



**HEALTHYWORK**  
COMPANY

enabling thriving cultures



# Health and Wellbeing at Eurotunnel

Strategy built on psychosocial risk  
assessment

**EUROTUNNEL**

# A partnership between:

## Affinity Health at Work

Performed the psychosocial risk assessment survey based on questions which met compliance for the UK and France as well as additional questions on wellbeing resources provided by Eurotunnel



## Healthy Work Company

Performed engagement workshops in French and English and provided practical recommendations for wellbeing strategy for Eurotunnel, based on the survey and feedback.



# What do we mean by Health and Wellbeing?



## **Preventing harm**

Reducing the work-related pressures and risks that can affect health and wellbeing

## **Promoting health**

Promoting good mental and physical health through training and awareness/ healthier working environments

## **Providing support**

Making sure people can access support early and easily when they need it.

# What did we do and why?



- Psychosocial risk assessment is a legal requirement in both France and the UK
- Strategic wellbeing review – wanted to use interventions which directly tackled specific context at Eurotunnel
- Wanted actions to be based on the real experiences of Eurotunnel employees

Healthy Work Company worked in partnership with Affinity Health at Work with Heather doing engagement sessions in French and English and Affinity running their world-class survey

# What was the process?



**640 employees** participated  
(430 France and 210 UK)

- Across office, technical, and customer-facing roles
- Mix of standard hours and shift patterns

1. Affinity Health at Work carried out a confidential psychosocial risk assessment survey exploring mental and physical health, psychosocial risks at work, leadership, culture and support.
2. Healthy Work Company facilitated workshops to explore what was driving pressure and stress in French and English
3. Recommendations developed from the findings: The survey data and workshops were combined to identify what was already working well, where risks and pressure points existed, practical actions to improve health, wellbeing and working conditions
4. Actions now starting - The findings are now being used to support:
  - immediate actions
  - longer-term planning through the CSR 2030 direction
  - a more joined-up approach to health and wellbeing across Eurotunnel

# What strengths did the survey from Affinity find?

## Strong foundations

- Nine of fourteen psychosocial factors rated low risk
- Strong awareness of wellbeing support and campaigns
- Most employees recognised leadership commitment to wellbeing

## Positive culture

- Strong peer support and teamwork
- High levels of fairness and respect
- Local managers often described as caring and approachable

## Engagement & motivation

- Pride in work
- Strong commitment to Eurotunnel



# Main themes from the survey

## Areas generally rated positively

- Team support
- Communication
- Role clarity
- Fair treatment

## Areas needing more attention

- Emotional demands
- Aggression and violence
- Change management
- Physical work environment
- Mental and physical health



# Why did the engagement sessions from HWC matter?

The workshops helped us understand:

- what was driving pressure and stress
- where aggression and emotional demands were coming from
- where change processes could improve
- specific issues affecting physical working conditions

Story telling added richness to the data, so we were able to see exactly why people scored as they did and more importantly, recommend targeted interventions to make a difference



# What actions were identified?

1. Introduce a people impact assessment for major commercial, operational and project decisions, including reviewing and mitigating the impact of the recent ticketing decision
2. Improve access to ergonomic support and equipment
3. Develop a more consistent wellbeing and competency training framework
4. Strengthen visible leadership support for wellbeing
5. Improve how change is communicated and managed
6. Promote healthier behaviours across sites
7. Develop peer support and clearer signposting to wellbeing resources
8. Strengthen UK confidentiality and trust around bullying concerns

# What is already underway

## **Major decisions / aggression / change**

- People impact assessment discussions started
- UK training options being explored
- Review of zero tolerance posters underway

## **Ergonomics**

- Faster ergonomics process in France
- Standing desks included in Renew project (40%)

## **Training & leadership**

- Job role and safety mapping underway – training needs to be added
- Leadership training identified as a need

## **Physical & mental health**

- Gym feasibility study underway
- Train renewal programme started (driver seating on trains)

## **UK confidentiality**

- UCAS training underway

# What's next?



## A more joined-up approach

A Health & Wellbeing commitment has now been set out, supported by the CSR 2030 direction for the whole GetLink Group

This work is now moving from individual actions to a more integrated programme, based on:

1. Continue building a more joined-up approach
2. Develop actions through the CSR 2030 direction
3. Repeat psychosocial risk assessment process over time
4. Continue listening to staff feedback
5. Develop medium and longer-term wellbeing actions

# Additional info summary of psychosocial hazards

Psychosocial hazard	Potential Risk rating
Emotional demands	Moderate potential risk
Job demands	Low potential risk
Value conflict	Low potential risk
Job insecurity	Low potential risk
Job control	Moderate potential risk
Colleague support	Low potential risk
Manager support	Low potential risk
Colleague relationships	Low potential risk
Change management	Moderate potential risk
Communication	Low potential risk
Development and feedback	Low potential risk
Role clarity	Low potential risk
Equitable treatment	Low potential risk

Psychosocial hazard	Potential Risk rating
Organisational justice	Low potential risk
Physical work environment	Moderate potential risk
Isolated working	Low potential risk
Conflict	Low potential risk
Threats of violence subjected	43 reports (7%) Moderate potential risk
Threats of violence witnessed	63 reports (10%) Moderate potential risk
Physically violent behaviour subjected	11 reports (2%) Low potential risk
Physically violent behaviour witnessed	16 reports (3%) Low potential risk
Bullying subjected	88 reports (14%) Moderate potential risk
Bullying witnessed	126 reports (20%) Moderate potential risk
Sexual harassment subjected	12 reports (2%) Low potential risk
Sexual harassment witnessed	31 reports (5%) Low potential risk



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**For Health and Wellbeing strategy and  
psychosocial risk support**

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