

# ***Mental Awareness, Respect and Safety in the mining industry – The MARS Program Landmark Study: Workplace policy and practice survey***

Report prepared for the Western Australian Government

June 2023

# Preface

The Mental Awareness, Respect and Safety in the mining industry - The MARS Program Landmark study is a four-year research and evaluation project led by Professor Sharon Parker at the Centre for Transformative Work Design (CTWD), within the Future of Work Institute, Curtin University.

The MARS Program Landmark Study was commissioned by the Western Australian Government to design and implement a project assessing the mining industry, regarding three focus areas: 1) mental health and well-being, 2) sexual harassment, assault, and a respectful culture, and 3) the future of work in mining.

## The MARS Program Landmark Study comprises the following reports:

*Preliminary Report 1:* The first preliminary report (Duncan et al., 2022) provides an overview and assessment of employee well-being in the Australian mining sector and develops an innovative approach to construct measures of employers' prioritisation across three focus areas: mental health and well-being, physical health and safety, and workplace culture and sexual harassment/assault.

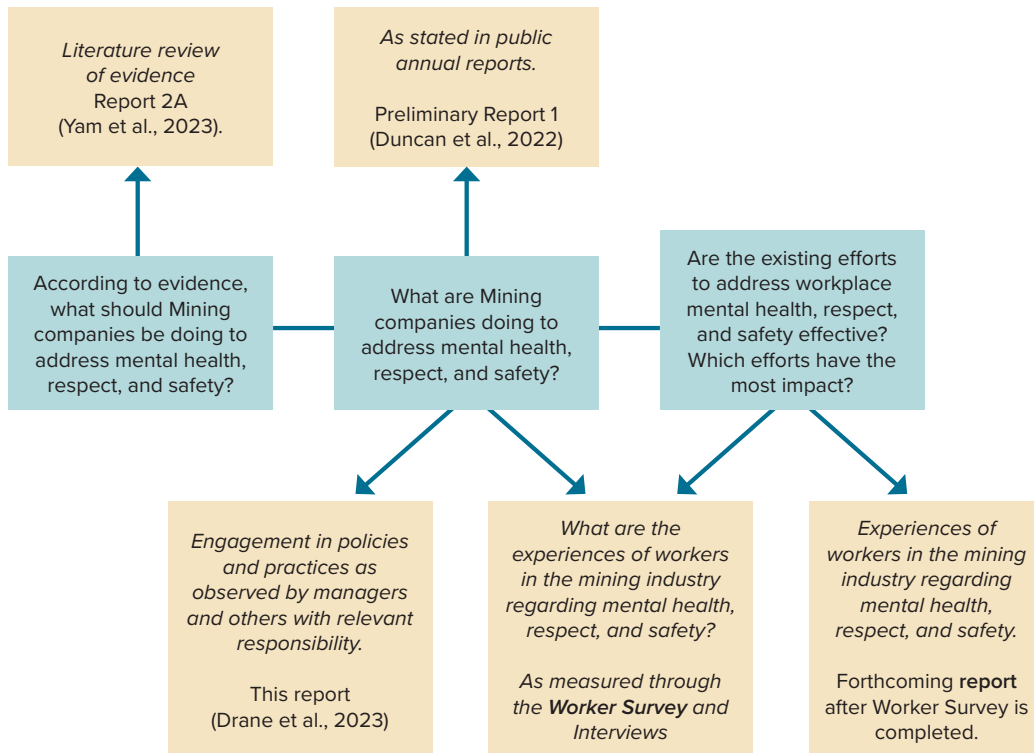
*Report 2A:* The second report (Yam et al., 2022) presents a literature review providing an overview and synthesis of the current literature concerning the three focus areas. Findings from the report are guiding further investigations of these focus areas.

*Report 2B* will cover three separate studies in three separate chapters, 2B(i), 2B(ii) and 2B(iii). **This report, *Report 2B(i)*, presents the results of a workplace policy and practice survey that assessed the initiatives that mining companies report engaging in to support worker well-being.** *Report 2B(ii)* will present the results of a **worker survey** that assesses workers' experiences regarding the three focus areas. *Report 2B(iii)* will present the results of **worker interviews** to understand the lived experiences of workers in relation to the three focus areas. Recommendations for improvement will be made based on the data.

*Report 3* will consist of the findings from a **follow-up data collection** effort. This report will evaluate the success of the initiatives implemented after the baseline data collection.

*Final Report 4* will **synthesise the findings** and report on efforts across the four years, including but not limited to data collection activities to track the trajectories and changes in the three focus areas over time, and including recommendations.

**Figure 1.** Overview of elements of the MARS Program Landmark Study.



## THE RESEARCH TEAM

This research has been led by members of the Centre for Transformative Work Design, Curtin University. The Centre for Transformative Work Design is a Research Centre where passionate organisational psychology researchers and professionals are working together to transform work under the directorship of Australian Research Council Laureate Fellow, Professor Sharon K. Parker ([www.transformativeworkdesign.com](http://www.transformativeworkdesign.com)). We conduct high quality, independent and innovative research to understand the role of work design in generating healthy and productive work. We are committed to fostering the design of good work across all industries.

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## INDUSTRY EXPERT PANEL

We would like to acknowledge the Industry Expert Panel members who have provided guidance, and support. The Industry Expert Panel includes members from the following groups:

- Association of Mining and Exploration Companies (AMEC)
- Australasian Institute of Mining and Metallurgy (AusIMM)
- Australian Manufacturing Workers' Union (AMWU)
- Australian Resources & Energy Employer Association (AREEA)
- Chamber of Commerce and Industry WA (CCIWA)
- The Chamber of Minerals and Energy of Western Australia (CME)
- Department of Mines, Industry Regulation and Safety (DMIRS)
- Lifeline WA
- Unions WA
- Women in Mining and Resources WA

## ACADEMIC ADVISORY GROUP

As well as the core team from the Centre for Transformative Work Design, several senior academics have contributed to the project through an Advisory Group, including:

Prof. Mark Griffin, Director Future of Work Institute (Curtin University)

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**We would like to take this opportunity to thank the survey participants who contributed to this research, and who took the time to share their knowledge with us through the survey.**







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1.1	Minor data/formatting edits	19/10/2023



A photograph of a person wearing a dark blue high-visibility jacket with reflective yellow-green stripes. The person is holding a clipboard and writing with a pen. The background is a blurred outdoor scene with trees and a bright light source, possibly the sun, creating a bokeh effect. A large teal rectangle is on the left side of the page, and a smaller teal rectangle is on the right side, containing the text.

# ***Executive summary***

# Executive summary

## Purpose

This report (Report 2B: Chapter i) is part of the Mental Awareness, Respect and Safety (MARS) Program Landmark Study.

The MARS Program Landmark Study is designed to understand and improve the working environment and associated outcomes in the Western Australian (WA) mining industry. It aims to explore three focal areas:

1. Creating mentally healthy workplaces – by managing psychosocial hazards and promoting positive practices at work that support mental health and well-being.
2. Building a culture of safety and respect – with safe, gender-equitable, respectful, and inclusive workplaces; and
3. Preparing for workplace safety in future mining – by ensuring all workers are educated and trained in safety, addressing emerging risks and fostering safety innovation in new technologies.

As part of the study into these issues, the current report presents the results of a workplace policy and practice survey that assessed the initiatives that mining companies report engaging in, that is, have in place to support worker well-being.

This report provides an overview of psychosocial safety climate, and the extent of organisation engagement in the assessed policies and practices related to mental health, well-being, respect, and safety in the mining industry in Western Australia, based on the input of relevant stakeholders, such as Human Resources (HR) managers and Work Health and Safety (WHS) personnel, who are actively involved in developing and implementing policies and practices within their respective organisations.

It is important to note, the policies and practices assessed in this survey were identified from research, industry analyses, and previous Thrive at Work audits (a process that strategically assesses policies and practices against the Thrive at Work framework; Parker et al., 2021). However, the list of policies and practices identified is not necessarily exhaustive and some initiatives may not be fully represented in the survey. Therefore, the findings should be considered as an overview rather than an exhaustive inventory of all the psychosocial policies and practices in the WA mining industry.

## A summary of the key findings from the workplace policy and practice survey are presented below:

**Psychosocial safety climate scores from multiple respondents were low to moderate.**

The psychosocial safety climate (PSC) within a workplace refers to worker perceptions that senior management values and prioritises the mental and emotional health of its employees. Building a strong PSC is an important foundational aspect of workplace health and safety. Despite its importance, overall PSC scores were moderate. According to the survey, only **28%** of respondents strongly agreed that *Senior management show support for stress prevention through involvement and commitment*, and only **35%** strongly agreed that *In my workplace senior management*

*acts quickly to correct problems/issues that affect employees' psychological health.*

Research demonstrates that the PSC of an organisation predicts several outcomes related to worker well-being, job performance and organisational effectiveness, such as stress levels, job satisfaction, and overall psychological functioning. Therefore, it is important for mining companies to prioritise and foster a positive PSC.

**The strongest driver for addressing workplace health and safety was a business/moral motive, while the weakest driver for addressing workplace health and safety was a compliance motive.**

We asked respondents their view of why their organisation addressed workplace health and safety issues. When respondents reported their company had strong business/moral motives, for example, *To do the right thing by their workers*, or *To future proof their workforce*, as opposed to compliance or cost motives, such as *to reduce workers compensation*, or *To reduce absenteeism/presenteeism*, these respondents also reported a stronger PSC, and reported higher engagement in all types of policies and practices. This demonstrates the importance for mining companies to adopt a proactive approach to engaging in policies and practices driven by business/moral motives.

**Overall engagement in workplace policies and practices was low to moderate.**

Some companies engaged in many policies and practices while others only a few, for example, **22%** of companies had in place fewer than ten policies or practices out of the 53 policies and practices that we assessed. A notable exception to the low to moderate engagement, the policy with the highest level of engagement was a *Zero-tolerance policy for alcohol and other drugs during work hours*. A substantial **92%** of respondents reported high levels (to a large and very large extent) of workplace engagement in this policy. This is not surprising as this policy is mandated to varying degrees by individual companies, and typically more visible and accessible to large numbers of people, resulting in higher engagement. Engagement in Employee Assistance Programs (EAPs) was also high with **83%** of respondents reporting high levels, perhaps reflecting that EAPs are confidential, accessible, and relevant support services that are also relatively straightforward to put in place. The least engaged practices were *Meditation/mindfulness/yoga practices during work hours* in which **4%** of respondents reported high levels of workplace engagement, followed by *Job crafting opportunities* and *Formal mentoring programs* with workplace engagement at **15%** and **16%** respectively. While the different levels of engagement in the policies and practices may reflect mining companies' priorities, it does not provide any insights into the quality of the policies and practices implemented, and as such, should not be a measure of their effectiveness or success.



