



Department of Local Government,
Industry Regulation and Safety



Safe Work Month Oct 2025

Pathways for handling psychosocial hazards

Tuesday 14 October 2025, Optus Stadium

#swm2025 **#safety365**

All year, we talk safety.
**In October,
let's get louder.**





Department of **Local Government,
Industry Regulation and Safety**



Introduction

Andrew Ballam
Master of Ceremonies

Housekeeping



Please put your mobile phone on silent



No smoking on premises



Emergency procedure



Filming and photography will take place



Slido for questions



Department of **Local Government,**
Industry Regulation and Safety



Welcome to Country

Theo Kearing



Department of **Local Government,
Industry Regulation and Safety**



Hon Simone McGurk MLA

Minister for Industrial Relations



Department of Local Government,
Industry Regulation and Safety



Highlighting excellence

Work Health and Safety EXCELLENCE AWARDS **2025**

28 October, Optus Stadium



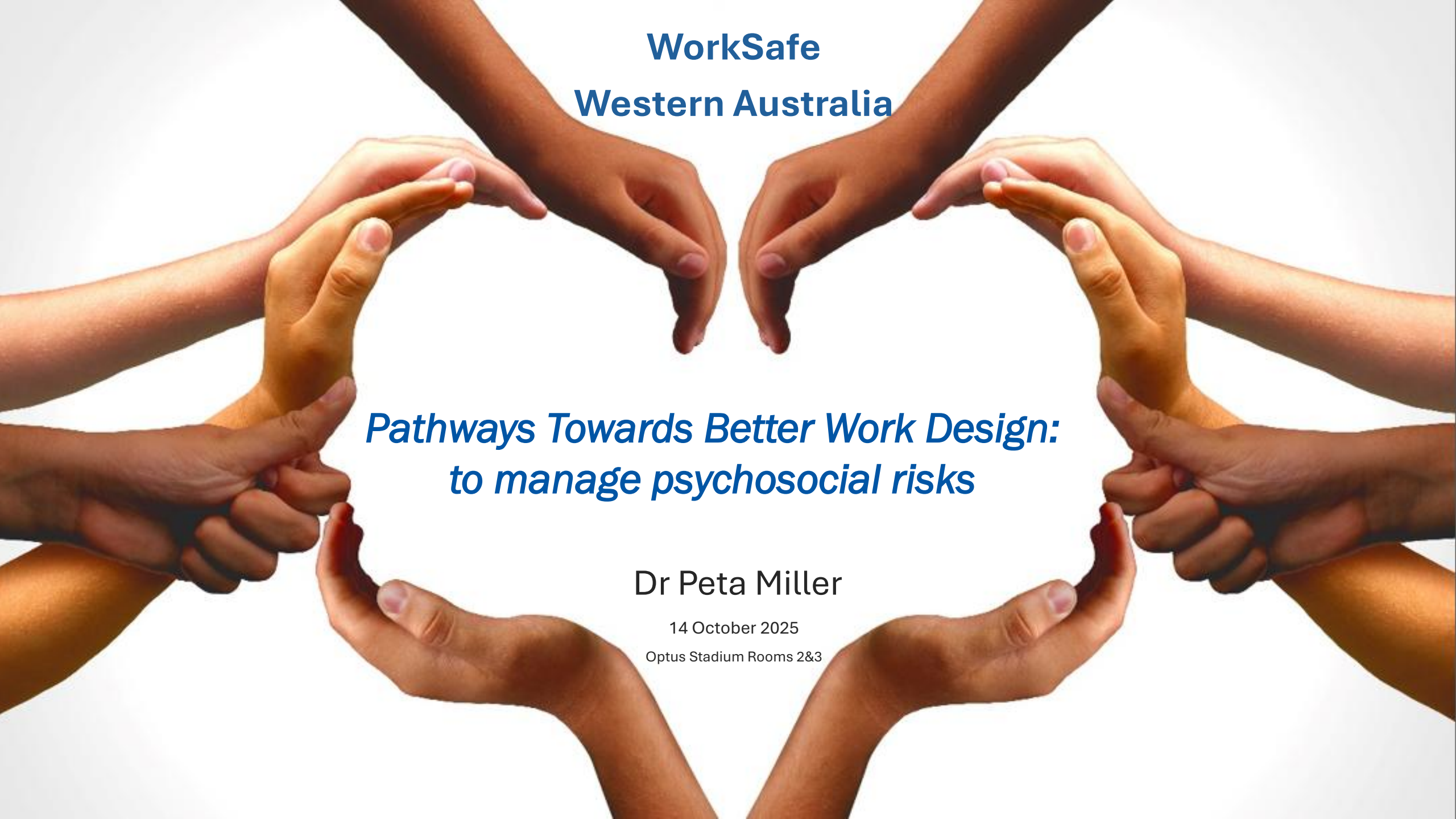


Department of **Local Government,
Industry Regulation and Safety**



Maturing from minimum to aspirational

Dr Peta Miller



**WorkSafe
Western Australia**

***Pathways Towards Better Work Design:
to manage psychosocial risks***

Dr Peta Miller

14 October 2025

Optus Stadium Rooms 2&3

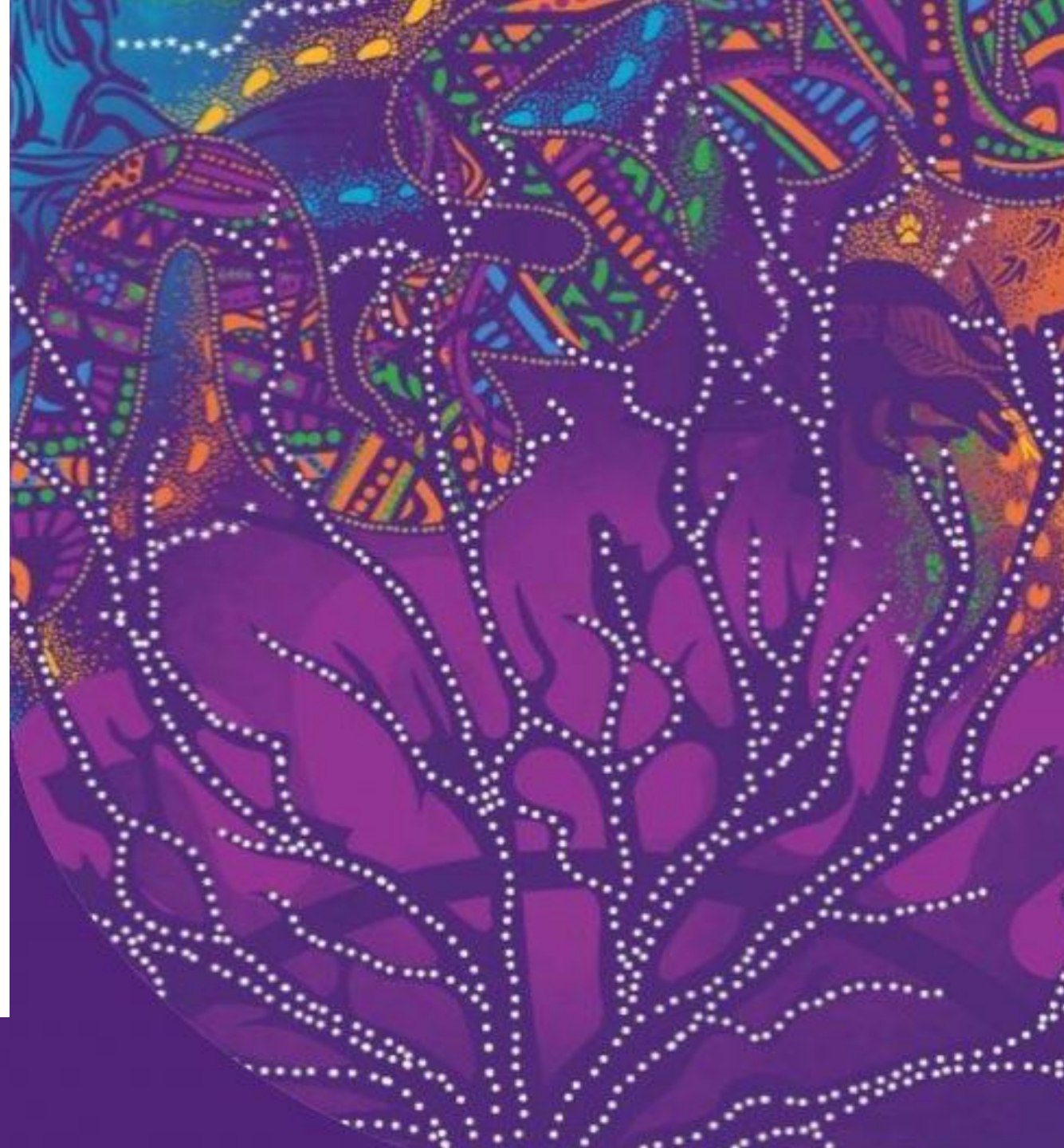
I acknowledge & pay my respects
to the Whadjuk people of the
Noongar Nation, their Elders past, present
& emerging & celebrate their ongoing culture and
connections to the lands and waters of Perth.

I acknowledge & pay my respects to other
Aboriginal and Torres Strait Islander people
joining us today.

