



# Foreword

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AMMA, the Australian Resources and Energy Group, is immensely proud to present the *Resources and Energy Industry Workforce Mental Health Framework* – the first of its kind assisting employers to build and maintain mentally healthy workplaces.

Working alongside leading specialists including Beyond Blue, Safe Work Australia and state and territory authorities, the resources and energy industry is continuously building upon its workforce mental health policies and initiatives.

This Framework was borne from the strong motivation of industry participants to better understand mental health at work and the kinds of actions they could take to drive improvement.

For those in the resources and energy industry, finding the right guidance and support can often be difficult amid the large volume of general resources and information available to employers broadly.

With many unique characteristics, another challenge is understanding how to deal with sector-specific workforce issues including varied roster cycles, remote operating locations and fly-in, fly-out working arrangements.

The 'Organisational Elements' and 'Influence Factors' on pages 4-5 form the heart of this Framework. Together they provide a model in which employers can assess the unique factors creating mental health pressures on their workforces and understand the three elements for taking action – Promote, Protect and Support.

This is supported in detail by the 'Maturity Scale' which illustrates

what employer actions look like at five different stages of mental health maturity – from 'Compliant' through to 'Progressive'.

This scale allows employers to benchmark themselves in terms of current activities and capacities. In doing so, it is important to note that the maturity of an organisation is not static, but fluid.

Organisations will constantly be moving forwards and backwards depending on how quickly and effectively they react to changing mental health pressures on their workforces. The programs, actions and initiatives they undertake will be selected based on what is practical and appropriate for their circumstances.

The most important thing is not to benchmark for the sake of it – but for employers and the industry to always be ready and willing to have ongoing, collaborative and constructive dialogue on mental health outcomes for all people.

AMMA acknowledges and thanks the work of its *Mental Health Advisory Board* in helping develop this Framework. Comprising professionals across multiple roles and different parts of the industry, their collective passion and knowledge is second to none.



**STEVE KNOTT AM**

Chief Executive, Australian Resources and Energy Group, AMMA



**PORTION OF LEADERS WHO INDICATE THEIR WORKPLACE HAS MENTAL HEALTH SUPPORT FOR EMPLOYEES**

**35%**

**PORTION OF EMPLOYEES WHO DON'T KNOW THEY EXIST OR CAN'T ACCESS THEM.**

*Beyond Blue State of Workplace Mental Health*

“Fostering a people-oriented organisational culture through supportive management can aid in the prevention, early identification and management of mental health conditions in the workplace.”

Safe Work Australia



60%

PORTION OF EMPLOYEES WHO ARE MORE COMMITTED TO THEIR JOBS WHEN IN A MENTALLY HEALTHY WORKPLACE

Beyond Blue Employer of Choice Study

“Mental health is a key driver of economic participation and productivity in Australia, and hence has the potential to impact incomes and living standards and social engagement and connectedness. Improved population mental health could also help to reduce costs to the economy over the long term.”

Productivity Commission Inquiry Report into Mental Health

“Progress towards establishing a mentally healthy workplace, and the way in which health and safety systems are valued and implemented, requires the commitment of the leadership as well as individuals in the workplace — the level of commitment is reflective of the maturity of its health and safety culture.”

Mentally Healthy Workplaces for fly-in fly-out (FIFO) workers in the resources and construction sectors (WA Government)

\$2.30

RETURN ON EVERY \$1 BUSINESSES INVEST IN EFFECTIVE WORKPLACE MENTAL HEALTH STRATEGIES

Beyond Blue / PWC study

40%

MINING AND CONSTRUCTION INDUSTRY RESPONDENTS WHO RATED THE STIGMA OF MENTAL HEALTH PROBLEMS A SOURCE OF STRESS

Medical Journal of Australia



# Organisational Elements



AMMA's Framework aligns with the World Health Organisation's Healthy Workplace Framework and Model, a globally recognised authority for promoting health, safe and resilient workplaces.

# Influence Factors

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## PERSONAL

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Personal factors in the workplace means the supportive environment, health services, information, resources, opportunities and flexibility an enterprise provides to workers to support or motivate their efforts to improve or maintain healthy personal lifestyle practices, as well as to monitor and support their ongoing physical and mental health.