**Workplace engagement in the policies and practices that may mitigate and prevent sexual harassment and/or assault were low to moderate.**

Overall, the level of engagement in the policies and practices that mitigate and prevent sexual harassment and/or assault was low to moderate. The highest level of combined engagement (to a large or very large extent) reported by respondents was in the *Policies to address allegations of bullying, sexual harassment and/or assault* with an engagement score of **65%**. This is followed by *Initiatives to encourage and support employees/managers to speak up when witnessing inappropriate behaviour* with an engagement of **41%**, and third, *Line manager training so they can identify and manage bullying, sexual harassment and/or assault* had an engagement score of **38%**. The low to moderate engagement scores may be attributed to a mining workplace culture that has only recently begun to shift its focus to address these sensitive issues.

Sexual harassment and/or assault is a pervasive issue across many industries and workplaces, and the WA mining industry is making efforts to address and prevent it. However, policies alone are insufficient to prevent sexual harassment; the quality of initiatives and their implementation must also be considered. Employee training plays a significant role in enhancing workers understanding of sexual harassment and/or assault and improves the ability to recognise inappropriate behaviours. However, our results indicated low organisation engagement in this type of initiative.

**Two out of three respondents reported that contractors were either included or partially included in the policies and practices.**

Contractors play an important role in the mining industry, often comprising a substantial proportion of the workforce. However, the applicability of policies and practices may not be consistent or comprehensive across all contractors and may vary across different companies. By including contractors in policies and practices, they are afforded the same safeguards and supports as direct employees, helping to close the gap to improving the mental health outcomes of all workers. Notably, while we collected data on the applicability of policies and practices to contractors, we did not specifically measure whether contracting employers effectively enforce or provide coverage for these policies and practices.





## ***Context and background***

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# Context and background

The MARS Program Landmark Study is designed to understand and improve the working environment and associated outcomes in the Western Australian (WA) mining industry. It aims to explore three focal areas:

1. Creating mentally healthy workplaces – by managing psychosocial hazards and promoting positive practices at work that support mental health and well-being;
2. Building a culture of safety and respect – with safe, gender-equitable, respectful, and inclusive workplaces; and
3. Preparing for workplace safety in future mining – by ensuring all workers are educated and trained in safety, addressing emerging risks and fostering safety innovation in new technologies.

The WA mining industry has implemented several policies and practices, further embedded by legal requirements, to address a range of health and safety issues and promote awareness among its workers. Worthy of note is the inclusion of the psychosocial regulations in the Work Health and Safety Regulations for mines and general workplaces across Western Australia. The amended regulations are in place that formally impose the requirements to identify and manage psychosocial hazards in the workplace, making it an offence not to specifically deal with psychosocial risks (WA Government, 2022). The new psychosocial regulations have been introduced to make sure workplaces in Western Australia deal with psychosocial risks, which include stress, bullying, and harassment. The amended regulations, which came into effect on 24 December 2022, form part of the WA Governments response to the ‘Enough is enough, sexual harassment against women in the FIFO mining industry’ National inquiry report (Parliament of Western Australia, 2022; WA Government, 2022). The new regulations will improve the WA mining industry’s understanding of how to address psychosocial risks and enable WorkSafe inspectors to ensure that the rules are enforced.

The prioritisation of both physical and psychosocial safety is an essential component of the WA mining workplace. The mining industry may present a demanding work environment, which may lead to a variety of psychosocial issues such as stress, anxiety, and depression (Yam et al., 2022). Further, the remote location of many mining sites can make it difficult to access mental health services (Australian Institute of Health and Welfare, 2021) and highlights the significant role that the work environment can play in supporting the mental health and well-being of its workers (Fruhen et al., 2022; Parker et al., 2018). Implementing effective mental health and well-being policies and practices in organisations can reduce the impact of these issues and ensure that workers have access to the support they need to maintain their mental health and well-being (Australian Human Rights Commission, 2020; Parker et al., 2018). The present Workplace Policy and Practice report provides an overview of the extent of organisation engagement in policies and practices related to mental health, well-being, respect, and safety in the mining industry in Western Australia, as identified by those deemed as experts working in the industry.

Likewise, all employers are responsible for maintaining policies and practices to prevent and address sexual harassment and sexual assault, and other disrespectful behaviours to create and sustain respect in the workplace. Sexual harassment refers to any unwanted or unwelcome sexual behaviour where a reasonable person would have anticipated the possibility that the person harassed would feel offended,

humiliated, or intimidated (Australian Human Rights Commission, 2020). According to the Sex Discrimination Act 1984, “a person sexually harasses another person (the person harassed) if: (a) the person makes an unwelcome sexual advance, or an unwelcome request for sexual favours, to the person harassed; or (b) engages in other unwelcome conduct of a sexual nature in relation to the person harassed; in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated the possibility that the person harassed would be offended, humiliated or intimidated.” (Sex Discrimination Act 1984, p. 35).

Sexual assault can be any sexual behaviour or act which is threatening, violent, forced, coercive or exploitative and to which a person has not given consent or was not able to give consent (Safe Work Australia, 2021). An assault is defined in *Section 222* of the *Criminal Code WA* as acts where 'a person strikes, touches, moves or otherwise applies force of any kind to the person of another, either directly or indirectly without his (or her) consent or if the consent is obtained by fraud or who by any bodily act or gesture attempts or threatens to apply force of any kind to the person of another without his consent under such circumstances that the person making the attempt or threat has actually or apparently a present ability to effect his purpose is said to assault that other person and the act is called assault' (s222 Criminal Code, p. 118). Such unwanted and unwelcome sexual behaviours have a significant impact on both the individuals who experience it, but also on the workplace as a whole through lost productivity, staff turnover, the negative impact on the workplace culture, increased resources to address complaints, litigation, workers compensation, and reputational damage (Australian Human Rights Commission, 2020).

Companies have a legal and ethical responsibility to prevent and address sexual harassment and other disrespectful behaviours as they are a violation of human rights and can create a hostile work environment. The WHS Act requires “an employer to ensure, so far as is reasonably practicable, the safety and health of workers while at work. Health includes both physical and psychological health. An employer must ensure, so far as is reasonably practicable, workers and other people are not exposed to risks to their psychological safety and health. An employer must eliminate risks in the workplace, or if that is not reasonably practicable, minimise these risks so far as is reasonably practicable. These behaviours include bullying and harassment, as well as violence and aggression. Discrimination, misconduct and conflict (particularly if it is prolonged or unresolved), can also affect worker health and need to be addressed appropriately. They can occur through various mechanisms including electronic means and social media, SMS messaging, email communication, telephone and in person” (Work Health and Safety Commission, 2022, p. 2). According to one of our previous reports, Preliminary report 1, Australia is currently lagging behind other countries in terms of preventing and also responding to sexual harassment and assault in the workplace (Duncan et al., 2022).

*By establishing and implementing effective policies and practices, WA mining companies can create a safe and respectful work environment for all employees (Parliament of Western Australia, 2022).*



To ensure that the workplace policies and practices identified in this present study support the well-being and engagement of employees in the workplace, they have been structured around the Thrive at Work framework (Parker & Jorritsma, 2021; Parker et al., 2021), and as detailed in Figure 2.

**Figure 2.** Thrive at Work Framework.

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

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The Thrive at Work framework was developed in consultation with industry and extensive evaluation of the academic literature. The framework consists of:

- Three over-arching pillars: Mitigate Illness; Prevent Harm; Promote Thriving (see Figure 2). The Thrive at Work Pillars capture the main drivers of workplace outcomes such as Thriving, Burnout, and Turnover intentions. Organisations that successfully address the Thrive at Work pillars experience better outcomes (Parker et al., 2021).
- Three Building Blocks: Within each pillar, there are three building blocks for addressing the full spectrum of mental health at work. Two building blocks focus on organisational/work strategies targeted at changing aspects of the work or organisation (e.g., via the development of new systems and practices), and one building block focuses on strategies targeted at changing the individual (e.g., via training programs aimed to build individual-level awareness and resilience).
- Key Strategies: Within each building block, key strategies are shown. These are example strategies, and there may be others.

The first pillar, *Mitigate Illness*, is focused on efforts to detect and support mental ill health and poor well-being, such as establishing the provision of counselling services and helping people to return to work after illness. Most organisations tend to focus their efforts on these strategies (Parker et al., 2021).

The second pillar of Thrive at Work, *Prevent Harm*, refers to those practices that seek to remove or prevent psychosocial hazards, such as work design, defined as “the content and organization of one’s work tasks, activities, relationships, and responsibilities” (Parker, 2014, p. 662). The Prevent Harm pillar addresses the predominant misperception that mental health strategies in the workplace should focus almost exclusively on addressing the pre-existing mental health issues that individuals have and then bring to work (relevant to Mitigate). This approach, whilst important, fails to acknowledge that individuals can develop mental health problems as a result of the work itself, or have pre-existing conditions that are exacerbated by poor work conditions. The Prevent Harm pillar of the framework emphasises the role of work design in shaping employees’ mental health, rather than the predominant emphasis in industry on how mental health should be accommodated and supported at work. The framework does this via the idea of designing SMART work. The SMART work design model identifies five key themes that result in positive outcomes across jobs and industries (Parker et al., 2017). The themes for SMART work are: Stimulating, Mastery, Agency, Relational, and Tolerable Demands. The Centre for Transformative Work Design (CTWD) developed the SMART work design model to strengthen the focus on work design as a vehicle for improving mental health, to provide a positive and holistic approach to work design, rather than the more common risk-management approach to work design (Parker et al., 2017).

The third pillar is *Promote Thriving*. This pillar focuses more on enhancing worker well-being than on supporting or addressing mental ill health. It is concerned with aspects of work that help employees to realise their potential and to achieve outstanding performance. Well-being refers to optimal psychological functioning and experience (Ryan & Deci, 2001), which includes both experiencing happiness and the realisation of one’s potential. The latter is referred to ‘eudemonic’ well-being, and includes aspects like personal growth, feeling autonomous and independent, self-acceptance, having a clear life purpose, and positive connections (Ryff & Keyes, 1995). Supporting employees to thrive has many benefits for organisations. Research has found that thriving employees are more confident and energised, better able to respond to challenges, and recover quicker from the demands of work (Desrumaux et al., 2015).





Although Thrive at Work focuses on mental health and well-being, the pillars can also be readily adapted to sexual harassment, with some slight modification.