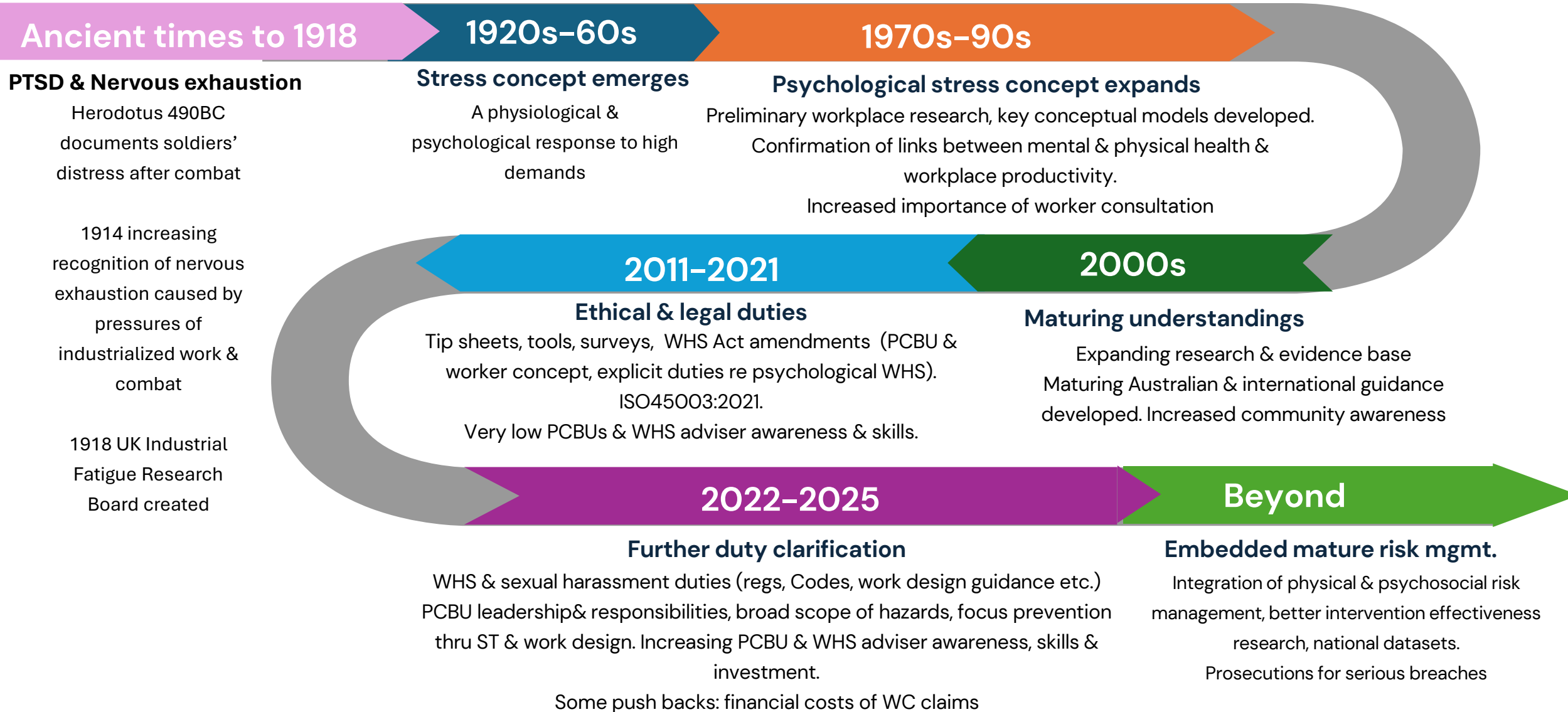
I live & work in the Canberra region of the Ngunawal &
Ngambri people.

Always was; always will be Aboriginal lands.

Artwork acknowledgement: *A Guidance Through Time* by
Quandamooka artist, Casey Coolwell and Kyra Mancktelow.

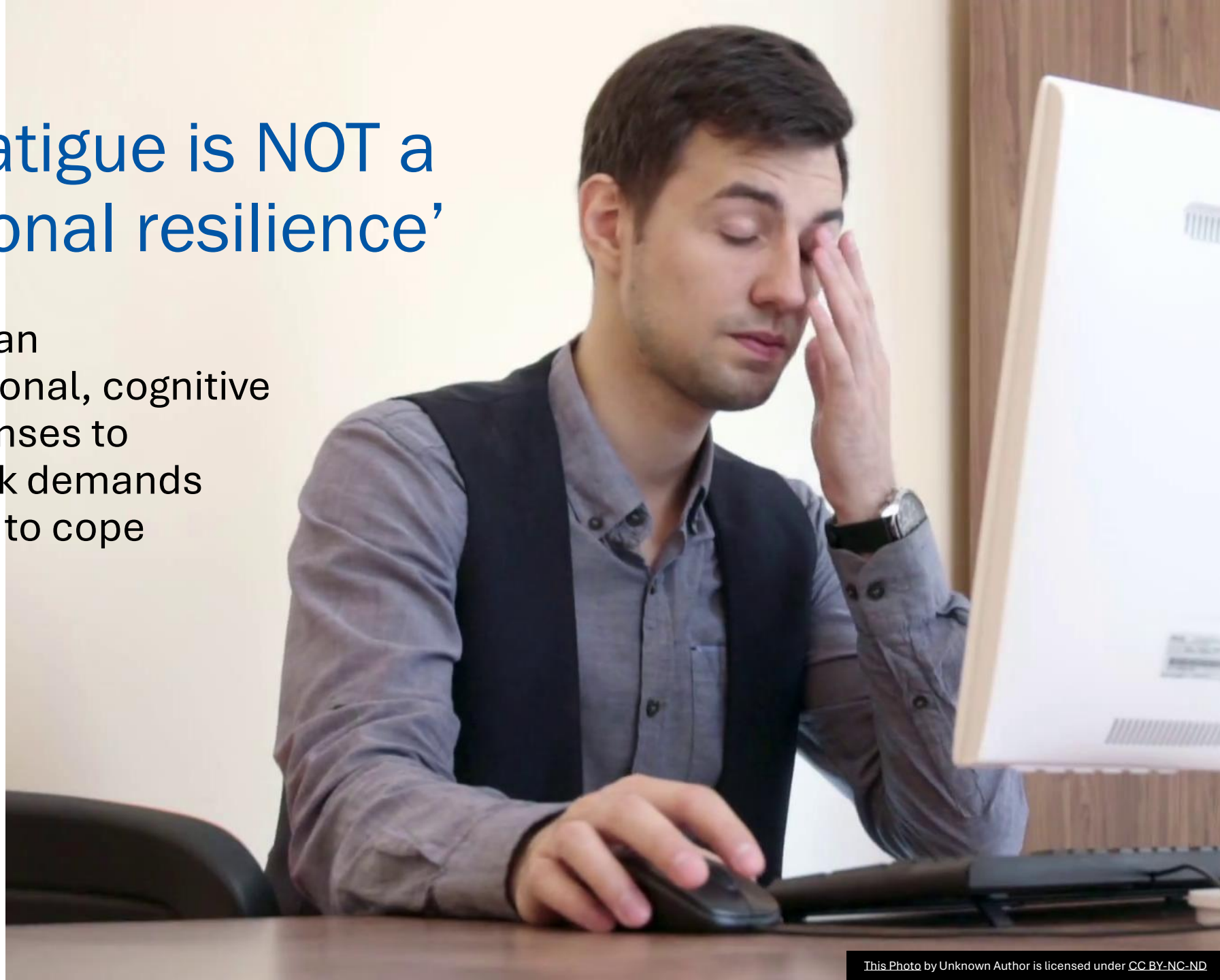


Stress as a psychological concept is not new



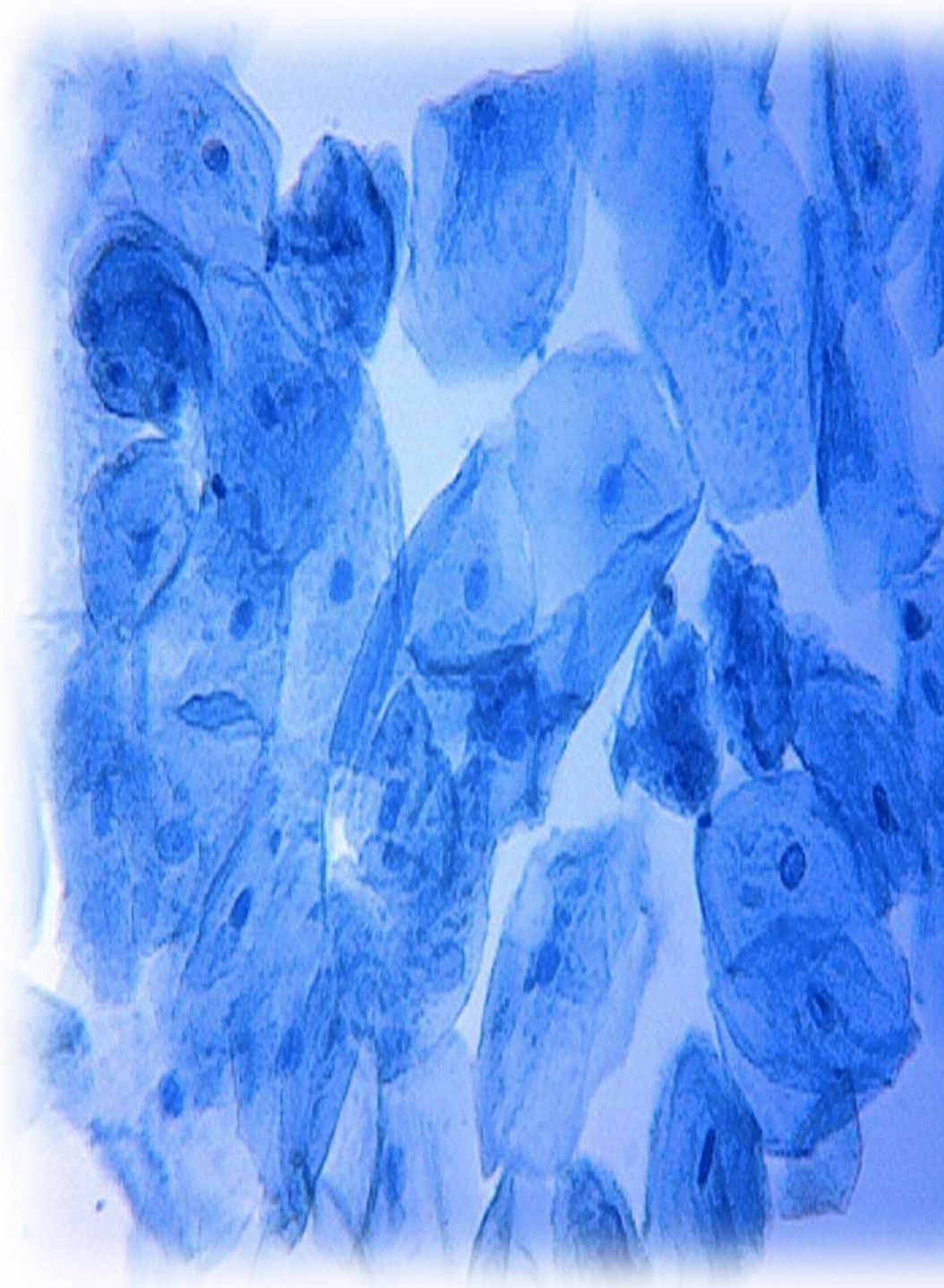
Stress and fatigue is NOT a 'lack of personal resilience'