**EXAMPLES:** RESILIENCE, SUPPORT NETWORK, HEALTH AND LIFESTYLE, RELATIONSHIPS, SUBSTANCE ISSUES

## PSYCHOSOCIAL

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Psychosocial factors can involve exposure to behaviours or events that are unreasonable, offensive, intimidating or may cause distress or are disturbing for an individual.

**EXAMPLES:** STRESS, FATIGUE, BULLYING, HARASSMENT, BURNOUT, VIOLENCE, LONELINESS, TRAUMATIC EVENTS, CULTURE, LEADERSHIP COMMITMENT

## ENVIRONMENTAL

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Environmental factors are part of the workplace facility that can be detected by human or electronic senses, including the structure, air, machines, furniture, products, chemicals, materials and processes that are present or that occur in the workplace, and which can affect the physical or mental safety, health and well-being of workers.

**EXAMPLES:** ACCOMMODATION, CONFINED SPACES, TEMPERATURE, FACILITIES, EQUIPMENT, MATERIALS, EXPOSURE, REMOTENESS

## ORGANISATIONAL

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Organisational factors are the organisation of work and the organisational culture; the attitudes, values, beliefs and practices that are demonstrated on a daily basis in the enterprise / organisation, and which affect the mental and physical well-being of employees. These are sometimes generally referred to as workplace stressors, which may cause emotional or mental stress to workers.

**EXAMPLES:** WORK DESIGN, ROSTERS, JOB DEMANDS / PRESSURE, CONSULTATION, POLICIES AND PROCEDURES, EMPLOYMENT CONDITIONS, PERFORMANCE MANAGEMENT

## EXTERNAL

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External factors comprise the activities, expertise, and other resources an enterprise engages in or provides to the social and physical community or communities in which it operates; and which affect the physical and mental health, safety and well-being of workers and their families. It includes activities, expertise and resources provided to the immediate local environment, but also the broader global environment.

**EXAMPLES:** COMMUNITY, ECONOMIC, GOVERNMENT / REGULATORS, NATURAL DISASTERS, INFRASTRUCTURE

# Maturity Scale

## COMPLIANCE

### PROMOTE

WHS duties and legal obligations

### PROTECT

WHS duties and legal obligations

### SUPPORT

WHS duties and legal obligations

### DEFINITION COMPLIANCE

Organisation: Recognises mental health and wellness in response to legislative requirements.

Leaders: Beyond the need for compliance mental health and wellness is not a focus.

## FUNDAMENTALS

IN ADDITION TO THE PROGRAMS AND INITIATIVES WITHIN 'COMPLIANCE':

### PROMOTE

Awareness campaigns / days of recognition  
Community programs/events  
Employee check-ins  
Engagement / pulse surveys  
Stigma reduction

### PROTECT

Consultation and communication  
Employee Assistance Program  
Mental health and wellbeing policies  
Policies and procedures  
Psychosocial hazard / incident reporting process

### SUPPORT

Employee Assistance Program  
Flexible work arrangements  
Return to work / injury management processes  
Special leave provisions  
Standard mental health agenda item for toolbox talks / team meetings  
Stay at work management options  
Workplace adjustments

### DEFINITION FUNDAMENTALS

Organisation: Individual programs and initiatives provided but not well coordinated.

Leaders: Mental health and wellness is recognised but not a business priority.

## RESPONSIVE

IN ADDITION TO THE PROGRAMS AND INITIATIVES WITHIN 'FUNDAMENTALS':

### PROMOTE

Drug and alcohol campaigns  
Effective health management  
Leadership commitment  
Mental health and wellbeing surveys  
Learning and development  
Physical health and wellbeing programs / initiatives  
Training and education

### PROTECT

General mental health training / inclusion in inductions  
Health screenings  
Information packages  
Mental health strategy / action plan  
Metrics and benchmarks

### SUPPORT

Early intervention strategy / process  
Partnerships i.e. Beyond Blue, Lifeline  
Peer support programs  
Policies for accompanied, safe and dignified return to home from site  
Social and recreational activities  
Support provided regardless of cause  
Workforce and family care packages

### DEFINITION RESPONSIVE

Organisation: Programs and initiatives based on drive and passion of workforce and leaders. Little metrics or strategy alignment across work teams.