- Focusing on '*Mitigate*', there needs to be practices in place to *detect* sexual harassment when it occurs (e.g., managers need to understand what sorts of behaviours are inappropriate in the workplace); to *support victims* of sexual harassment; and to encourage and enable victims to *report harassment*. Likewise, '*Mitigate*' can apply to emerging safety and psychosocial risks. That is, there needs to be effective detection systems to spot emerging problems, and workers need to be encouraged to speak out with concerns.
- The '*Prevent Harm*' pillar can also be applied both to sexual harassment and emerging risks. Applied to sexual harassment, '*Prevent Harm*' involves stopping sexual harassment from occurring in the first place. By developing an understanding of the factors that contribute to harassment (such as a highly masculine culture; see for example Kansake et al., 2021) as well as those factors that reduce the likelihood of harassment (such as having more women in the workforce; see for example Saunders & Easteal, 2013), it is then possible to create strategies to prevent or lower the incidence of harassment.

**Based on the above, we extended the Thrive at Work framework to include a fourth pillar to focus specifically on addressing sexual harassment/sexual assault and other disrespectful behaviours in the WA mining industry, and the fostering of a positive workplace culture. For the purposes of this report, we will refer to this pillar as 'Mitigate and Prevent Incivility'.**

In this current study, the policies and practices were aligned with the key Thrive at Work Pillars (Mitigate Illness, Prevent Harm, Promote Thriving, (see Figure 2), with the additional pillar 'Mitigate and Prevent Incivility'). The survey items were developed based on the Thrive at Work audit approach that strategically assesses the full range of policies and practices currently in place in organisations against the Thrive at Work framework, including their maturity (Parker et al., 2021), and supplemented by examining relevant codes of conduct, codes of practice, and industry reports. In line with research that suggests that organisations tend to focus their efforts on the preventing harm space, there is an expectation that many mining employers will have focused on mitigating illness and preventing harm in the workplace, as this aligns with the regulatory requirement to identify and manage psychosocial hazards in the workplace (WA Government, 2022).



# About the MARS Program Landmark Study: Workplace policy and practice survey

This report provides a summary of the MARS Program Landmark Study workplace policy and practice survey results.

## **Why a workplace policy and practice survey?**

A comprehensive understanding of the mining industry requires a multifaceted approach that considers the perspectives of both senior leaders and workers (see Figure 1 above). The goal of the workplace policy and practice survey is to provide a baseline of the current policies and practices in the WA mining industry, as reported by relevant stakeholders (e.g., Human Resources (HR) managers, Work Health and Safety (WHS) personnel) who are at the forefront of policy and practice implementation within their organisations. Findings from the workplace policy and practice survey have played a crucial role in the development of the MARS Program worker survey and will be linked to its results. For instance, the findings may help us investigate whether organisations with specific initiatives tend to have workers reporting better mental health.

## **What was assessed?**

The workplace policy and practice survey asked respondents to rate their workplace level of engagement in a list of policies and practices, that support employee well-being, respect, and safety in the WA mining industry. Respondents were also asked demographic questions, as well as questions relating to the psychosocial safety climate of their workplace.

## **Who completed the survey?**

The respondents were from a range of mining companies within WA, working in roles that deemed them as an expert in the organisational policies and practices undertaken in their organisation. As the Privacy Act prevented any contact sharing from The Department of Mines Industry Regulation and Safety (DMIRS), recruitment was via their Safety Regulation System (SRS). A CTWD endorsed email was sent to 2,800 Site Senior Executives and alternates, via this system, encouraging them to complete the survey as well as forward the survey invitation to the relevant HR/WHS personnel. Survey invitations were also disseminated via the project Industry Expert Panel members, as well as through a purchased business mailing list of 231 WA mining HR Decision Makers and Principal Decision Makers.

Overall, 144 industry experts completed the survey. An inclusion criterion was applied to determine eligibility to participate in this study which meant that participants must report working in a HR or WHS or middle management role within their organisation. A total of 46 respondents did not meet the criteria for inclusion in the final dataset as they either did not provide enough detail as to their role or position in their organisation/workplace to determine their eligibility, or their position/work role sat outside of the selection criteria above. Once the inclusion criterion was applied the total sample size was  $n = 98$ .





### **How did we prepare the data for analysis?**

An important step in the data preparation involved identifying any inconsistencies, and missing values, to ensure the data was accurate and consistent. As a small sample size can limit the statistical power of a study, a post hoc power analysis was used to calculate the statistical power of this study. This analysis determines whether the study has enough power to detect an effect, of a particular size. The results of the power analysis indicated that with  $n = 98$  participants we will achieve a **92%** power rate, with a medium effect size, when using correlation analyses (see [Appendix A](#) for the full power analysis results). In practical terms, this means there is a high chance (**92%**) that a significant correlation will be detected if one exists, and these correlations will need to be of medium strength. That is, stronger or more meaningful associations are likely to be detected, rather than small or weak associations, which may not be identifiable. Likewise, power analysis for multiple regression analysis with  $n = 98$  participants will achieve **99%** power rate, with medium effect size (see [Appendix A](#) for full power analyses results). For a multiple regression (one independent variable, four dependent variables), there is a high chance (**99%**) of detecting a statistically significant relationship between variables, with a medium effect size. That is, stronger relationships are more likely to be detected, rather than weak relationships.

With regards to multiple responses from the same organisations, it was important to determine if it was necessary to weight the data to adjust for any potential bias introduced by having multiple responses from the same organisation. A general guideline is that if a single organisation accounts for a large proportion of the sample, then weighting may be necessary. A common rule of thumb is that any single organisation should not account for more than **15%** of the sample (Lohr, 2019).

As can be seen below, each organisation with multiple responses accounts for a relatively small proportion of the sample (i.e., less than 10% of the sample ( $n = 98$ )), therefore weighting the data was not deemed necessary:

Out of the total respondents, 42 opted not to disclose their organisation's name, which prevented us from determining multiple responses from their organisations. Among the 56 respondents who revealed their company name, 39 distinct organisations were identified. The organisation size classifications are small = 1-100; medium = 101-500; large = 500+ (DMIRS Safety Regulation System).

Among these organisations, there were:

- Three organisations with two respondents each, comprising of two respondents from small (1-100), two from medium (101 – 500), and two from large (500+) organisations.
- Two organisations with four respondents each from large companies (500+).
- One organisation with six respondents from a large company (500+).

## **Organisational Data**

Survey respondents were asked: *About how many employees are there in your **workplace** (the business unit, department, or organisation that you have some responsibility for)?* Respondents were also asked: *About how many employees are there in your whole **organisation/company within Australia**?*

Table 1 Shows the Breakdown of Workplace and Organisation Size Categories.

**Table 1.** Cross-tabulation of work size categories and organisation size categories of survey respondents.

		Organisation Size Categories			
		Small (1 - 100)	Medium (101 - 500)	Large (500+)	Total
Workplace size Categories	Small (1-100)	21	7	15	43
	Medium (101-500)	1	15	18	34
	Large (500+)	1	0	20	21
	Total	23	22	53	98

As can be seen in Table 1, small workplaces were predominantly within small organisations followed by large organisations. Medium workplaces were within both medium and large organisations, and large workplaces were predominantly within large organisations.

## Policy and Practice Survey Findings

This report is comprised of **4 sections**:

- **Section 1** presents the results of workplace engagement in policies and practices aligned with the three Thrive at Work pillars, as well as the Mitigate and Prevent Incivility pillar. It also presents a comparison of the overall engagement in these policies and practices.
- **Section 2** presents the applicability of these policies and practices to contractors, factors that may be the drivers for improving worker mental health, as well as the workplace psychosocial safety climate.
- **Section 3** presents the correlates/predictors of engagement in workplace policies and practices.
- **Section 4** is comprised of the study strengths and limitations, as well as the study conclusions.

The following graphs show the overall scores for workplace engagement in policies and practices broken down by the three *Thrive at Work Pillars* (*Mitigate Illness*; *Prevent Harm*; *Promote Thriving*), as well as a *Mitigate and Prevent Incivility pillar*. These pillars have been colour coded throughout this report as *Mitigate Illness* = purple; *Prevent Harm* = amber; *Promote Thriving* = green; *Mitigate and Prevent Incivility* = yellow. A minimum score of 1 and a maximum score of 5 indicate the extent to which the practice/initiative was in place within the organisation.

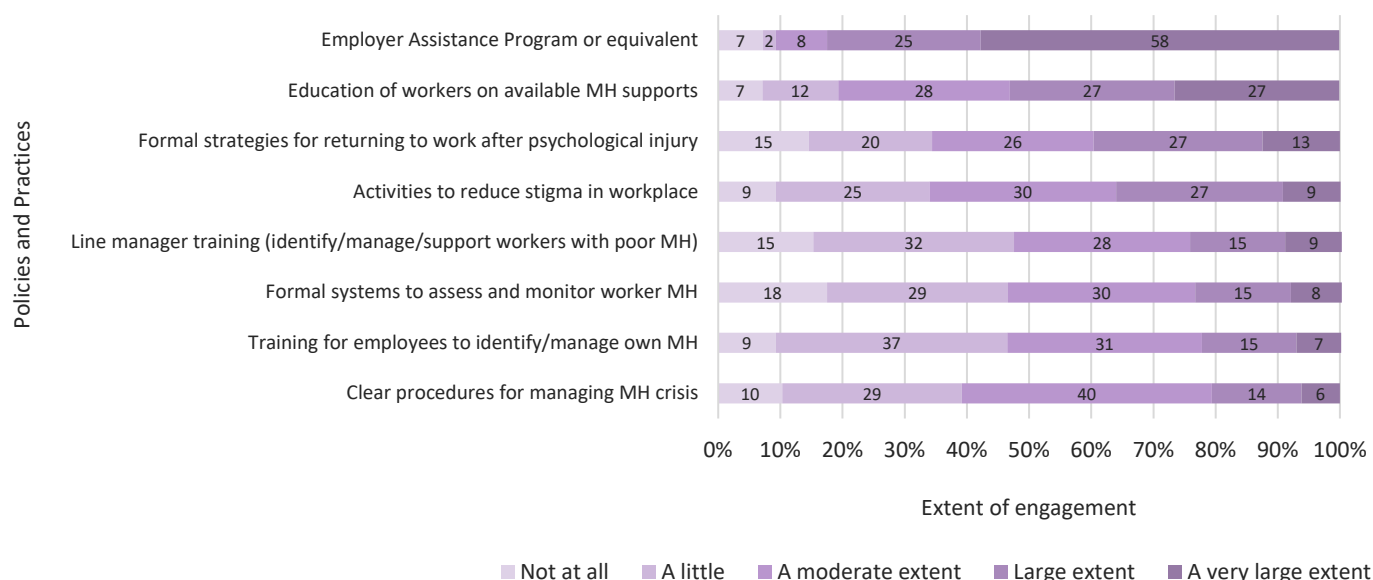
# Section 1

Extent of workplace engagement in policies and practices.

## 1.1. Survey results: Mitigate Illness - Policies and practices

The Mitigate Illness pillar encompasses goals to support workers experiencing illness, ill-health, and injury, regardless of cause. Having policies and practices in place to mitigate illness in the WA mining industry can have a positive impact on the well-being of workers, safety, compliance, employee retention and attraction, and overall productivity.