It is the natural human
physiological, emotional, cognitive
& behavioural responses to
situations when work demands
exceed our capacity to cope



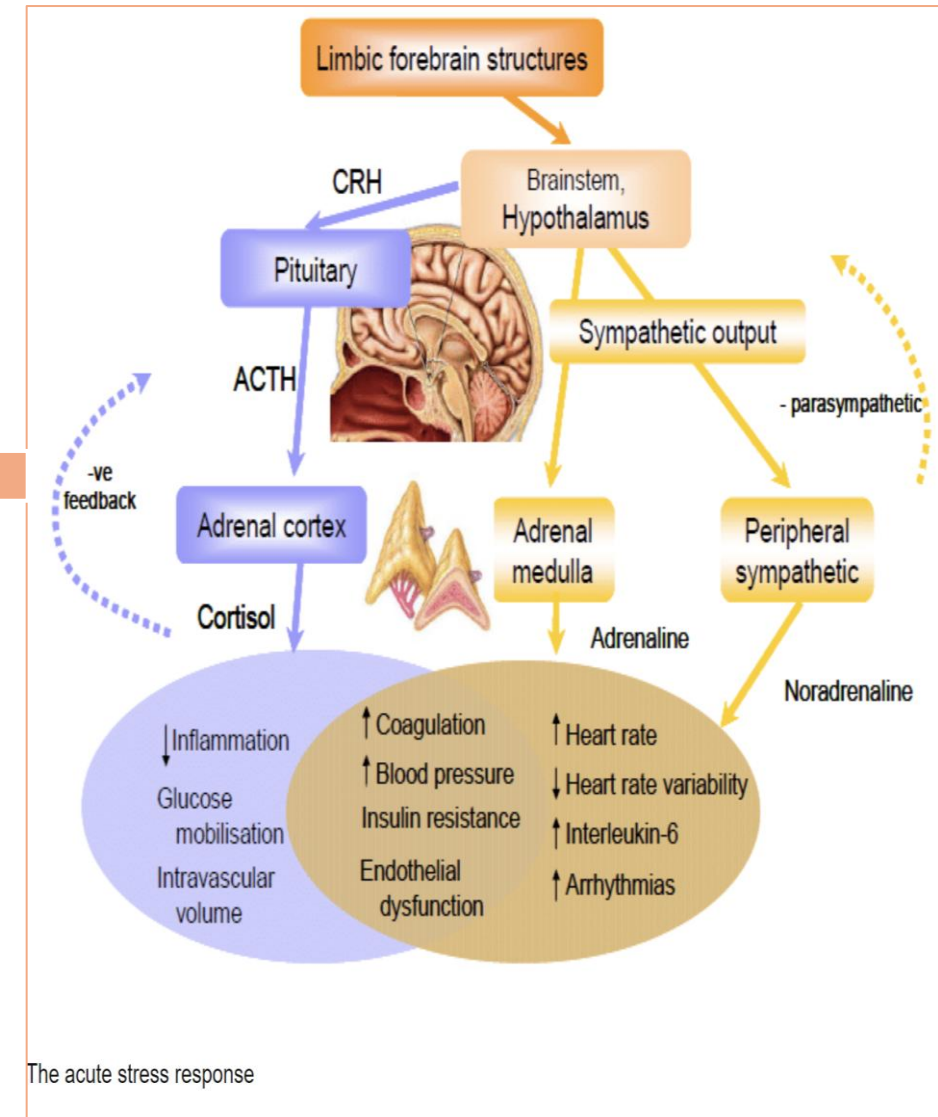
Stress has known physiological & possible epigenetic impacts

- Acute stress exposure has immediate temporary cellular/hormonal responses (secs to mins)
- Chronic stress exposure can lead to longer-term cellular changes (days to weeks)
 - structural adaptations
 - telomere shortening
 - epigenetic changes alter gene expressions over life course



Stress has acute and chronic health impacts

- Sleep disturbance
- Psychological (anxiety, depression, suicidal ideation)
- Gastrointestinal (nausea, vomiting etc.)*
- Traumatic injuries and MSDs
- Chronic diseases (CVD, diabetes, urological, cancers)
- Reproductive health impacts
- Obesity & poor health behaviours etc.



Stress impairs cognitive & physical performance

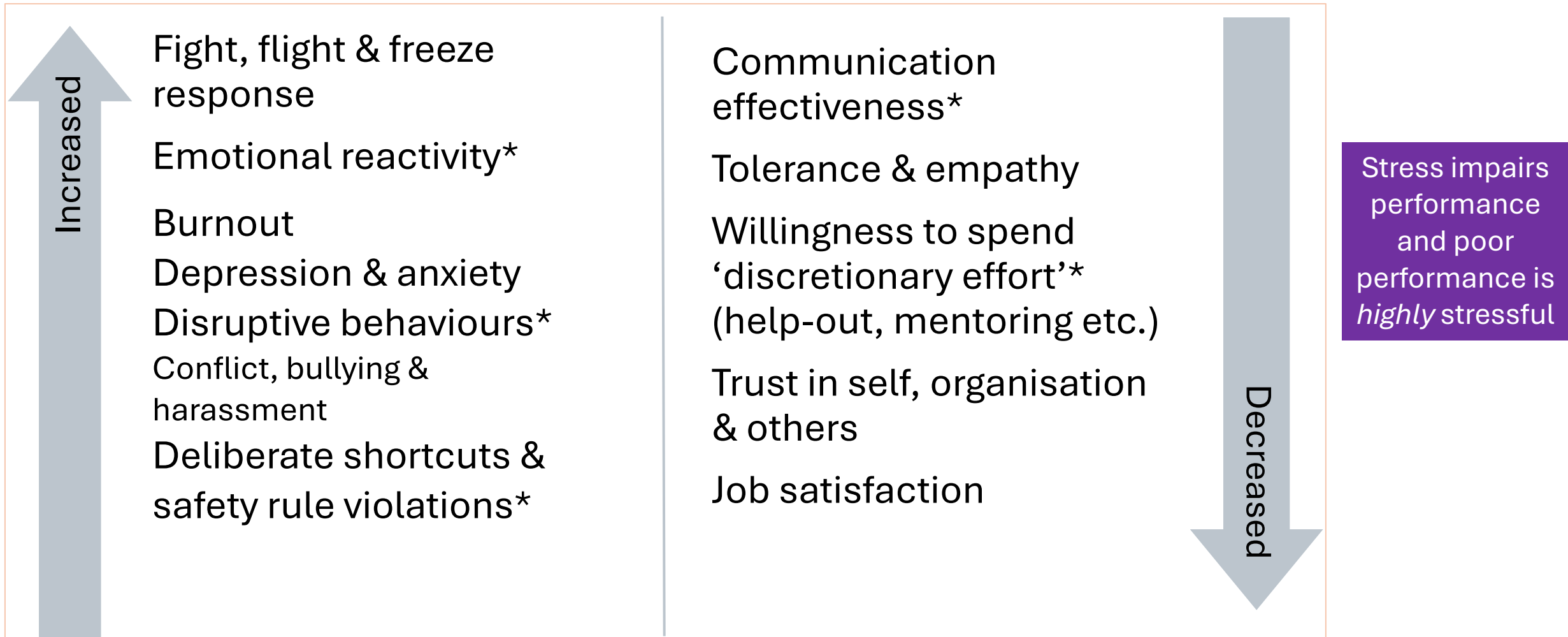
Stress highest during activity

- 50% slower reaction times & accuracy
 - > Attention tunneling = < situational awareness
 - > Task shedding
 - < Concentration & memory
 - < Organised thinking > Reliance on 'heuristics' - unconscious mental shortcuts
 - > Increased reliance on training (adaptive or nonadaptive)
 - > Deference to power in groups
- < Muscle strength & endurance

Stress leads to >
Errors (slips, lapses,
execution errors,
knowledge mistakes,
workarounds & rule
violations)



Stress impairs emotional resilience and has serious behavioural impacts





What are psychosocial hazards & risks?

