

Mental health and wellbeing at Smiths

Our commitment

At Smiths we are committed to doing business the right way. Supporting the mental health and wellbeing of our colleagues is central to this, aligned with our values: Integrity, Respect, Ownership, Customer Focus and Passion, and our number one priority, safety. Our values guide everything we do and drive shared success.

We strive to create a fair, safe, inclusive and respectful workplace where colleagues feel they belong, are heard and valued. This culture of care improves quality of life and strengthens our business. When people feel respected, they are motivated and innovative, which drives our productivity and success. Failing to spot signs of ill health risks damaging individuals and the company.

Building these healthy environments is everyone's responsibility, but our commitment is led from the top and cascaded to every part of the business through the ownership and expertise of our People, Excellence and Health & Safety teams.

Roland Carter, CEO

Our approach

We integrate mental health and wellbeing into daily processes and operations.

Key principles:

- Individual needs vary
- Managers play a vital role
- Specialist resources are essential
- Everyone can make a difference by being alert, informed and compassionate

Prevention is the foundation of our approach, fortified by universal access to resources and support if needed. Monitoring and measuring our performance ensures that we continuously improve and uphold the commitments we have made.

Creating healthy workplace environments

Our Group Policies apply to all colleagues and support safe, inclusive workplaces.

Safety is our number one priority. Safe and injury-free workplaces are the right of all colleagues.

Our [Health, Safety and Wellbeing Policy](#) describes the principles underpinning our commitment to excellence and industry-leading performance including common frameworks, training, controls and continuous improvement.

We treat people fairly and we are transparent and accountable for our decisions. Our [Code of Business Ethics](#) outlines expected standards of behaviour including compassion, human rights, and anti-discrimination, bullying and harassment.

Diversity is a source of strength in our organisation. Our [Diversity and Inclusion Policy](#) describes the principles and practices that drive our culture of belonging including equal opportunities, career development, inclusive hiring, leadership and respect for each other and across cultures.

We provide good work, fair pay and opportunities to learn and grow. We pay fairly and have an internal first approach to talent progression. All job applicants and colleagues are treated equitably and assessed based on their merit, with professional development and advancement opportunity decisions rooted in an individual's qualifications, skills, behaviour, aptitude, performance and integrity. Our [Fair](#)

[**Employment Policy**](#) describes our approach to employment decisions, remuneration and employee protection.

Where possible and practical we support part-time working requests. We understand that needs can change and that working part-time can improve work-life balance and wellbeing. This leads to more engaged, motivated and productive colleagues, whilst allowing time for personal commitments. Our Part-Time Working Policy describes our approach to part-time and flexible working requests, including job shares.

We empower all colleagues to have a voice in their work community and encourage openness and transparency on all matters. We do not tolerate retaliation or victimisation for raising a good-faith question or concern.

Employee benefits, resources and support

We work hard to **engage our teams** on matters relating to culture, safety, business ethics and wellbeing through regular communications, training and events.

Our **colleagues are encouraged to speak in confidence** to their line manager or HR about difficulties at work or if they need support. Our **Speak Out hotline** is available to report workplace issues and behaviour as well as violations of our Code of Business Ethics. Reports can be made anonymously, and investigations are confidential.

All Smiths colleagues and their families have access to a confidential **employee assistance programme** (EAP) available 24 hours a day. The services offered consider the wellbeing needs of colleagues in the round, including mental, physical and financial health, connecting them to counselling, legal and financial advice and resources to support individuals through difficult situations in their work or personal lives. Our EAP providers also accommodate Smiths corporate and site needs – for example by providing bespoke training sessions and materials, crisis response teams and onsite counsellors should they be required.

Smiths colleagues in markets where the local health system isn't of acceptable quality or where health insurance is the norm benefit from **private healthcare and other support** through private health insurance.

Training and awareness

Content relating to mental health and wellbeing is included in a variety of our training materials:

- Training on our Code of Business Ethics is mandatory for all colleagues
- Respect training covers discrimination, respectful conduct and empathy, bullying and harassment, human rights and privacy
- The Smiths Excellence training suite includes mandatory safety and wellbeing fundamentals training covering strong safety practices, paying attention to signs of tiredness, stress and mental fatigue (in yourself and others), and how to start and manage difficult conversations
- A bespoke wellbeing training session for our people leaders to raise awareness and skills on mental health and wellbeing to better support their teams. The session is led by a clinical psychologist and covers cultural and generational variance in communication, stigma, stress responses, identifying early warning signs of stress, leadership behaviour and the SEE framework for approaching sensitive discussions
- Specialist training for mental health first aiders

Monitoring and measuring progress

My Say survey and scorecard

Our My Say survey has tracked colleague engagement on cultural measures since 2017. Results are reported to the Executive Committee and Smiths Board to set direction on areas where we score at or below benchmark. The survey includes:

- How happy are you working at your company?
- My workplace is safe for my colleagues and myself
- I am treated with respect
- People I work with live the company values
- I have good opportunities to learn and grow
- The company genuinely cares about the mental wellbeing of its employees

As a result of the score for the final question falling below the external benchmark, improving this outcome has been added to the Group scorecard for FY2026. Our scorecard defines key targets for the year and is cascaded through our businesses and reported monthly.

Safety performance (recordable incident rate/RIR) is also on the Group scorecard with an ambitious but achievable target for FY2026.

Speak Out

Speak Out data and investigation outcomes are reported to the Executive Committee and the Audit & Risk Committee of the Board. We analyse patterns in report types to address prevalent and emerging issues with training and awareness.

Internal talent progression

We measure the percentage of roles taken by internal candidates. We have achieved more than 70% for the last three years.

Ownership

Our commitment to mental health and wellbeing is overseen and driven by our **CEO**.

The **Board of Directors** has ultimate responsibility for ensuring that our culture is healthy and supports long-term success. It receives regular reports on culture matters, including the engagement survey and scorecard.

The **Chief People, Sustainability & Excellence Officer** oversees all people, safety and wellbeing activities, sets direction and, along with Business Presidents, is accountable for delivering targets.

The **HR Leadership Team** advises the Chief People, Sustainability & Excellence Officer and channels knowledge from our businesses to inform decision-making and allocation of resources.

Each **Business President** has responsibility for people, health, safety and wellbeing matters within their business, including effective leadership, standard setting, resource management and operational excellence. **HR and HSE teams** report into the Business Presidents.

Line Managers help our leaders to support colleagues effectively.

Mental Health First Aiders offer guidance and signpost support for mental health and wellbeing issues.

Recent highlights

In the last 12 months we have:

- Added a wellbeing target to the Group scorecard
- Completed development of safety and wellbeing fundamentals training
- Formed a wellbeing steering group to identify and fill gaps in our portfolio of resources
- Delivered people leader training to more than 800 participants to upskill people leaders on mental health and wellbeing matters and practical approaches

Future plans

In the next 12 months we will:

- Roll out safety and wellbeing fundamentals training to all colleagues
- Rebrand and relaunch online wellbeing resources
- Expand communication on mental health and wellbeing topics
- Integrate standardised wellbeing content into onboarding
- Provide training to all regional HR teams on the EAP