Leaders: Mental wellness of employees is important but fits around other priorities.

## PROACTIVE

IN ADDITION TO THE PROGRAMS AND INITIATIVES WITHIN 'RESPONSIVE':

### PROMOTE

Days of recognition  
Diversity and inclusion programs and initiatives  
Mental health working group / committee  
Leadership training  
Sleep health / fatigue management  
Webinars, podcasts, apps and story sharing

### PROTECT

Cognitive behaviour therapy-based programs  
Engagement / pulse surveys  
Manager/supervisor mental health training  
Mental Health First Aid Accreditation  
Organisational transparency  
Psychological safety in WHS processes  
Resilience training and coping skills

### SUPPORT

Employee support networks  
Health screenings  
Manager/supervisor contact if away from work  
Clear and defined metrics  
Resilience and coping programs  
Return to work / injury management processes

### DEFINITION PROACTIVE

**Organisation:** Is proactive and recognises benefits of a strategic approach. Policies, programs, interventions and implementation all coordinated and aligned to metrics.

**Leaders:** Strive to be role models and lead mental health and wellness within their organisation.

## PROGRESSIVE

IN ADDITION TO THE PROGRAMS AND INITIATIVES WITHIN 'PROACTIVE':

### PROMOTE

Mental health research  
Mindfulness and lifestyle programs  
Work design  
Internal and external benchmarking

### PROTECT

Early intervention strategies  
Mental health resource hubs/portals  
Metrics and benchmarks  
Psychosocial hazard / incident reporting process  
Suicide prevention programs

### SUPPORT

Access to allied health professionals  
Cognitive behavioural therapy-based programs  
Mindfulness workplace programs  
Resilience and coping programs

### DEFINITION PROGRESSIVE

**Organisation:** Mental health and wellness is an integral part of the workforce strategy, business planning and cultural norms. Mental health and wellness pervasive through strategy, business planning and culture. Is considered within every decision. Unrelenting focus maintained through internal and external benchmarking.

**Leaders:** Recognise mental health and wellness as integral to organisational success and aspirations. Continually evolve the organisation's mental health approach and drive cultures that accept, support and enable people.

# Appendix A

## Further Resources

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### RECOMMENDED ADDITIONAL RESOURCES

**Workplace mental health and substance use conditions in male-dominated industries: A systematic literature review**  
Beyond Blue

**Mentally Healthy Workplaces for fly-in fly-out (FIFO) workers in the resources and construction sectors**  
Department of Mines, Industry Regulation and Safety, Government of Western Australia.

**Building mentally healthy workplaces – Every person, every organisation, every day**  
Leading Well Queensland

**Healthier Workplaces WA**  
Healthier Workplaces WA

**Mentally Healthy Workplaces Toolkit**  
Office of Industrial Relations – Workplace Health & Safety Queensland

**The Mental Health First Aid Skilled Workplaces Initiative**  
Mental Health First Aid Australia

**National Mental Health Workplace Initiative**  
Australian Government

**Work-related psychological health and safety national guidance material**  
Safe Work Australia

**Workers with Mental Illness: a Practical Guide for Managers**  
Australian Human Rights Commission

*Note: All the above recommended resources are readily available online via your preferred search engine. If you are having trouble finding any, contact [membership@amma.org.au](mailto:membership@amma.org.au) for support.*

## AMMA'S SPECIALIST SUPPORT

### Resources and Energy Mental Health Training

AMMA, Australian Resources and Energy Group

### Resources and Energy Workplace Advisory Services

AMMA, Australian Resources and Energy Group

Visit [amma.org.au](http://amma.org.au) for more information and contact details.

## RECOMMENDED HELPLINES AND WEBSITES

### 1800RESPECT

Confidential information, counselling and support service open 24 hours to support people impacted by sexual assault, domestic or family violence and abuse.