Aspects of the work, task & situations at work that may cause stress & fatigue which in turn can lead to psychological & physical harm

All psychosocial & physical hazards *interact* & combine to create a potential stress & fatigue responses
The more & longer these are present - higher risk of psychological & physical injuries
Hazards/workplace factors can be 'stressors'
But safer designs, good management practices & coworker supports can 'moderate' harm risks



Likelihood of work-related psychological harm is multifactorial

Depends on

- ❖ Duration of exposures (how long)
- ❖ Frequency of exposures (how often)
- ❖ Severity of exposures (how high)
- ❖ How hazards interact or combine





Many sources for psychosocial hazards and risks

- ❖ **Organisation** – structure, governance, work arrangements, culture(s)
- ❖ **Job & tasks demands** including inherently hazardous tasks
- ❖ **Processes & systems** - how work is organised & managed
 - ❖ processes & procedures
 - ❖ information, training, supervision & instruction
- ❖ **Physical environment**
 - ❖ working environment conditions
 - ❖ buildings, plant, equipment & supplies
- ❖ **Social factors** - relationships, interactions & behaviours, team cultures
- ❖ **Peoples'** innate characteristics, values, skills, attributes & non-work-related individual factors



**Systematically
understanding which
are present in your
workplace & why
creates opportunities
for safer work design**

*Your prevention lens must be **sufficiently** broad to identify & address the multiple sources of the hazards & risks in your organisation for your people.*



Common company wide issues to consider



- Industry type, location & size...
- Types of goods & services produced
- Financial operating model, structure & culture(s)
- Supply chain & contractual arrangements
- IR arrangements & history
 - staffing levels
 - pay & leave provisions & job security
 - recruitment & retention practices
 - organisational justice e.g. perceived & actual application of rules, performance management processes, rewards & recognition
- Change management
- Buildings & plant design & maintenance
- Environmental working conditions
- Org & WHMS*
- Inadequate tools & work materials*



Common org wide hazards to consider:

Poor organisational & WHS MS

Adequacy of your current

- Equipment procurement & contract management systems
- HR/organisational policies & procedures
- Safe work systems for high-risk tasks etc.

Poorly designed & applied systems are commonly reported as a source of frustration & stress. Ineffective or impractical ones may be ignored!

Common job specific hazards to consider

High workloads/task demands

- Long work hours & shiftwork
- Mentally, emotionally & physically demanding work
- Low job control & task variety
- Lack role clarity (powerful bullying & harassment risk)
- Poor workplace relationships
- OV, bullying & harassment
- Poor support

Low demands/workloads & where peoples' skills are not well used can be boring & potentially stressful





Long working hours & shiftwork design

> 55 hours per week associated with increased risk of

- ❖ 39.40% death
- ❖ 25.90% of illness & injuries (WHO/ILO 2023; Pega et al., 2023)

Inherently demanding but impact depends on:

- Total working hours
- Roster design & predictability
- Opportunity for breaks when on shift
- Opportunities for sleep & recovery between shifts
- Ability to take leave when needed
- Workers' age, health, shiftwork tolerance & personal circumstances

Shiftwork disrupts circadian system & is associated with cellular & epigenetic changes



Mentally demanding work



High information processing loads - perception, attention, memory, problem-solving & decision-making

The background features a blurred image of a person in a white lab coat. Overlaid on this are several semi-transparent icons: a syringe with a drop, a smartphone displaying gears, a pill bottle with 'Rx' and a pill, and a gear icon. A large blue hexagon with the word 'DATA' in white is also present. Dashed white lines connect some of the icons.

DATA

‘Mental load’ increases with

- Task complexity
- Time pressure
- Frequent distractions & interruptions (especially when doing critical tasks)
- Need for vigilance (especially during monotonous tasks)
- Working under challenging physical & emotional conditions e.g. low light, noise, physical threats etc.
- Inexperience & poor information, training, supervision & instruction



Emotionally demanding work

- Working with distressed people or animals
- Exposure to traumatic events or content
- Regular abuse & rudeness from clients, patients, families, & colleagues

Even if these are inherent features of the work, the risks must be managed SFARP

Emerging concept of emotional labour – work that demands effort to consistently display empathy, caring & remain calm (despite situational demands)

Stress is higher when there is dissonance between the person's real feelings & values & the required behaviours.





High error consequences

- Stress associated with worry & fear over the actual or perceived impact of errors for own and others' safety, organisational outcomes & job security (worse when if paired with punitive non learning cultures & poor past experiences)

Physically demanding work & environmental conditions



- Hazardous manual tasks (e.g. fast paced repetitive work with poor control over rests breaks)
- High risk tasks with poor risk controls*
- Adverse environmental conditions noise, temperature, air quality
- Working with poorly controlled hazardous substances
- Isolated & remote working where there is poor support*



Low job control

- Poor decision latitude/autonomy (what, when & how to do tasks)
- Goal conflicts (safety vs performance metrics)*
- Responsibilities are not commensurate with ability to control risk, job level or rewards*

Low task variety and skill use

- Poor task variety (leads to boredom & fatigue)
- Inadequate skill utilisation & career opportunities (*mastery & purpose powerful stress moderators*)





Poor emotional support

Consider

- Style & frequency of emotional support, thanks & recognition from management, supervisor & coworkers. *Does not replace fair pay & working conditions*
 - Impact depends on
 - Who is giving it (authenticity & trust)
 - How is it given (matches what is needed & asked for)
- Frequency of appropriate thanks & recognition from clients, families, community





Poor practical support: information, training, supervision & instruction

Around for example

- Current & expected service delivery issues & management/risk controls (e.g. delays, contractual issues, machinery breakdowns etc.)
- WHS & organisational policies & procedures (appropriate, specific, agreed, known, implemented consistently)*
- Individual & team performance standards (up-to-date, reflect 'work as real', fair and fairly and consistently applied, fair performance metrics)*



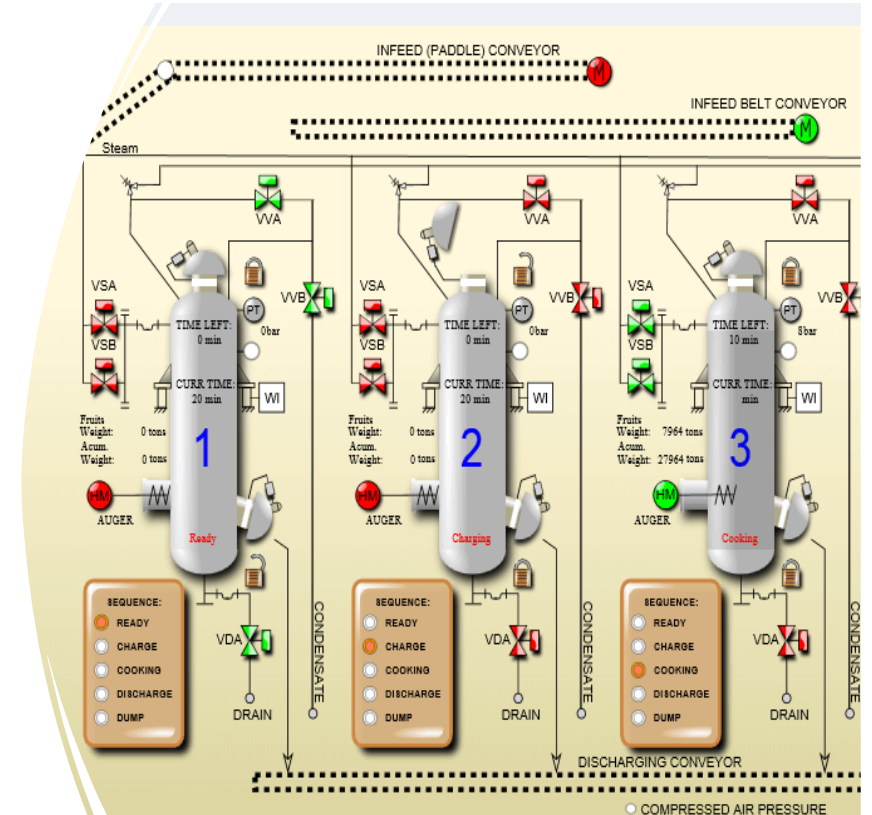
Poor 'tools' & work materials

- New tools & processes (IMS, automation, AI technologies etc.)
 - ✓ *'Fit your people' (anthropometrics & skills), 'fit the purpose' (expected & unexpected uses) & 'fit your site'*
 - ✓ *Provided when & where they are needed*
- Work materials (machine parts, supplies, information etc.)

Checklist

- ✓ Appropriate consultation during concept & design phases
- ✓ User trials *before* introduction
- ✓ Workers received information, training, supervision & instruction on safe use from competent people & with adequate time!
- ✓ WHS & productivity impacts being monitored

Are the psychosocial & physical risks from your *IMS, automation, AI & robotics* & other innovations been effectively managed?