**Figure 3.** Level of engagement in the **Mitigate Illness** policies and practices.



*Note.* Displayed values are rounded to the nearest percent. MH = Mental Health (see Appendix C for expanded list of policies and practices).

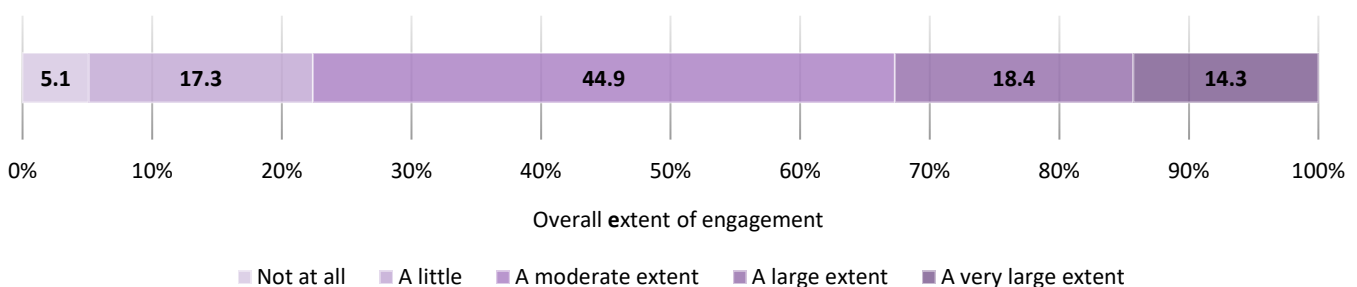
In terms of the level of the engagement in these policies and practices, Figure 3 presents the percentage of respondents who reported the **extent of engagement as not at all, a little, moderate, large, or very large**. Companies that have prioritised Mitigating Illness policies and practices are those engaged at the higher levels. The highest level of engagement (large extent + very large extent) was in the *Employee Assistance Programs* which had a combined engagement score of **83%**, followed by *Education of workers on available mental health supports* with a combined engagement score of **54%**, and *Formal strategies for returning to work after psychological injury* with a combined engagement of **40%** (See [Appendix B](#) Figure 21 for Mean scores; [Appendix C](#) Table 3 for expanded list of policies and practices).



The extent of workplace engagement in the Employee Assistance Programs (EAPs) was high compared to the other initiatives, possibly because EAPs are supported by management and considered relevant, confidential, and accessible support services. While they can be valuable tools for organisations, their implementation may vary depending on the size, structure, and specific needs of an organisation (Bouzikos et al., 2022). However, according to the MARS Program Landmark Study Report 2A literature review (Yam et al., 2022), worker engagement in EAPs is still low. This may suggest that organisations' perceptions of worker engagement in EAPs may not be commensurate with actual worker engagement in EAPs.

Respondents were then asked to **rate their workplace's engagement in all policies and practices listed with an overall score** (see Figure 4): *Overall, to what extent would you say that your workplace is doing everything that is reasonably practicable to identify, monitor, and support workers who are experiencing poor mental health and well-being?*

**Figure 4.** Overall extent of workplace engagement in the **Mitigate Illness** policies and practices.



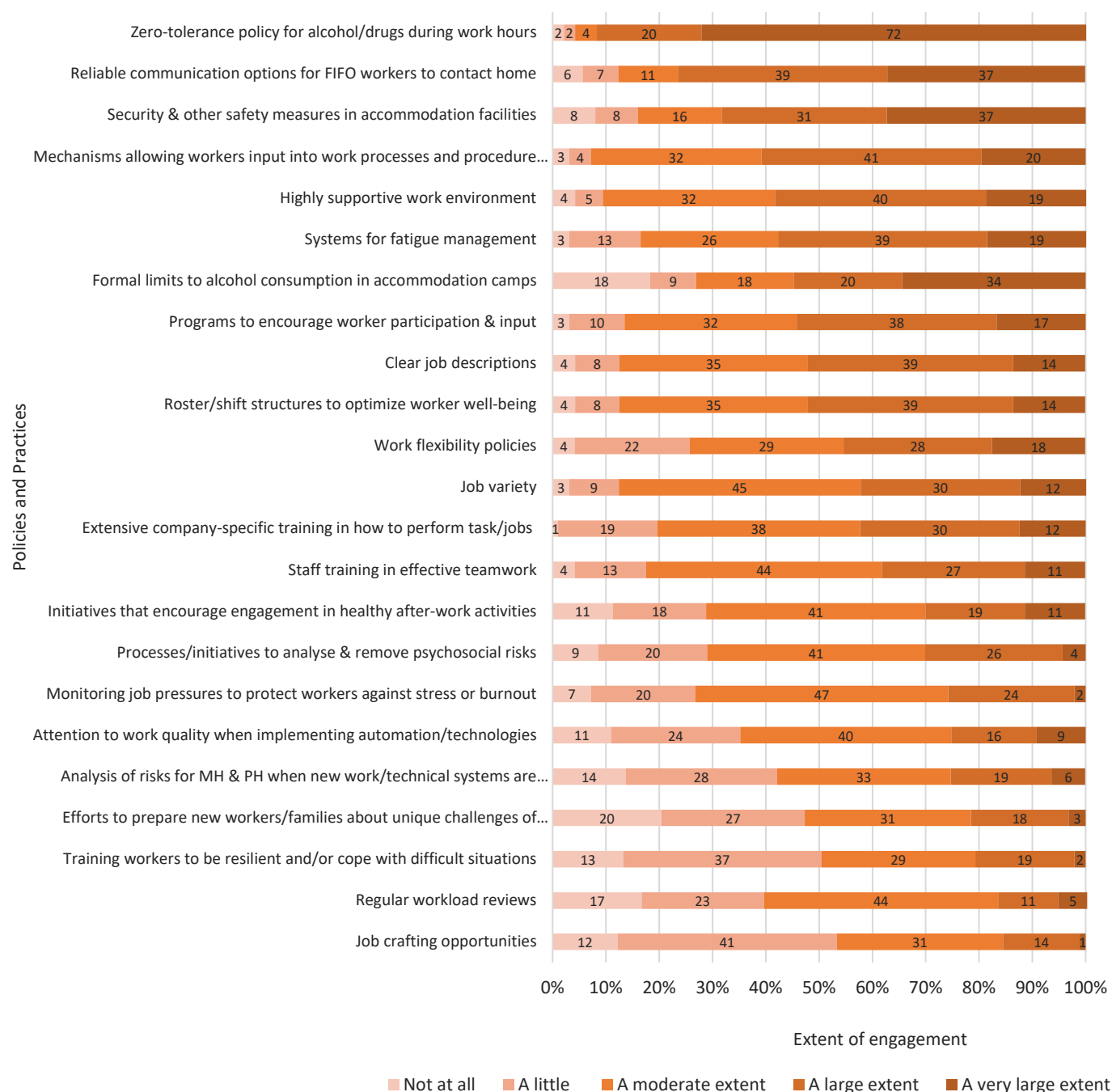
Most respondents rated their workplace's engagement in the Mitigate Illness policies and practices as moderate. This indicates that while there is some level of engagement in these policies and practices, there is recognition from the professionals implementing them, the need for improvement in terms of encouraging broader participation and adoption of these initiatives.

## 1.2. Survey results: Prevent Harm - Policies and practices

The main goal of Prevent Harm is to create work environments that protect workers against known psychosocial risks through good work design and organisational management. Several policies and practices were identified from previous Thrive at Work audits, a process that strategically assesses policies and practices against the Thrive at Work framework (Parker et al., 2021), as well as industry reports.



**Figure 5.** Level of engagement in the **Prevent Harm** policies and practices.



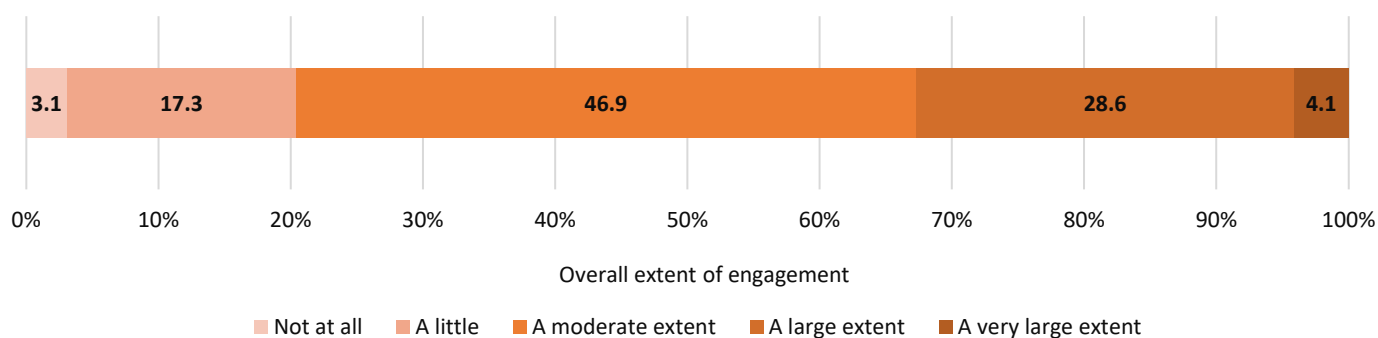
*Note.* Displayed values are rounded to the nearest percent. MH = Mental Health; PH = Physical Health (see Appendix C for expanded list of policies and practices).

Respondents were asked to indicate the 'extent to which your workplace engages in the following, from 1 (not at all) to 5 (a very large extent), with 5 indicating this practice is widespread and fully implemented in your workplace'. In terms of the level of the engagement in these initiatives, Figure 5 presents the percentage of respondents who reported the **extent of engagement as not at all, a little, moderate, large, or very large.**

Companies that have prioritised Preventing Harm policies and practices are those engaged at the higher levels. The highest level of engagement (large extent + very large extent) was in the *Zero-tolerance policy for alcohol/drugs during work hours* which had a combined engagement of **92%**, followed by *Reliable communication options for FIFO workers to contact home* with a combined engagement of **76%**, and *Security and other safety measures in accommodation facilities* with a combined engagement of **68%** (See [Appendix B](#) Figure 22 for Mean scores; [Appendix C](#) Table 4 for expanded list of policies and practices). As shown in Figure 5, engagement in the *Zero-tolerance policy for alcohol/drugs during work hours* is very high when compared to the other initiatives. This is not surprising as such policies are typically more visible and accessible to large numbers of people, resulting in higher engagement. In addition, high engagement in the *Zero-tolerance policy for alcohol/drugs* may also be due to a combination of factors, such as safety concerns, legal compliance, company culture, employee expectations, clear communication, and the consequences, for both the individual as well as the company, for violating this policy. Hence, a moderate score in the Prevent Harm pillar may indicate varying degrees of adherence to these policies and practices, and that some basic risk management practices and good work design may not be in place or mature. Effort is still needed to improve risk management practices.

