priorities;
- reviewing staffing levels where appropriate;
- monitoring excessive overtime;
- reviewing workloads following organisational changes;
- ensuring employees understand which tasks have priority;
- providing additional support during periods of unusually high demand.

Where excessive workload is identified as a significant stress factor, reasonable steps will be taken to address the underlying cause.

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8. Working Hours, Breaks and Fatigue

Working hours and patterns will be managed in conjunction with the Company's Fatigue and Wellbeing Policy.

Managers should monitor:

- excessive working hours;
- regular overtime;
- insufficient breaks;
- prolonged periods of intense work;
- night or shift working;
- inadequate recovery time;
- excessive work outside normal working hours.

Employees should not be expected to routinely work excessive hours in order to maintain normal operations.

Where fatigue and stress risks overlap, appropriate controls will be considered.

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9. Employee Control and Involvement

Where reasonably practicable, employees will be given an appropriate level of control over how they undertake their work.

Managers should:

- involve employees in decisions affecting their work;
- provide clear objectives and expectations;
- allow reasonable autonomy where operationally possible;
- encourage employees to raise concerns;
- seek employee feedback on proposed changes;
- provide appropriate authority and resources to complete assigned work.

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10. Management Support

Managers should maintain regular communication with employees and provide appropriate support.

This may include:

- regular one-to-one meetings;
- informal welfare discussions;
- workload reviews;
- clarification of priorities;
- additional supervision;
- signposting to available support services;
- occupational health referral where appropriate;
- consideration of reasonable workplace adjustments.

Managers should avoid making assumptions about the cause or severity of an employee's stress and should approach discussions sensitively and professionally.

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11. Workplace Relationships

The Company will promote positive working relationships and will not tolerate bullying, harassment, intimidation or other inappropriate behaviour.

Concerns involving:

- bullying;
- harassment;
- discrimination;
- victimisation;
- interpersonal conflict;
- inappropriate management behaviour;
- threatening or abusive conduct

will be dealt with under the appropriate Company procedure.

Managers will take reasonable steps to prevent workplace conflict from becoming an ongoing source of stress.

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12. Role Clarity

Employees should understand:

- their duties and responsibilities;
- reporting arrangements;
- performance expectations;
- priorities;
- authority and decision-making responsibilities;
- any changes to their role.

Where responsibilities overlap or conflict, managers should clarify expectations as soon as reasonably practicable.

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13. Managing Organisational Change

Organisational and operational changes can be a significant source of stress.

Where appropriate, employees will be:

- informed about proposed changes;
- given relevant information in a timely manner;
- consulted where appropriate;
- informed about how changes may affect their work;
- provided with suitable training where required;
- given opportunities to raise questions or concerns;
- provided with appropriate support during implementation.

Workloads, responsibilities and objectives should be reviewed following significant changes.

The HSE recommends employee involvement, timely information, consultation and support when managing organisational change.

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14. Reporting Concerns

Employees are encouraged to raise concerns at an early stage.

Concerns may be raised with:

- their line manager;
- a senior manager;
- a designated health and safety representative;
- Human Resources, where applicable;
- another nominated Company contact.

Employees may raise concerns verbally or in writing.

Where an employee does not feel comfortable raising an issue with their immediate manager, an alternative management route should be made available where reasonably practicable.

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15. Confidentiality

Information concerning an individual's health, wellbeing or personal circumstances will be handled sensitively and confidentially.

Information will only be shared where there is a legitimate business, health and safety or legal reason to do so and in accordance with applicable data protection requirements.

Managers should avoid discussing individual employee circumstances unnecessarily with other employees.

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16. Support and Early Intervention

The Company will encourage early intervention where stress concerns are identified.

Depending on the circumstances, support may include:

- informal management support;
- temporary workload adjustments;
- changes to working arrangements;
- additional supervision;
- additional breaks where appropriate;
- phased return to work;
- occupational health advice;
- employee assistance services, where provided;
- signposting to appropriate professional or external support;
- reasonable workplace adjustments.

Support will be considered on an individual basis.

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17. Reasonable Adjustments

Where an employee has a health condition or other circumstances that may affect their ability to work safely and effectively, the Company will consider reasonable workplace adjustments where appropriate.

Potential adjustments may include:

- temporary changes to duties;
- amended working hours;
- changes to workload;
- additional supervision;
- changes to working location;
- phased return to work;
- additional breaks;
- changes to working patterns.