Poor working relationships

- Others poor workplace attitudes & behaviours
 - Inadequate communication, consultation, collaboration & coordination between management, teams & individuals (worse when incivility or conflict is also present)
 - Incivility & disengagement (refusing work/shifts, presenteeism & absenteeism)
 - Others' poor performance (errors, safety shortcuts, procedure violations)

Red flag for increased risk of bullying and harassment risk



OV, bullying & all forms of harassment



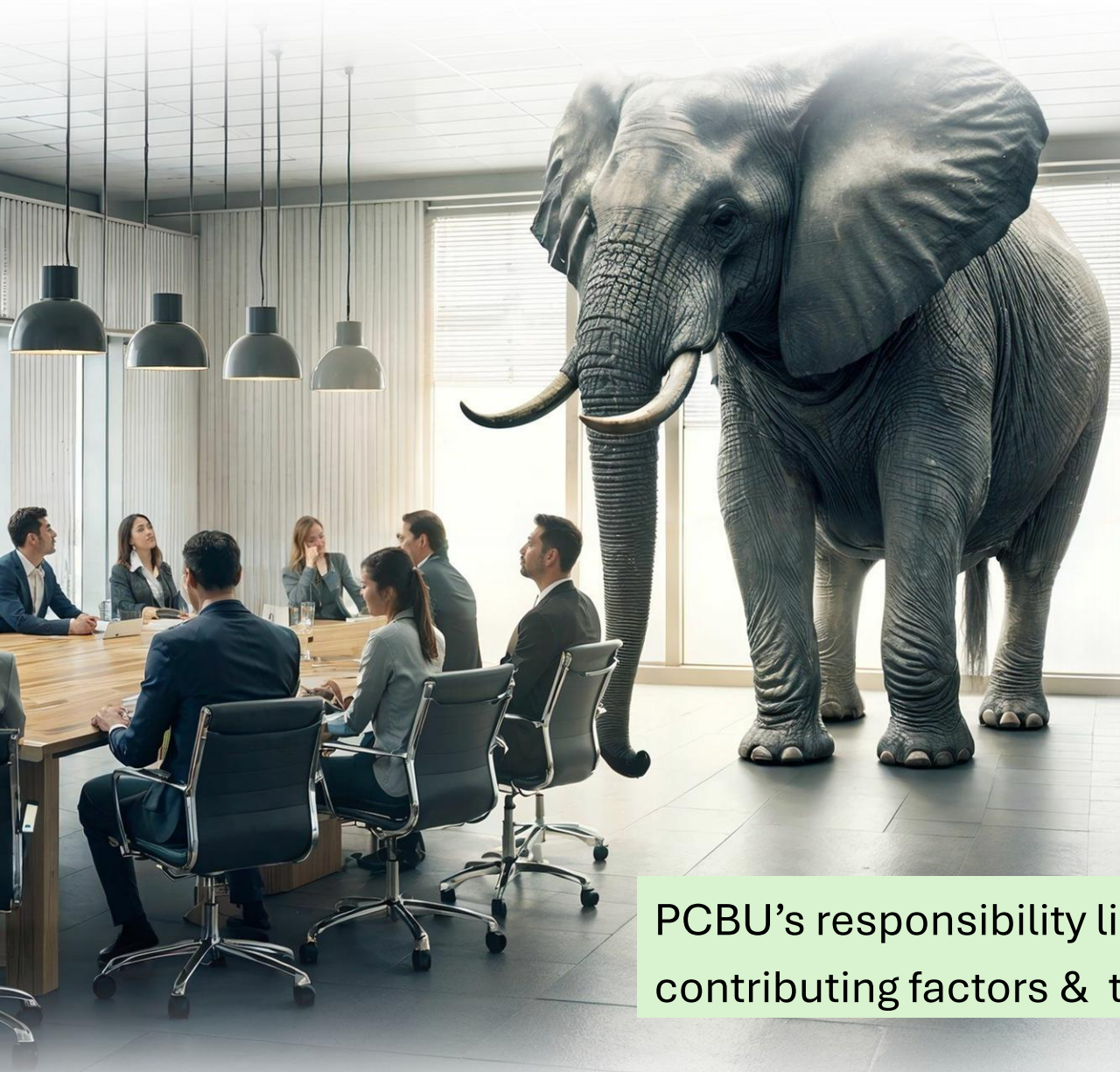
Risk of harm influenced by

- ❖ Incident type
- ❖ Frequency, duration & severity
- ❖ Who are the 'perpetrator's
- ❖ Past experiences
- ❖ Adequacy of organisation's governance, prevention, training, response, reporting & investigation approaches

Poor work design, management & culture(s) 'set the scene' for unacceptable behaviours to flourish



Non-work individual factors



- ❖ Age & gender
- ❖ Personality
- ❖ Values & belief
- ❖ Health & fitness
- ❖ Past experiences
- ❖ Self-care behaviours (eating, sleep, exercise, social support, recreation, drug & alcohol use)
- ❖ Home life demands & experiences (financial, relationship, caring etc.)

PCBU's responsibility limited to their ability to control the work-related contributing factors & to make 'reasonable adjustments'



Stress models: some work design learnings

These are understood & supported by WHS regulators.

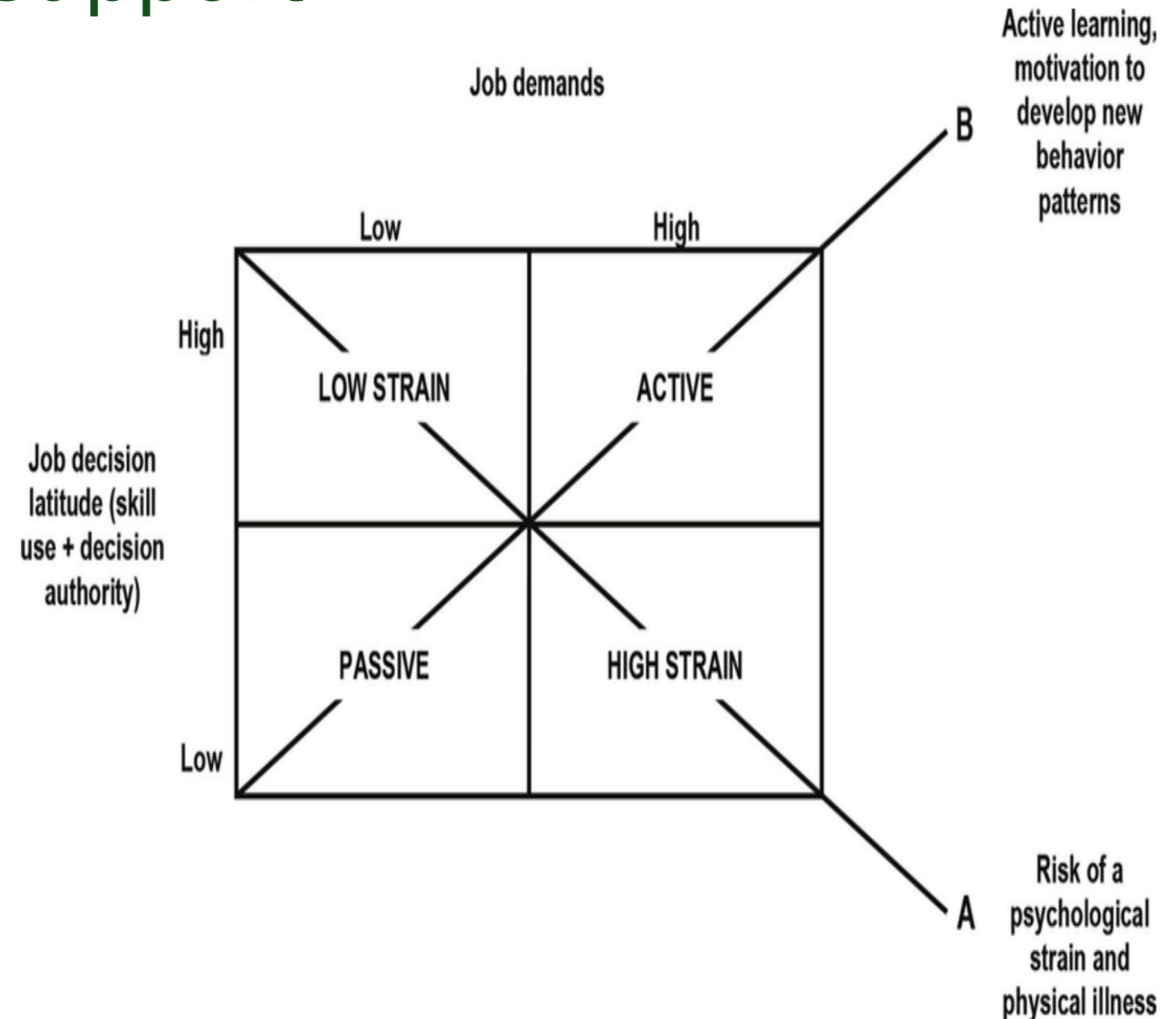
Good job designs have moderate to high demands with high job control and support

Job Demands Control/ Support Model

- **Workloads** - physical, psychological, social, or organisational aspects of the job, required to sustain work effort or skills
- **Job Control/ decision latitude**

Then support added

- **Social support**



Karasek & Theorell, 1990, Johnson 1986; Kristensen 1995

Additional job resources moderate high job demands and reduces strain(stress) and optimise organisational outcomes

Job Demands-Resources Model

Expanded to include

- **Resources/Support** - physical, psychological, social, or organisational aspects required to do the task, reduce job demands & the cost/strain, stimulate personal growth, learning, & development
- ***Imbalances leads to more negative outcomes***