Respondents were asked to **rate their workplace with an overall score** (see Figure 6): *Overall, to what extent would you say that your workplace is doing everything that is reasonably practicable to design high quality work that is mentally healthy for workers?*

**Figure 6.** Overall extent of workplace engagement in the **Prevent Harm** policies and practices.

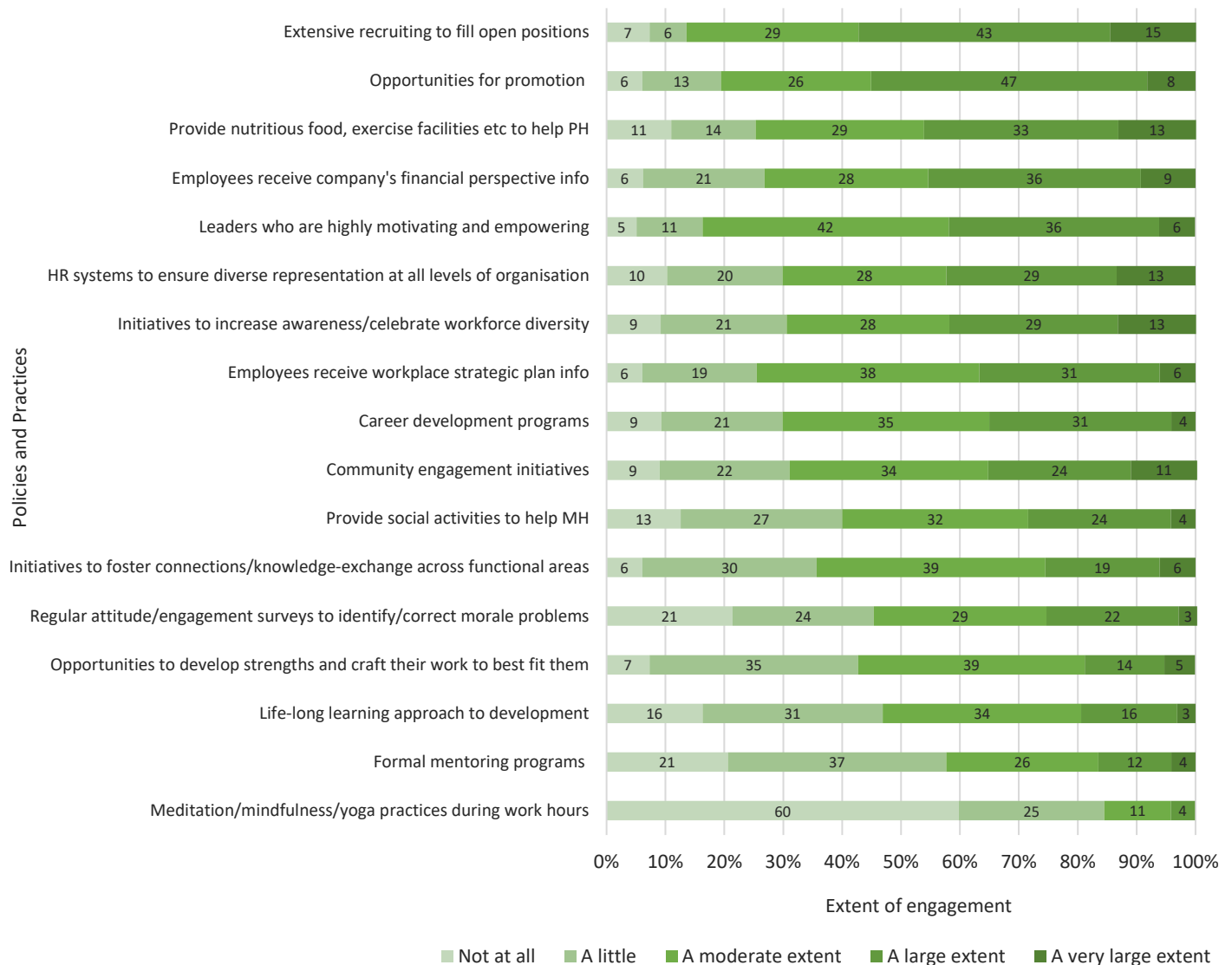


Respondents have provided an overall rating for this pillar as mostly moderate, followed by to a large extent. This may indicate that while there is some level of engagement in these policies and practices, organisations have scope to continually evaluate and adapt their strategies to ensure they are effective in preventing harm to ensure a healthy work environment. As the Prevent Harm pillar encompasses a broad range of initiatives, with varying levels of engagement, such as improving job demands and resources to building resilience and coping, it is important to not underestimate the necessary effort required to enhance and improve these practices.

### 1.3. Survey results: Promote Thriving - Policies and practices

The Promote Thriving pillar focuses on the well-being end of the mental health spectrum. It aims to optimise worker well-being and, in the process, help workers to recognise and harness their potential to exceed expectations. There are many policies and practices that can be implemented to promote thriving in the workplace, for example, employee training and development, and encouraging and promoting workplace diversity and inclusion. By implementing initiatives that enable workers to flourish, mentally and physically, companies in the WA mining industry can create thriving workplaces that attract and retain top talent, foster employee satisfaction and engagement, and promote overall workplace well-being.

**Figure 7.** Level of engagement in the **Promote Thriving** policies and practices.

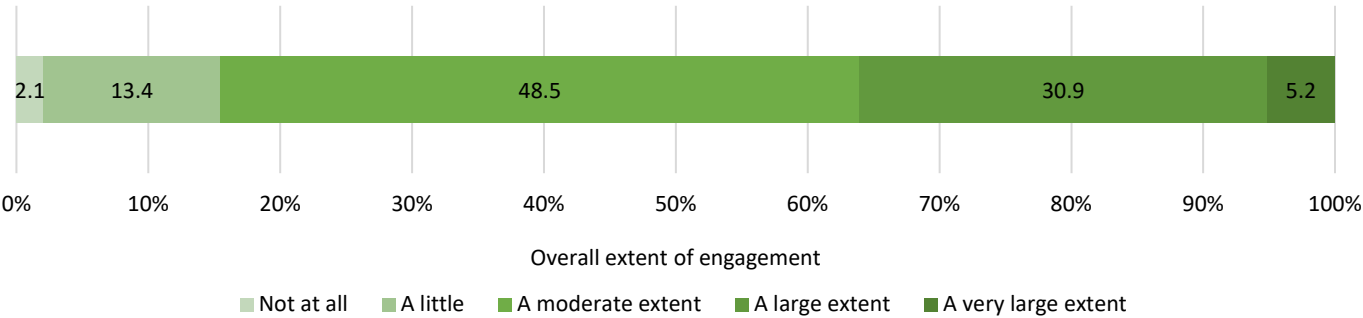


*Note.* Displayed values are rounded to the nearest percent. MH = Mental Health; PH = Physical Health (see Appendix C for expanded list of policies and practices).

In terms of the level of the engagement in these initiatives, Figure 7 presents the percentage of respondents who reported the **extent of engagement as not at all, a little, moderate, large, and very large**. Companies that have prioritised Promoting Thriving policies and practices are those engaged at the higher levels. The highest combined engagement (large extent + very large extent) was *Extensive recruitment to fill open positions* with a combined engagement score of **58%**, followed by *Opportunities for promotion* with a combined engagement of **55%**, and lastly, *Provide nutritious food, exercise facilities etc to help physical health* had a combined engagement of **46%** (see [Appendix B](#) Figure 23 for mean scores; [Appendix C](#) Table 5 for expanded list of policies and practices). These combined scores are relatively low indicating that more work is needed in this space. It is also important to note that these scores measure the percentage of engagement in these policies and practices and not the quality of them. Effort is still required to implement high quality well-being initiatives.

Respondents were then asked to **rate their workplace with an overall score** (see Figure 8): Overall, to what extent would you say that your workplace is doing everything that is reasonably practicable to promote a thriving workplace in which workers flourish.

**Figure 8.** Overall extent of workplace engagement in the **Promote Thriving** policies and practices.



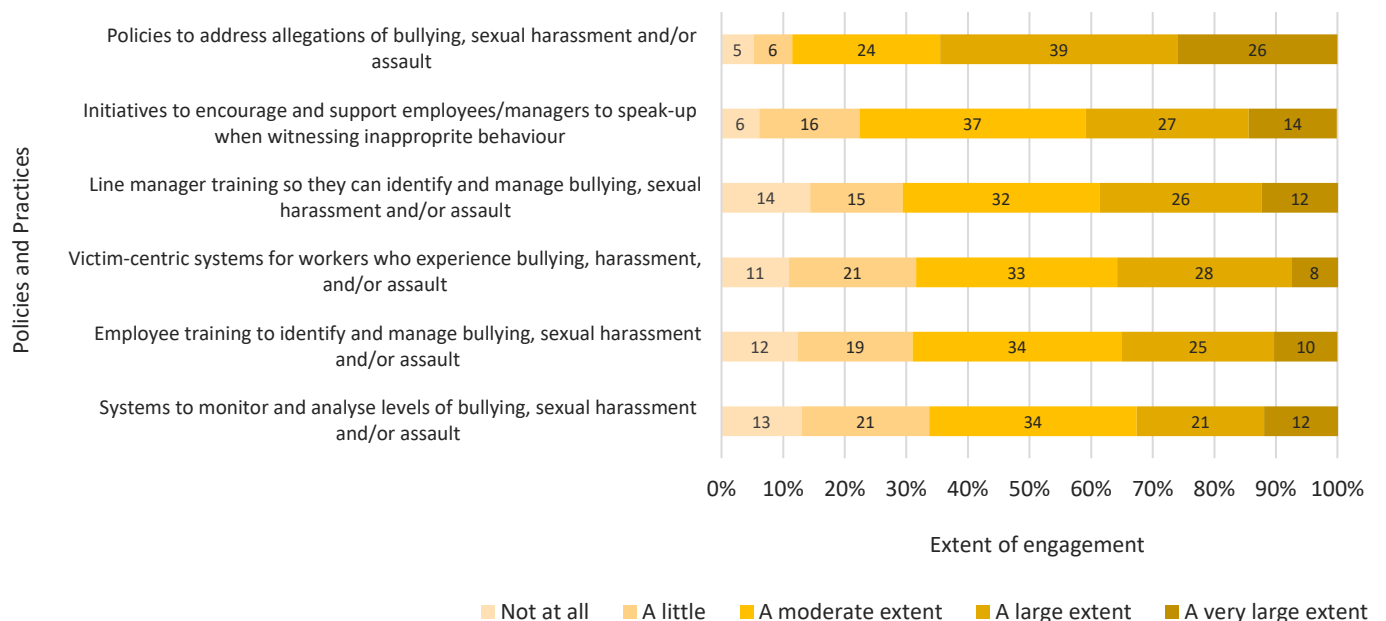
Respondents have provided an overall rating for this pillar as mostly *moderate*, followed by a *large extent*. These ratings suggest that mining companies recognise the importance of promoting a thriving work environment, in addition to mitigating and preventing harm. A holistic approach to worker well-being that addresses physical, psychological, and social factors needs further development. By promoting thriving, mining companies can create a more resilient and sustainable workforce, which can lead to improved safety, productivity, and long-term success for the whole mining industry.