Medical or occupational health advice may be sought where appropriate and with the necessary consent.

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18. Stress-Related Absence and Return to Work

Where an employee is absent due to stress or a related health condition, the Company will manage the absence sensitively and in accordance with its absence management arrangements.

A return-to-work discussion may be undertaken to:

- understand whether work contributed to the absence;
- identify any continuing concerns;
- review the employee's fitness to return;
- identify appropriate workplace support;
- consider reasonable adjustments;
- review workloads and working arrangements.

A phased return may be considered where appropriate.

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19. Training and Awareness

Managers and employees will receive appropriate information or training regarding work-related stress.

Training may cover:

- recognising potential signs of stress;
- identifying workplace stressors;
- effective communication;
- workload management;
- having supportive conversations;
- managing workplace conflict;
- the Company's reporting arrangements;
- available sources of support;
- confidentiality and appropriate boundaries.

Managers will be encouraged to develop the competence required to identify and manage work-related stress risks. HSE provides specific guidance and training resources for manager capability in this area.

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20. Consultation

The Company will consult employees and, where applicable, their representatives regarding work-related stress risks and proposed control measures.

Consultation may take place through:

- team meetings;
- individual meetings;
- employee surveys;
- toolbox talks or briefings;
- health and safety meetings;
- staff representatives;
- confidential feedback mechanisms.

Employees will be encouraged to provide constructive feedback on measures intended to reduce workplace stress.

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21. Investigation of Concerns

Where a significant or persistent work-related stress concern is identified, the Company will consider whether further investigation is necessary.

The investigation may consider:

- workload;
- working hours;
- management arrangements;
- workplace relationships;
- communication;
- organisational change;
- role clarity;
- staffing and resources;
- previous complaints or concerns;
- relevant risk assessments.

The objective will be to identify and address underlying causes rather than simply treating the symptoms.

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22. Contractors, Agency Workers and Others

Where relevant, the Company will consider work-related stress risks affecting contractors, agency workers, temporary workers and other persons working under its control.

Relevant information and support arrangements will be communicated where appropriate.

Contractors and labour providers will be expected to cooperate with reasonable Company arrangements concerning health, safety and wellbeing.

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23. Monitoring and Review

The effectiveness of the Company's arrangements will be monitored through appropriate information, which may include:

- sickness absence trends;
- stress-related absence;
- employee turnover;
- overtime and working hours;
- grievances and complaints;
- workplace incidents;
- employee feedback;
- stress risk assessment findings;
- completion of agreed actions.

Where trends indicate an emerging problem, the Company will investigate and implement appropriate corrective measures.

Stress risk assessments and associated action plans will be reviewed:

- periodically;
- following significant organisational change;
- following a significant incident or concern;
- where monitoring identifies a deterioration;
- where control measures are found to be ineffective;
- when there is reason to believe the assessment is no longer valid.

HSE guidance emphasises that employers should assess stress-related risks and take action to control those risks, rather than relying solely on reactive measures.

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24. Records

Appropriate records will be maintained for:

- organisational stress risk assessments;
- individual assessments where appropriate;
- action plans;
- consultation activities;
- relevant training;
- monitoring and review;
- significant investigations;
- agreed workplace adjustments, where applicable.

Records will be retained securely and handled in accordance with the Company's document control and data protection arrangements.

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25. Non-Compliance

Failure to comply with these arrangements may result in management action in accordance with Company procedures.

The Company will, however, seek to understand the underlying circumstances before taking action where an employee is experiencing stress or other wellbeing concerns.

Employees will not be discouraged from raising genuine health, safety or wellbeing concerns.

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26. Review of Arrangements

These arrangements will be reviewed periodically and following:

- significant legislative or guidance changes;
- organisational changes;
- significant stress-related incidents;
- material changes to working practices;
- findings from monitoring or audits;
- employee feedback;
- evidence that existing arrangements are not effective.

The Company will seek continual improvement in the prevention and management of work-related stress.

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I have read and understood the entirety of this document. Where there was something I did not fully understand, it was explained to my satisfaction. I agree to comply with the required directions and instructions in this document. If at any point, I cannot comply, I will highlight this before continuing.			
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Name	**Job Role / Position**	**Signature**	**Date**

Email: n.parker@wallacegroundworks.com
Website: www.wallacegroundworks.com
Phone: 01246957197