Benefits are highest when demands are high

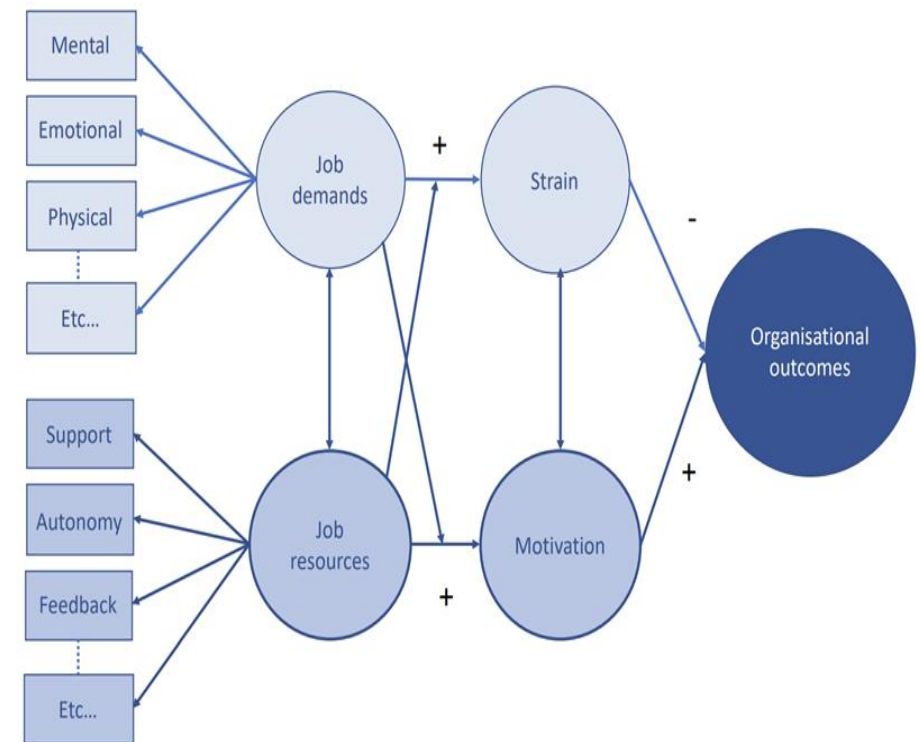
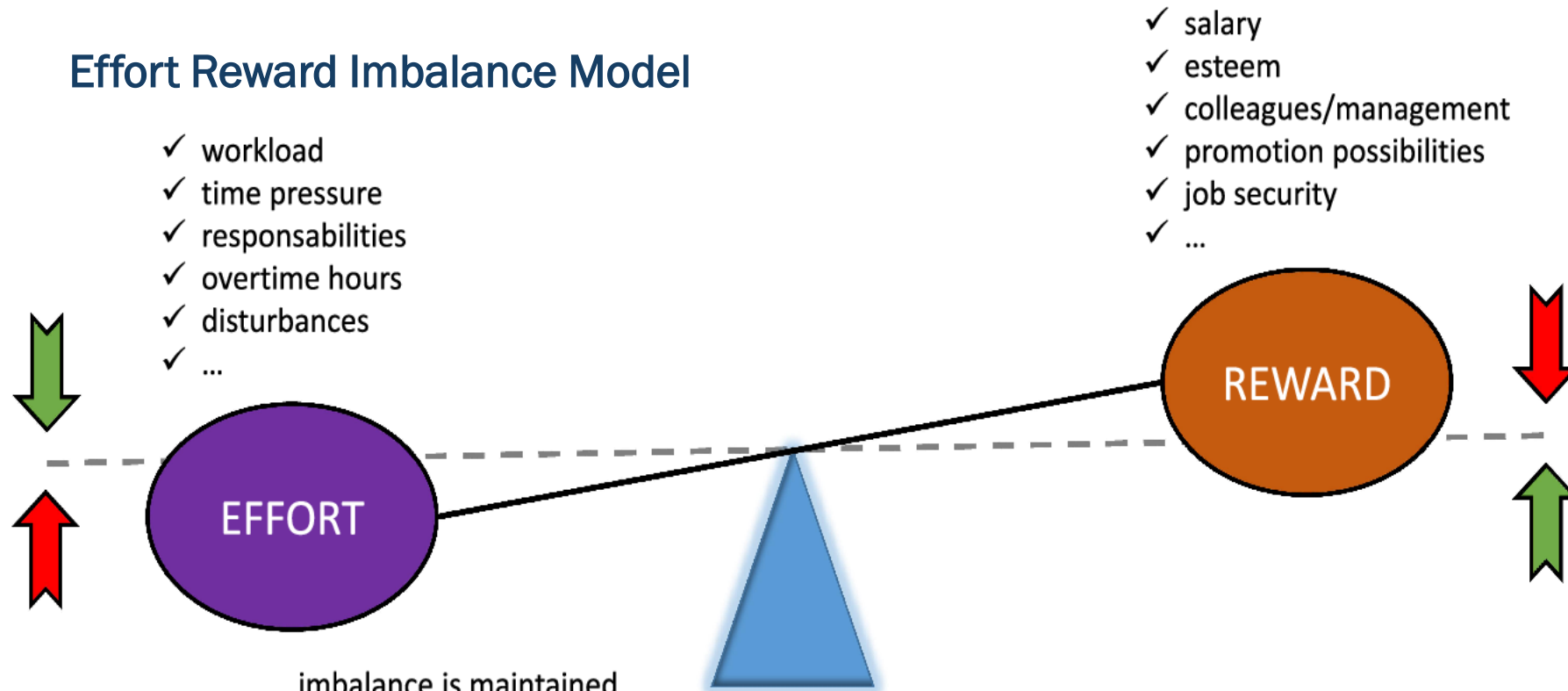


Figure 5: The Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007, p. 313)

Fair rewards for effort matter

Effort Reward Imbalance Model



- ➔ if no alternative is available
- ➔ if the situation is accepted for strategic reasons
- ➔ if a specific motivational pattern is present (overcommitment)

= need for control and approval

Reward fairness
judged against
effort, parity with
peers & society's
expectations

Siegrist, 1996



Pathways for 'those in control' to design safer healthier work



Effective WHS risk management is good work design & effective management practices



Those in control must SFARP

- ✓ **Systematically** identify & assess critical hazards & risks (using systems thinking)
 - ❖ **What** hazards & risks (frequency, duration & intensity)
 - ❖ **How** these interact & combine
 - ❖ **Who** is impacted & **why** those workers
 - ❖ **Why** - critical design & management decisions, who makes them & why
- ✓ Then implement *evidence-based* approaches to control risks by improving **continuously** work design & management practices
- ✓ Proactively **systematically** monitor & review **control effectiveness** (not just after a complaint or injury) & learn from past and ongoing failures



Legal minimum: PCBU SFARP will control risks using appropriate control mix for *their* organisation & *their* people



Apply good work design principles across your organisation & prioritise most affected workers & highest risk tasks

✓ Eliminate psychosocial hazards & risks – by designing them out

Only if this is not reasonably practicable *then* reduce the duration, frequency & intensity of exposure by using the best **combination of control measures** including

- ✓ Substitute hazardous ways of working with safer alternatives
- ✓ Isolate workers from risk & use engineering controls e.g., security barriers, lighting, surveillance cameras, sound dampening,
- ✓ Design & implement safe systems of work
 - ✓ Rules, policies, procedures & work practices
- ✓ Appropriate PPE & use (e.g remote vehicle monitoring, duress alarms etc.)

Appropriate
information,
training,
instruction
&/or
supervision

✓ Maintain, monitor and reviewing controls

Work design principles

Tips How to Design Work Better



1. **Engage key decision-makers at all levels and throughout process**
2. **Leadership, HR & WHS must work together** (respect each others insights & get help if needed)*
3. **Actively involve those who design & those who do the work**
 - ✓ **Know who & involve those who design the work & equipment***
 - ✓ Consult affected workers & **build trust**, so issues are reported*
4. Learn from **evidence** (internal & external experts, industry & organisational experience)
5. Identify & assess risks
 - ✓ **Apply systems thinking techniques***
 - ✓ **Use good organisational data & intelligence**
 - ✓ HR & WHS data, monitor (governance/oversight)
 - ✓ Use psychosocial risk assessment tools e.g. PAW
 - ✓ Do task analysis
 - ✓ Prestart risk checks...
6. **Control risks at their source**
 - ✓ Ensure those who design work are competent
 - ✓ Apply good project planning & management
 - ✓ Design for organisational *NOT* personal resilience...



Original SWA 2014 principles also see [SWNSW Work Design Guide](#)

Use system thinking to understand hazards, risks & effectiveness of existing control