## 1.4. Survey results: Mitigate and Prevent Incivility - Policies and practices

The Thrive at Work framework was extended to include a fourth pillar, focusing specifically on addressing ‘sexual harassment/sexual assault and other disrespectful behaviours’ in the WA mining industry. This pillar includes both the mitigating and prevention of these behaviours, and for the purposes of this report, is referred to as the **‘Mitigate and Prevent Incivility’** pillar. The policies and practices included under the Mitigate and Prevent Incivility pillar are important given the focus of this research on sexual harassment, sexual assault, and related behaviours. Companies can implement many policies and practices to mitigate and prevent these behaviours in the workplace, for example, develop and enforce a code of conduct that sets clear expectations for respectful and professional behaviour in the workplace and train employees in appropriate workplace behaviour (e.g., conflict resolution and communication skills). It is also very important to protect workers’ rights, improve workplace culture, promote diversity and inclusion, and foster ethical behaviour. This in turn can lead to increased job satisfaction, motivation, and overall well-being for workers, resulting in higher productivity and better work performance (McDonald et al., 2015).

**Figure 9.** Level of engagement in the **Mitigate and Prevent Incivility** policies and practices.



*Note. Displayed values are rounded to the nearest percent (see Appendix C for expanded list of policies and practices).*

In terms of the level of the engagement in these policies and practices, Figure 9 presents the percentage of respondents who reported the **extent of engagement as not at all, a little, moderate, large, or very large**. Companies that have prioritised Mitigating and Preventing Incivility policies and practices are those engaged at the higher levels.

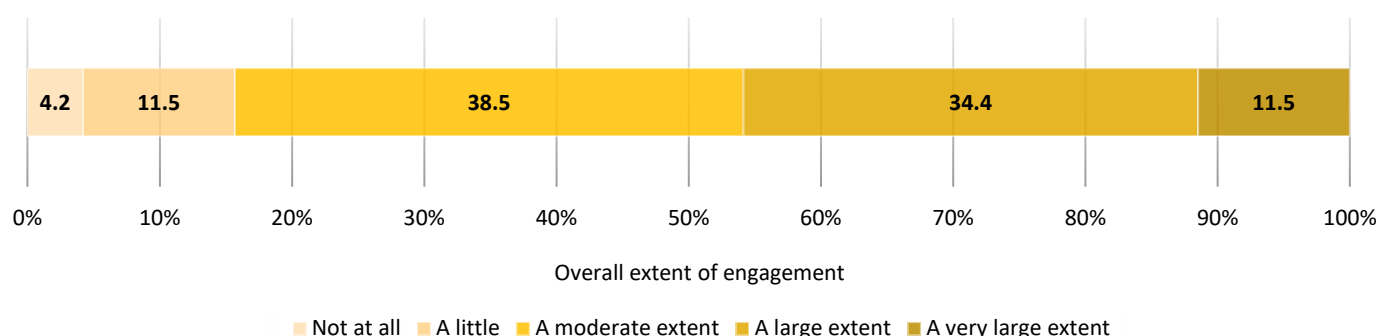


The highest level of combined engagement (large extent + very large extent) reported by respondents was in the *Policies to address allegations of bullying, sexual harassment and/or assault* with a combined engagement score of **65%**, followed by *Initiatives to encourage and support employees/managers to speak up when witnessing inappropriate behaviour* with a combined engagement of **41%**, and third, *Line manager training so they can identify and manage bullying, sexual harassment and/or assault* had a combined engagement score of **38%** (See [Appendix B](#) Figure 24 for Mean scores; [Appendix C](#) Table 6 for expanded list of policies and practices).

Across the various policies and practices, the level of engagement in the Mitigate and Prevent Incivility initiatives is moderate. This may be attributed to a workplace culture that may be less conducive to addressing these sensitive issues (Duncan et al., 2022). According to *Preliminary Report 1*, a review and mapping of current practices in the WA mining industry (Duncan et al., 2022), it is important to have strong leadership support for these initiatives to create a culture in which these behaviours are not tolerated, and workers feel empowered to speak up when they encounter it. Regular reporting on the effectiveness of these initiatives can also help to ensure that they are having the desired impact. According to the Preliminary Report 1 findings, implementing comprehensive policies alone is not enough to prevent sexual harassment; the quality of these policies and their implementation must also be considered. In terms of implementing initiatives, employee training has a significant impact on workers understanding of sexual harassment, as well as helping them recognise inappropriate behaviours (Duncan et al., 2022). However, our results show moderate engagement in this type of initiative.

Respondents were then asked to **rate their workplace with an overall score** (see Figure 10): *Overall, to what extent would you say that your workplace is doing everything that is reasonably practicable to address or prevent sexual harassment and other toxic or unhealthy relationships in the workplace (n = 96).*

**Figure 10.** Overall extent of workplace engagement in the **Mitigate and Prevent Incivility** policies and practices.

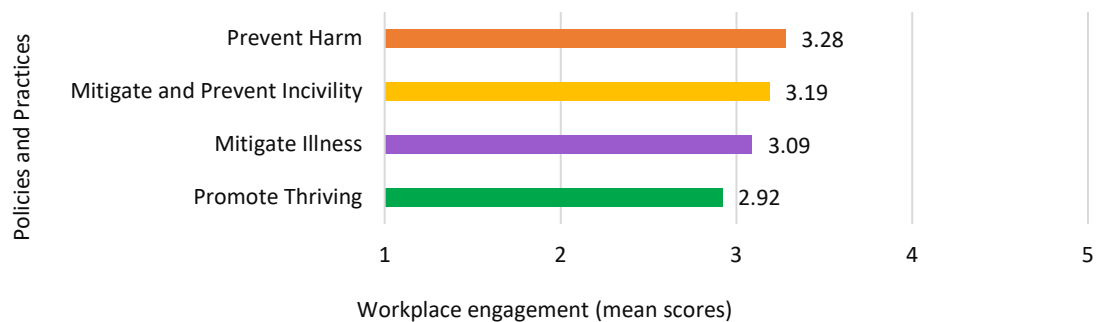


In Figure 10 we can see that overall engagement in policies and practices related to Mitigating and Preventing Incivility in the workplace, was moderate or above. This may indicate that there is some level of engagement in these policies and practices, but it may not be comprehensive or fully integrated into the workplace operations. The results suggest that the WA mining industry is actively involved in implementing policies and practices related to mitigating and preventing incivility but there is room for improvement in terms of the extent and effectiveness of their efforts.

## 1.5. Comparing overall engagement in the policies and practices

This section provides an overview across the four pillars previously discussed in this report. This overview gives insights into the overall patterns and areas of focus that mining organisations set across their policies and practices.

**Figure 11.** Overall mean scores for workplace engagement in the 3 Thrive at Work pillars and Mitigate and Prevent Incivility pillar.



According to the respondents, engagement was highest for Preventing Harm in the workplace, followed by Mitigating and Preventing Incivility. The lowest engagement was in the Promote Thriving pillar (see Figure 11). It is possible that the Prevent Harm policies and practices mean score, as seen above in Figure 11, is high because it contains the *Zero-tolerance to alcohol and other drugs during work hours policy*, which is mandated to varying degrees by individual companies. Engagement in this policy was very high (see Figure 5) and this high score may be skewing the data, that is, when there is one or more very high values in the data, it can make the average value larger. However, removal of this policy when calculating the mean in order to avoid skew, resulted in a mean score of 3.22 which is still the highest mean score.

It is important to note that while the graph offers an overview of workplace engagement across the four pillars, it does not provide any insights into the quality of the policies and practices implemented. The graph solely represents the extent of engagement, and as such, should not be a measure of the effectiveness or success of these practices.

A correlation analysis was conducted between the 4 pillars (Mitigate Illness; Prevent Harm; Promote Thriving; and Mitigate and Prevent Incivility) to understand whether engagement in the policies and practices aligned with one pillar was associated with engagement in the policies and practices aligned with the other pillars.

Significant and strong positive relationships exist between:

- Mitigate Illness and Prevent Harm ( $r = .66, p < .001$ )
- Mitigate Illness and Promote Thriving ( $r = .79, p < .001$ )
- Mitigate Illness and Mitigate and Prevent Incivility ( $r = .71, p < .001$ )
- Prevent Harm and Promote Thriving ( $r = .77, p < .001$ )
- Promote Thriving and Mitigate and Prevent Incivility ( $r = .75, p < .001$ )

In other words, workplaces that engage in activities within one of the pillars also tend to engage in activities in the other pillars. The implications for this may be that efforts to promote engagement in one of the pillars may have a ‘spill over’ effect on engagement in the other pillars. Overall, these strong correlations also point to the possibility that a common driving factor may be underpinning workplace activities around these pillars.

However, it is possible that not all companies engage in the above-mentioned policies and practices to the same degree. Knowing the number of policies and practices that mining companies engage in, as reported by the respondents (Figure 12), can provide insights into organisational commitment to these issues and possibly its overall approach to mental health, respect, and safety in the mining workplace.

**Figure 12.** Number of policies and practices companies have engaged in, according to survey respondents.

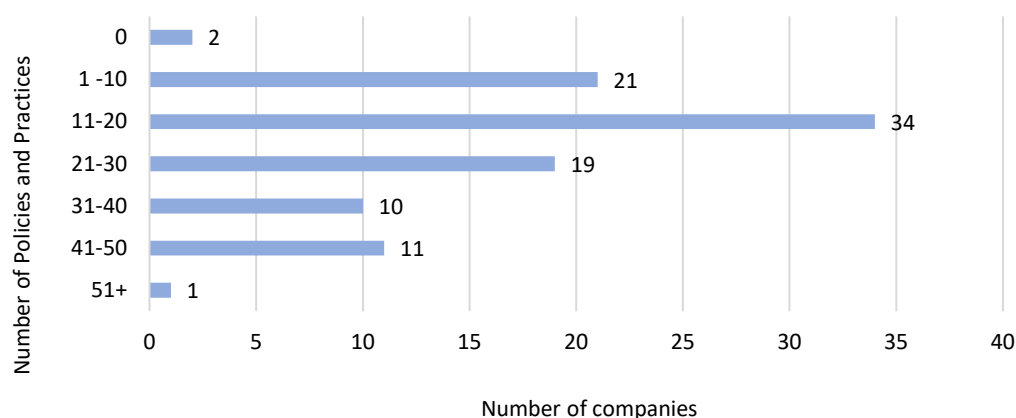


Figure 12 reveals that while some companies are engaged in many policies and practices, others have engaged in only a few. According to the survey respondents, of the 56 policies and practices assessed, **23%** of companies engage in less than 10 policies and practices, similarly about one quarter (**22%**) engaged in more than 30 of the policies and practices. It is possible that the differing amounts of engagement as shown in Figure 12 reflects mining companies’ prioritisation of mental health, respect, and safety policies and practices.