1800 737 732 / [1800respect.org.au](http://1800respect.org.au)

### Beyond Blue

Beyond Blue provides information and support to help everyone in Australia achieve their best possible mental health, whatever their age and wherever they live.

1300 224 636 / [beyondblue.org.au/](http://beyondblue.org.au/)

### Black Dog Institute

Information on symptoms, treatment and prevention of depression and bipolar disorder.

[Blackdoginstitute.org.au](http://blackdoginstitute.org.au)

### Counselling Online

Counselling Online is a free and confidential service that provides 24/7 support to people across Australia affected by alcohol or other drug use.

[Counsellingonline.org.au](http://Counsellingonline.org.au)

### Embrace Multicultural Mental Health

A national platform for multicultural communities and Australian mental health services to access resources, services and information in a culturally accessible format.

[Embracementalhealth.org.au](http://Embracementalhealth.org.au)

### Gambling Help Online

Gambling Help Online is a free, confidential service that operates 24/7 to provide online support and referral for anyone affected by gambling.

1800 858 858 / [Gamblinghelponline.org.au](http://Gamblinghelponline.org.au)

### Head to Health

An innovative website that can help you find free and low-cost, trusted online and phone mental health resources.

[Headtohealth.gov.au](http://Headtohealth.gov.au)

### MensLine Australia

A telephone and online support, information and referral service, helping men to deal with relationship problems in a practical and effective way.

1300 789 978 / <https://mensline.org.au/>

### MindSpot Clinic

An online and telephone clinic providing free assessment and treatment services for Australian adults with anxiety or depression.

1800 61 44 34 / [Mindspot.org.au](http://Mindspot.org.au)

### National Aboriginal Community Controlled Health Organisation (NACCHO)

Aboriginal Community Controlled Health Services and Aboriginal Medical Services in each state and territory.

[Naccho.org.au](http://Naccho.org.au)

### National Alcohol and other Drug Hotline

A 24/7 free and confidential hotline for anyone affected by alcohol or other drugs. Support includes counselling, advice and referral to local services.

1800 250 015

### National Debt Helpline

Financial counsellors are qualified professionals who provide information, advice and advocacy to people in financial difficulty. Their services are free, confidential, independent and non-judgmental.

1800 007 007 / <https://ndh.org.au/>

### QLife

QLife is Australia's first nationally-oriented counselling and referral service for LGBTI people. The project provides nationwide, early intervention, peer supported telephone and web based services to diverse people of all ages.

1800 184 527 / [Qlife.org.au](http://Qlife.org.au)

### Relationships Australia

A provider of relationship support services for individuals, families and communities.

1300 364 277 / [Relationships.org.au](http://Relationships.org.au)

### SANE Australia

Information about mental illness, treatments, where to go for support and help carers.

1800 187 263 / [Sane.org](http://Sane.org)

### Support after Suicide

Information, resources, counselling and group support to those bereaved by suicide. Education and professional development to health, welfare and education professionals.

<https://www.supportaftersuicide.org.au/>

### The Butterfly Foundation

Phone, webchat and email support for those experiencing an eating disorder, friends, family, carers and professionals.

1800 33 4673 / <https://butterfly.org.au/>



## RESOURCES AND ENERGY MENTAL HEALTH TRAINING

- *Provide your people with the insights, practical tools and strategies to effectively manage mental health and wellness in resources and energy settings.*
- *Ensure your workplace is compliant with psychosocial risk assessments being undertaken by state and territory Work Health and Safety inspectors.*

AMMA's Resources and Energy Mental Health Training provides awareness and practical application of workplace mental health specific to Australia's resources and energy industry.

This online group-based training program provides supervisors and managers with mental health theory and concepts, as well as practical applications to contribute to a mentally healthy workplace.

The program was designed by a variety of resources and energy employers and workplace mental health experts, and is delivered under the direction of the Australian Resources and Energy Industry Mental Health Advisory Board.

FOR TRAINING AND OTHER SUPPORT CONTACT  
AMMA, AUSTRALIAN RESOURCES AND ENERGY GROUP

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