Those in **control of designing & managing work** should

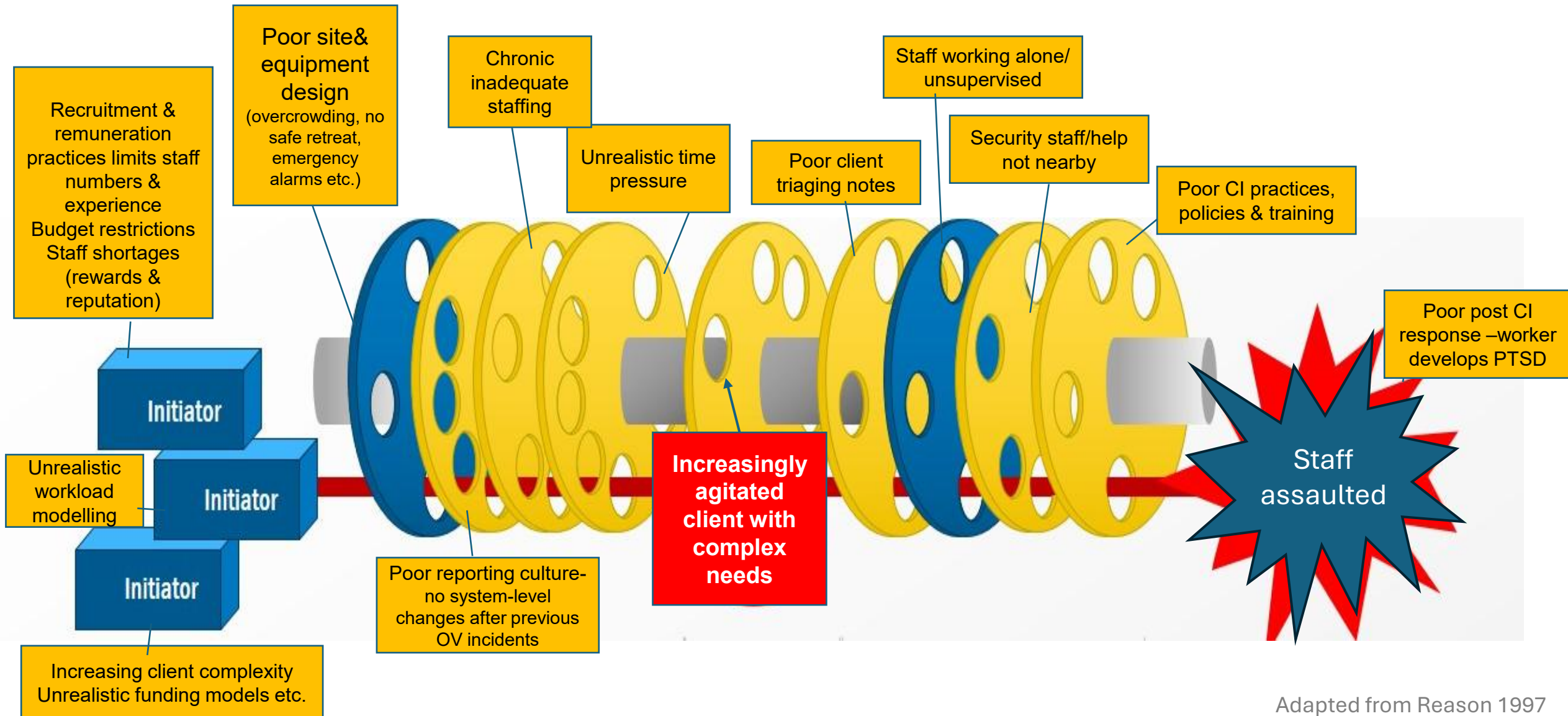
- ✓ Understand
 - ✓ Work occurs in a complex system with multiple interconnected interacting components (their business pressures, organisational design/management, people, environment, equipment, data, policies & processes, etc.)
 - ✓ Real work & risks vs imagined or hope for
- ✓ Use ST/root cause analysis – to identify the obvious and less obvious but critical causes of harm
 - ✓ organisational wide, for team & individuals

To create 'organisational resilience' the focus must move from **workers** as the 'problem' to better work design & management to create safer healthier work **every worker**



Source: AdobeStock

Community care: interacting root causes reveal opportunities to design these out



Example work design options for common hazards and risks



Good organisational design and management

- ✓ Increase management WHS accountability (e.g. WHS in performance metrics, genuine discussions at Board and management meetings)
- ✓ Appropriate recruitment & retention planning
- ✓ Realistic staffing models (e.g. for service, site, client complexity, future state, staff leave etc.)
- ✓ Good organisational change management
- ✓ Effective large project planning & management (eg IT changes, relocations, restructures)
- ✓ Improved
 - ✓ site designs & layouts, technology, equipment, tools & material availability
 - ✓ information training, supervision & instruction (about job & safe work)
- ✓ Evidence based organisational approaches for early intervention & recovery support





Effective team & workload management ✓✓

- ✓ Good workload/project/task planning*
- ✓ Clear task prioritisation (reschedule less urgent tasks to quieter time)
- ✓ Identify & eliminate performance barriers (e.g. IT systems, lack information)*
- ✓ Fair work distribution (additional support for inexperienced workers)
- ✓ Rotate highly demanding tasks (alternate physically, emotionally or mentally challenging & easier tasks)
- ✓ Optimise role clarity (what, when, how, performance standards, managers & avenues to get assistance)
- ✓ Optimise job control
- ✓ Optimise provision of practical and emotional support (check how, who should deliver this & when this is best provided)

Multidimensional OV, bullying & harassment risk management needed



- ✓ **Senior WHS management commitment, governance & accountability**
 - ✓ what, when, who, why (root causes) & impacts
 - ✓ implementing effective controls & proactive monitoring effectiveness
- ✓ **Prevention through better organisational & work design**
 - ✓ evidence based *targeted* cultural change
 - ✓ appropriate workloads
 - ✓ appropriate site design in consultation with workers (better client flow, safe retreat places, good lighting, security cameras*)
 - ✓ security - help when & where its needed
 - ✓ adequate ITS&I
 - ✓ enforced realistic workplace policies - right to refuse service or care
 - ✓ Personal alarm systems
- ✓ **Effective fair incident investigation & evidence-based management**
 - ✓ effective incident & reporting systems
 - ✓ evidence-based post incident support for workers
 - ✓ investigation with fair proportional responses

Pathways beyond the WHS minimum...

Create more satisfying work by optimising opportunities for positive emotions at & about work thru:

- ✓ Achievement, Meaning & Purpose
- ✓ Autonomy, Control & Personal Development
- ✓ Positive Relationships, Connections & Support
- ✓ Recognition & Appreciation
- ✓ Fair Compensation & Fringe Benefits
- ✓ Work-Life Balance





Department of Local Government,
Industry Regulation and Safety



Co-creating a wellbeing strategy and action plan

Lachlan Denning
Anglicare WA



Co-creating a wellbeing strategy and action plan

Lachlan Denning

Practice Consultant – Youth

Practice Excellence



Who is Anglicare WA?



Why do something about psychosocial hazards?



What did we do and how?



Learnings

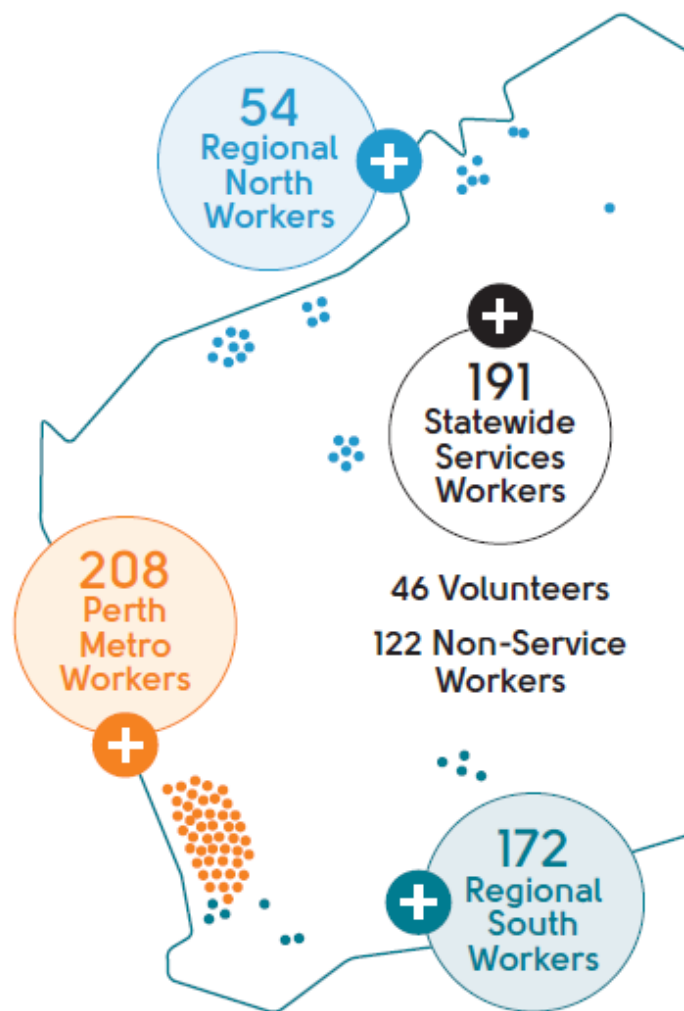
102,981 Western Australians reached in 2024-25



We supported 52,408 Western Australians through direct service provision and engaged with 50,573 people through community capacity building events, innovation projects, school education programs and other initiatives.

In total we reached 102,981 people across 101 services over 201 locations, an increase of 20,679 people reached compared to 2023/2024.

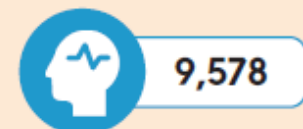
Of the Western Australians we reached 9,583 identified as Aboriginal and Torres Strait Islander people.



People supported with Family & Domestic Violence services



Parent and caregivers were supported through parenting services



People supported with Mental Health and Wellbeing services



Young people supported with Youth Housing services



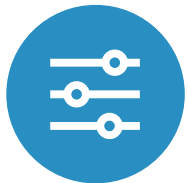
People supported with Financial Counselling and Wellbeing services



People living with disability supported with individual programs



Increasing complexity for people presenting to our services



The work we do is harder, with higher emotional demand



Strategic priority: Build mental health support capacity

- Amplify the wellbeing of our people



What and How?