As mentioned previously, but important to note here also, the policies and practices assessed in this survey were identified based on previous Thrive at Work audits. These audits strategically assessed policies and practices according to the Thrive at Work framework (Parker et al., 2021), as well as industry reports. However, the list of policies and practices identified was not exhaustive and therefore the number of initiatives may not be fully reflected in the survey.



## Section 2

Applicability of policies and practices to contractors; factors driving improvements to worker mental health; as well as the workplace psychosocial safety climate.

### 2.1. Policies and practices: Applicability to contractors

Contractors working in the mining industry may face a range of challenges and stressors, including working across different sites, for various companies, each with its own set of policies and practices; lacking a stable social support network; and missing out on additional benefits experienced by company employees. Implementing policies and practices to include contractors is essential for promoting the health and well-being of workers, improving productivity, reducing turnover, and operating in compliance with regulations and ethical considerations.

Respondents were asked *Does your organisation/company within Australia engage contractors? If yes, please indicate the approximate percentage of the workforce that is made up of contractors.*

**Figure 13.** Percentage of contractors engaged by survey respondents' organisation/ company.

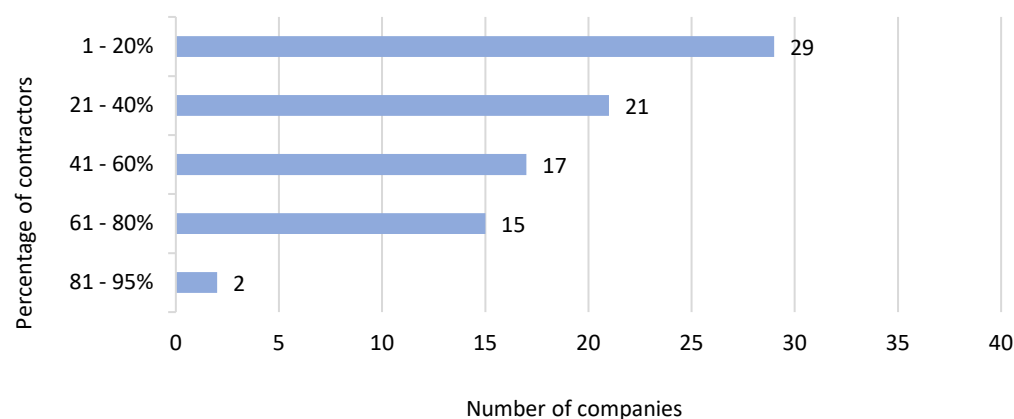
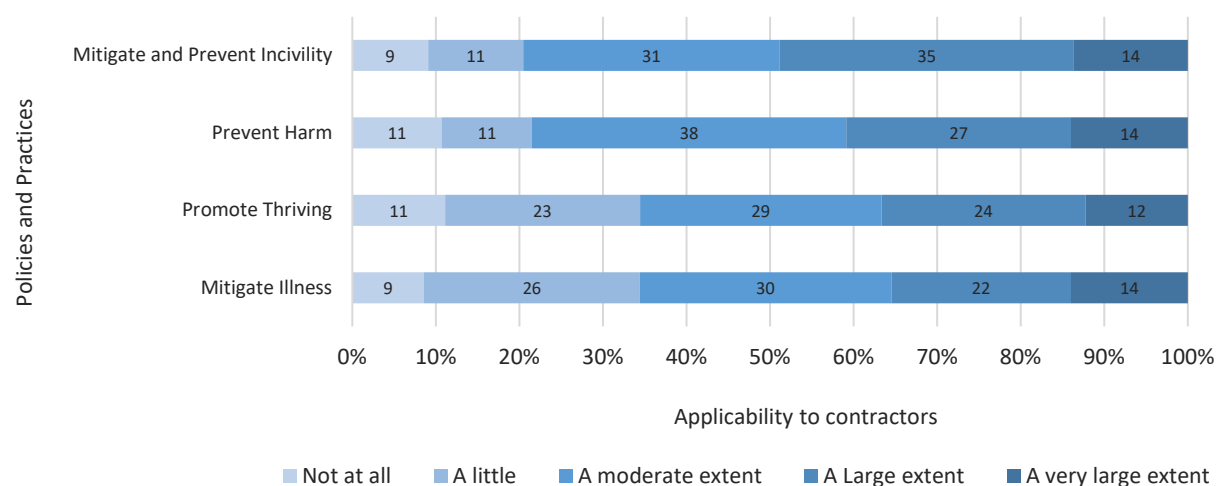


Figure 13 shows the percentage of contractors engaged by companies. Converting the number of companies to a percentage of this sample revealed that **34.5%** of respondent's companies included up to **20%** of contractors, followed by **25%** of respondents with a workforce that included between **21 - 40%** of contractors, **20%** with a workforce between **41 - 60%** contractors, **18%** with **61 - 80%** contractors, and only **2%** of companies with a contractor workforce between **81 - 95%**. Respondents were asked to *what extent does Mitigate Illness, Prevent Harm,*



*Promote Thriving, and Mitigate and Prevent Incivility policies and practices apply to **contractors** engaged by their organisation.*

**Figure 14.** Overall extent that the policies and practices apply to contractors.



*Note. Displayed values are rounded to the nearest percent.*

According to respondents (see Figure 14), there is some level of applicability of policies and practices to contractors, but it may not be consistent or comprehensive across all contractors, and it may vary across different companies. This suggests a potential gap in some mining companies' approach to managing the psychosocial safety of contractors, which could lead to increased risks and challenges in the workplace. It is important to note, that specific to contractors on mine sites, Work Health and Safety (Mines) Regulations (2022) mandates that contractors must be covered by a health and safety plan or mine safety management system. This requirement plays an important role towards identifying and mitigating risks and ensuring the safety of contractors on mine sites.

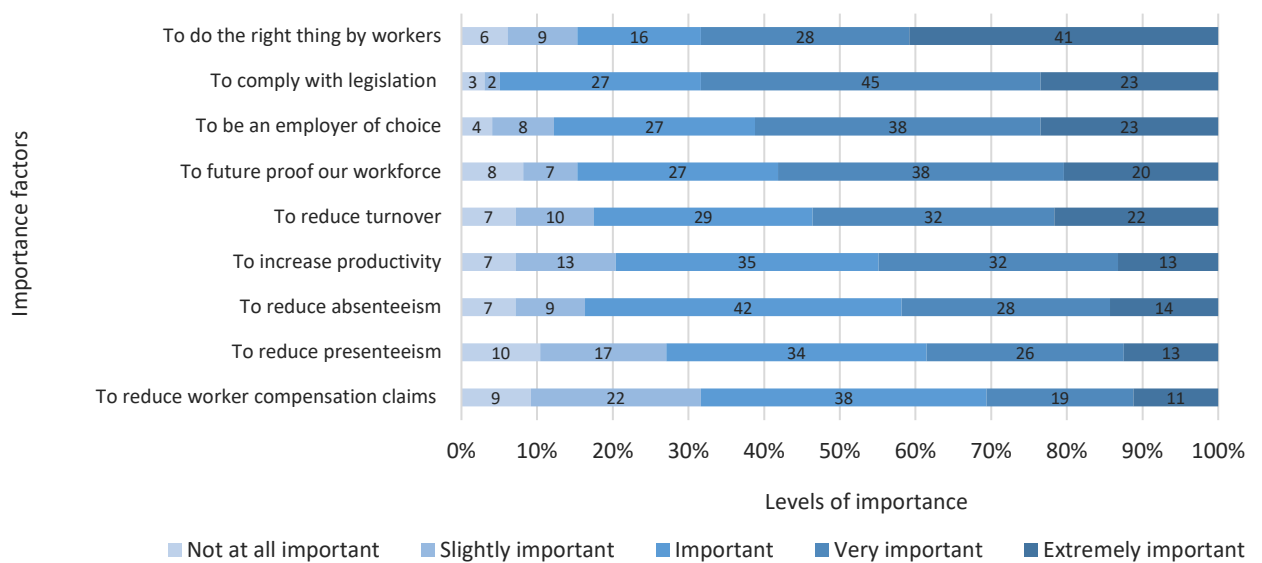
However, according to the survey results, additional efforts are required to prioritise the psychosocial safety of *all* contractors. By doing so, mining companies can create a more inclusive, supportive, and mentally healthy work environment. This, in turn, can contribute to better overall safety outcomes and employee well-being in the mining industry.



## 2.2. Importance of factors driving efforts to improve worker mental health

To gain an understanding of the relative importance that workplaces place on different drivers for improving mental health in the workplace, respondents were asked to report on the importance their workplace placed on specific factors. These drivers tap into underlying reasons why workplaces may make particular policies and practices a priority.

**Figure 15.** Levels of importance in the drivers for improving mental health.



*Note. Displayed values are rounded to the nearest percent.*

Figure 15 shows the level of importance that respondents placed on a range of factors that drive efforts to improve mental health. According to respondents, the strongest driver for improving the mental health of their workers was *To do the right thing by their workers*, with a combined high level of importance (very important + extremely important) of **69%**, as well as *To comply with legislation* also with a combined importance score of **69%**, and second, *To be an employer of choice* which had a combined importance of **62%** (see [Appendix B](#) Figure 25 for mean scores; [Appendix C](#) Table 7 for extended list of policies and practices). A correlation analysis showed that the importance placed on factors driving workplace efforts to improving mental health was not significantly related to the size of the workplace.

## 2.3. Survey Results: Workplace psychosocial safety climate

The Psychosocial Safety Climate (PSC) within a workplace refers to the “shared belief held by workers that their psychological safety and well-being is protected and supported by senior management” (Bond et al., 2010, p.41).



In the WA mining industry, creating, and maintaining a safe psychosocial work environment is essential for improving well-being, fostering innovation, and building a positive and supportive workplace culture. Figure 16 shows the responses to the statements about the workplace PSC, that is the extent to which respondents described their workplaces as having a positive PSC.

**Figure 16.** Level of agreement in the workplace psychosocial safety climate statements.



Note. Displayed values are rounded to the nearest percent. PSC = Psychosocial Safety Climate.