AnglicareWA



Pillar	Building Block	Key Strategies
 Mitigate Illness Monitor, accommodate, and treat illness, ill-health and injury.	 Detect Illness	→ Build capacity to monitor & identify illness → Create HR systems for monitoring and detection
	 Support and Accommodate Illness	→ Provide appropriate support → Remove barriers to support → Manage crisis & injury → Provide effective return to work processes
	 Increase Individual Resources for Managing Mental Ill-health	→ Raise awareness of personal mental health → Build individual willingness to seek help → Build individual capacity to recover
 Prevent Harm Minimise harm and protect against risk.	 Increase Job Resources	→ S Provide stimulating work → M Provide mastery resources → A Provide agency → R Foster relational resources
	 Ensure Tolerable Demands	→ T Create tolerable job demands: load & time, emotional, role, cognitive, environment & physical, and relational → Create tolerable organisational demands: organisational change, organisational justice & job security
	 Increase Personal Resources for Preventing Harm	→ Foster resilience and coping → Support job crafting & other strategies to prevent stress → Support appropriate after-work strategies
 Promote Thriving Optimise well-being and generate future capabilities.	 Promote Purpose & Growth	→ Provide visions & foster purpose → Foster confidence & learning → Support career progression & lifelong development
	 Promote Connection	→ Value connections & diversity → Foster work connections & linkages → Enable diversity and inclusion
	 Increase Personal Resources for Thriving	→ Support job crafting for personal growth → Foster positive psychology practices → Support community engagement



What and How?



Qualitative consultation with service leaders and frontline staff



Thrive at Work audit



Design thinking process



All stakeholders and “doers” as part of the process

Outcomes	Anglicare WA Well@Work Wellbeing Action Plan 2023-2025							
1. Build personal resilience and self-care	1.1 Mental health promotion Primary prevention	1.2 Ongoing training and development: Hive (enhance), Acc Counsellor (maint.)	1.3 Continue Compassion Fatigue training, enhance promotion					
2. Improve our capacity to provide direct support	2.1 Continue providing a range of psych response options EAP, supervision, Chaplaincy, P&C support	2.2 Review current EAP provider Focus on accessibility and specific needs of AWA workforces	2.3 Continue promoting EAP regularly and explore enhanced promo	2.4 Promote Chaplaincy role; P&C embed as a support option following incidents	2.5 Ensure supports are offered following emotionally demanding work (improve processes e.g. client death process)	2.6 Develop internal P&C-owned escalation process for staff crises Include appropriate P&C upskilling	2.7 Explore strategic ways to address specific challenges of high emotional demand roles	
3. Improve our capacity to understand and prevent psych hazards	3.1 Build staff understanding of workplace processes relating to psych safety e.g. harassment, workplace issues resolution	3.2 Build confidence for all staff in managing all work health and safety incidents	3.3 Continue providing staff wellness initiatives and explore new incentives (e.g. health insurance subsidy)	3.4 Review the tender / implementation process to include facility considerations Prevent harm				
4. Increase our connection with purpose and growth, and with each other	4.1 Initiative 3: Inspire and develop exceptional people	4.2 Initiative 8: Connect our workforces with our community advocacy	4.3 Increase virtual connection opportunities - Maintain Workplace, SharePoint, Town Halls - Explore new opportunities					
5. Build the capacity of our leaders to support wellbeing	5.1 Develop capacity for leaders to support SMART work design All leaders	5.2 Develop capacity of leaders to support team wellbeing and psych hazards Targeted upskilling	5.3 Build leader capacity utilise workplace support plans and return to work processes with P&C support	5.4 Embed Wellbeing Action Plans across the organisation Embed in probation, MyPDP and supervision	5.5 Develop Lived Experience workforces wellbeing resources As part of LE Workforces Framework	5.6 Develop a new Practice Supervision Framework		
6. Ensure the Well@Work Group has the capacity to respond to wellbeing trends	6.1 Standing Well@Work item: Explore ways to respond to wellbeing trends External and internal	6.2 Manager Health Safety & Wellbeing provides Well@Work Group with quarterly updates	6.3 Diversity & Inclusion Lead provides Well@Work Group with quarterly updates					



1.1 Mental health promotion and Team Wellbeing Grants

Prevent Harm
Promote Thriving



5.4 Embed Wellbeing Action Plans across the organisation

Prevent Harm
Promote Thriving



3.4 Review the tender / implementation process to include facility considerations

Prevent harm



2.7 Explore strategic ways to address specific challenges of high emotional demand roles

Prevent Harm
Promote Thriving



Consult and
Involve staff



Tangible and visible actions,
alongside structural system
changes



Key stakeholders
and decision makers,
too

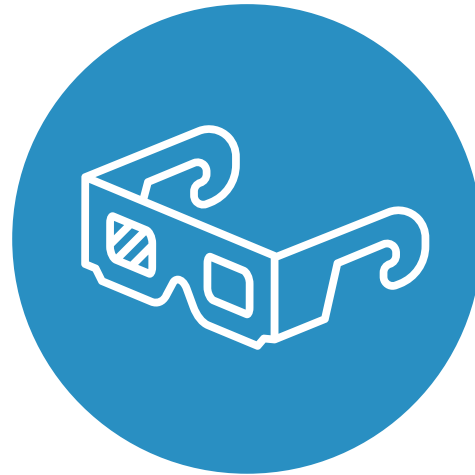


Thrive at Work Framework
makes it easy



Listen deeply, which takes
time

Thank you





Department of Local Government,
Industry Regulation and Safety



The Talking Trowel

Dylan Ogilvie
Melchor Contracting

9

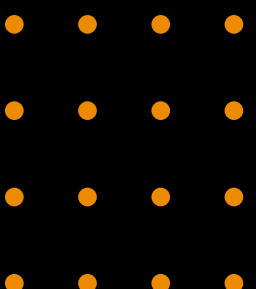
People per day die by suicide in
Australia

190

People die per year in the Construction
Industry

3 x

More suicide attempts by females
compared to males



The Underlying Factor:

Stress and Stigma in Skilled Labour



3,214 Australians
died by suicide in 2023



One third of FIFO workers
Reported experiencing high or very high levels of psychological distress. FIFO workers score significantly worse on suicidal intent.



\$10.9 billion
Spent every year by Australian employers on untreated mental health conditions.



Common Issues

- Alcohol and other drugs
- Bullying
- Child custody matters
- Family crisis
- Financial Strain
- Gambling
- Loss of a loved one
- Redundancy / loss of employment
- Relationship issues
- Stress
- The anniversary of a lost loved one
- Work pressures

The Talking Trowel

Inviting conversations



These have become
the town centers for
conversations and
check-ins



The Talking Trowel

Normalising mental health conditions

Linking our employees with resources

- Ask for help for yourself
- Ask a mate if they're okay
- Respond when a mate asks for help



Our commitment for better mental health in the workplace

During 2025 -2026, Melchor will:



People at Work Construction Survey

Undertake the 'People at Work Construction Survey' for Melchor employees & implement the improvements recommended



Training

All employees:

- To complete the MATES in Construction General Awareness Training (GAT) within 3 months of starting with the business
- Those employees who register interest in completing the MATES Connector, ASIST, Supervisor, Respond and Mental Health First Aid training will complete the training within six months of registering their interest.



Recognition

Implement the “Talking Trowel Champion” initiative, a bi-monthly recognition award for employees who provide a positive change in mental and emotional wellbeing.



Dry Spell for MATES

We will continue to be the principal sponsor of the 'Dry Spell for MATES' challenge for the 2025-2026 period.



Awareness

Melchor's new 'Spark a Conversation' PPE will be distributed across sites in hopes it will encourage people to speak up and seek help

Dry Spell & MATES in Construction



ALCOHOL



COFFEE



GAMBLING



FOOD

\$447,746

Total money raised through Dry Spell to support Mates in Construction WA 2019-2025

745

Total Dry Spell Donors 2019-2025

2,688

Individual donors that have helped raise awareness and funds 2019 – 2025

Dry Spell Impact & Testimonials

“Hey Dylan, I’m genuinely blown away by the 100-day challenge. Honestly, I don’t even feel like drinking again (at least for now 🤪). A hundred days is such a long time – your body really adjusts.

Thank you for organising such a fantastic event. I can only imagine how many people have lifted themselves out of a dark place by staying off alcohol for so long. Thanks again!”

“Hey Mate I’m on my second sugar-free Dry Spell — my gut feels great. I still eat plenty, but I’m no longer on the sugar roller coaster!

I haven’t touched alcohol since February this year and I’m feeling so much calmer for it.

Cheers once again for a game-changing initiative — 100 Days really rewires you 🙌.”

“Hey Dylan,
Thank you for the brilliant Dry Spell initiative — it’s had such a positive impact on my life. During this time I’ve competed in two cycling races and enjoyed the freshest, clearest mornings.

My only regret is not starting sooner.

“I don’t use Instagram, but Shelle told me and I just watched the Dry Spell video — you should be incredibly proud of yourself.

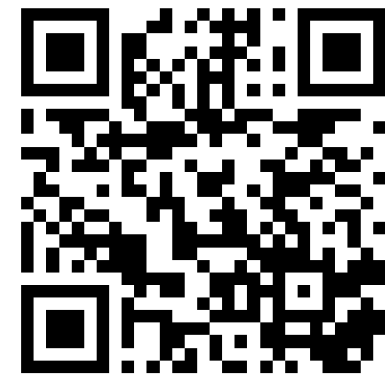
When you strip away all the day-to-day noise, initiatives like Dry Spell truly change lives.

That’s a greater achievement than any concrete structure we’ll ever build. Well done!”



Practical pathways towards greater maturity - panel

- Dr Peta Miller
- Lachlan Denning, Anglicare WA
- Dylan Ogilvie, Melchor Contracting
- WorkSafe Commissioner Sally North



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Department of **Local Government,
Industry Regulation and Safety**



Sally North

WorkSafe Commissioner

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Safe Work Month Oct 2025

Pathways for handling psychosocial hazards

Tuesday 14 October 2025, Optus Stadium

#swm2025 **#safety365**

All year, we talk safety.
**In October,
let's get louder.**