In terms of the level of agreement of these statements, Figure 16 presents the percentage of respondents who reported the **level of agreement as strongly disagree, disagree, neither agree nor disagree, somewhat agree, and strongly agree**. The highest level of agreement (strong agreement) was In my workplace *senior management acts quickly to correct problems/issues that affect employees' psychological health* which had a strong agreement score of **35%**, followed by *Psychological well-being is a priority for this organisation* with a score of **30%**. In addition, *Senior management show support for stress prevention through involvement and commitment* had a strong agreement score of **28%**, as well as *Senior management considers employee psychological health as important as productivity* also with a score of **28%** (see [Appendix B](#) Figure 26 for mean scores; [Appendix C](#) Table 8 for full list of policies and practices).

Overall, the percentage of strong agreement in the above statements was moderate indicating that there is substantial room for improvement here. Moderate agreement in these statements may be due to several factors, such as reluctance from management and others to openly address these issues, limited resources, and inadequate communication. Further, in the context of the statistics reported regarding the practices and policies (which showed higher levels of adoption of Mitigate and Prevent type policies and practices than those that fall into promoting thriving), this finding suggests that more widespread adoption of practices and policies that fall into the Promote Thriving pillar may be needed to achieve better perceptions of PSC. Addressing these factors could help promote a positive workplace psychological climate. The PSC of an organisation can predict several outcomes related to worker well-being, job performance and organisational effectiveness (Dollard & Bakker, 2010). See section 3.1 below 'Correlates/predictors of workplace policies and practices' for further analysis using the PSC variable as a predictor of engagement in policies and practices.

# Section 3

Correlates/ predictors of engagement in workplace policies and practices.



## 3.1. Correlates/predictors of engagement in workplace policies and practices

To contextualise engagement in workplace practices and policies, we explore three workplace attributes that may be impacting engagement in them. Based on previous research and theorising, we focus on company size, company motives, and psychosocial safety climate, all of which have strong rationales as potential company attributes that will shape the level of engagement in policies and practices.

### Relationship between workplace size and engagement in the policies and practices

Policies and practices that are related to mental health, respect, and safety in the mining industry may differ depending on the size of the workplace. Smaller mining companies may have limited resources and may not have the same level of infrastructure and support in place compared to the larger mining companies. Smaller companies may rely on external providers for their support services. Alternately, smaller organisations/workplaces may have better implementation of initiatives if they have a flatter organisational structure with fewer layers of decision-making, which can make it easier for changes to be implemented.

Larger mining companies may have dedicated departments, resources, and expertise to identify and respond to mental health and safety issues among employees. However, they may also face unique challenges to implementing initiatives, due to their size, complexity, and structures, for example, a slow decision-making process, resistance to change, and resource constraints (Duncan et al., 2022). Nonetheless, some of the policies and practices related to the three focus areas are subject to laws and regulations which apply to all workplaces regardless of size.

To understand the relationship between the size of workplaces and engagement in these policies and practices, a correlation analysis was undertaken between the **size of the workplace** and engagement in the **four pillars**:

- A significant positive, medium sized relationship exists between workplace size and engagement in Mitigating Illness policies and practices ( $r = .237, p = .02$ ), as well as workplace size and engagement in Mitigating and Preventing Incivility policies and practices ( $r = .223, p = .03$ ).
- There was no significant relationship between workplace size and engagement in Preventing Harm ( $r = .074, p = .47$ ) or Promoting Thriving policies and practices ( $r = .148, p = .14$ ).

In other words, larger workplace size was associated with higher engagement in Mitigating Illness, and Mitigating and Preventing Incivility initiatives, although these correlations were weak. However, the size of the workplace was not related to engaging in the Preventing Harm or Promoting Thriving initiatives. When interpreting this finding, it is important to consider that the absence of significant links with the Preventing Harm and Promoting Thriving initiatives is likely due to low variance in engagement in both these policies and practices. The engagement in Preventing Harm policies and practices was shown to be high, suggesting a ceiling effect may

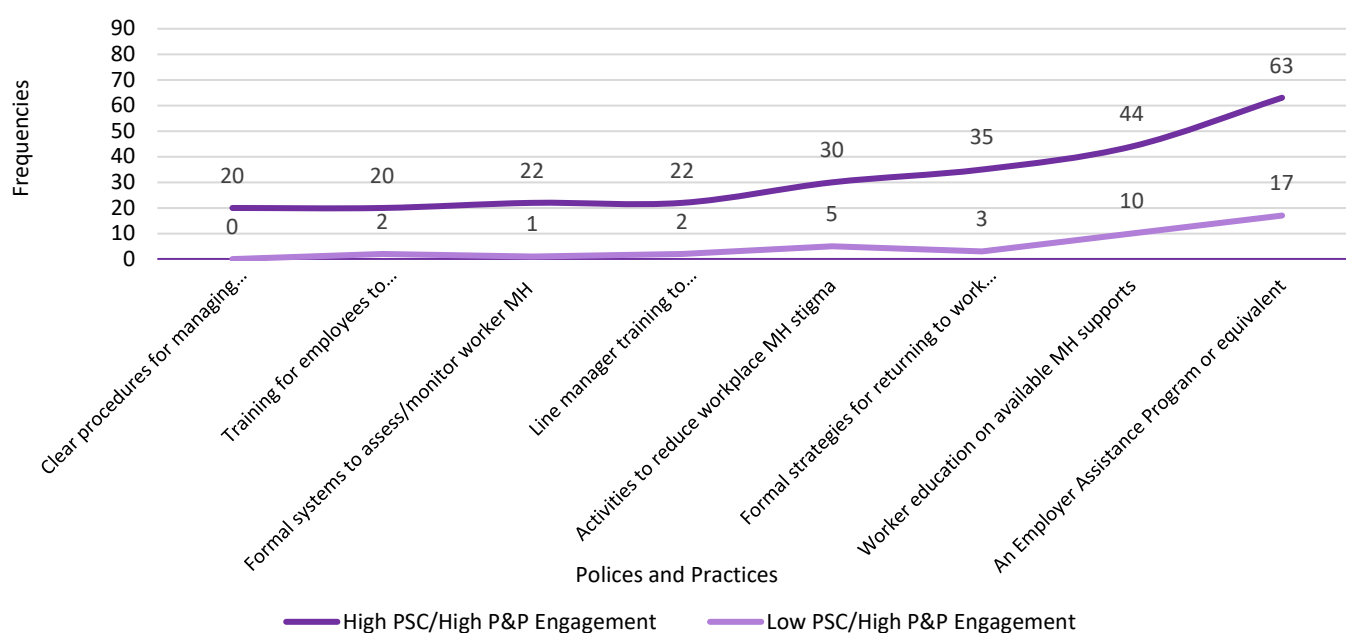
have occurred in the correlations, this is where most scores are at the upper end of the scale. In contrast the engagement in the Promote Thriving policies and practices was overall low, suggesting a cellar/floor effect, where most scores are at the lower end of the scale. As a consequence, the low variance would have made a significant correlation less likely to be detected.

In addition, we examined the relationship between the **size of an organisation** (as distinct from the size of the workplace) and engagement in the **four pillars**. Our findings revealed no significant associations between the pillars and the *size of an organisation*. This finding may suggest that the level of engagement in Mitigating Illness and Mitigating and Preventing Incivility initiatives is linked more closely to the size of the workplace or team, rather than the overall size of the organisation.

### Relationship between PSC and engagement in the policies and practices.

Organisational engagement in mental health and well-being policies and practices is likely related to PSC. PSC can vary in its level, for example high/strong or low/weak. A high PSC refers to an organisational climate where there is an emphasis on promoting the psychological health and well-being of employees through policies and practices. A low PSC refers to an organisational climate where there is little or no emphasis on promoting the psychological health and well-being of employees. A low PSC can lead to increased stress, anxiety, depression, and other negative outcomes (Dollard & Bakker, 2010). The following four graphs show the extent of engagement (large extent + very large extent) in the four pillars policies and practices as a function of the PSC (high/low).

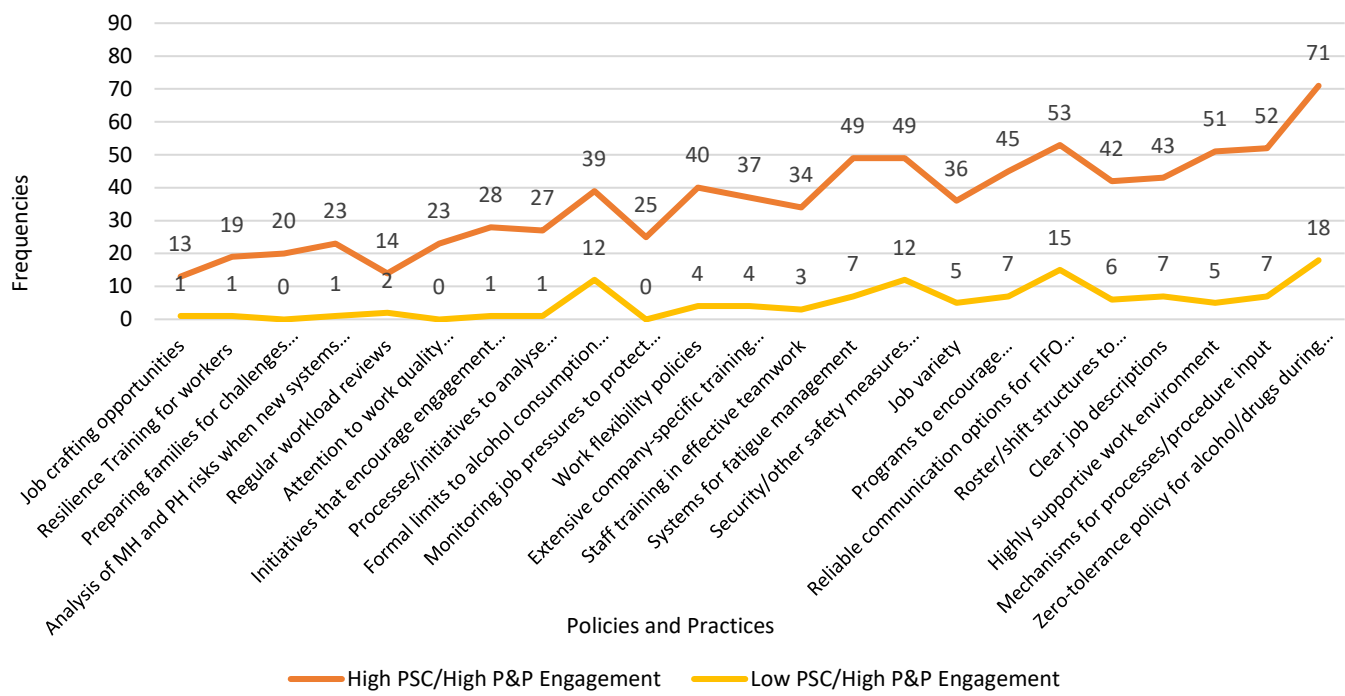
**Figure 17.** Frequencies of engagement in the Mitigate Illness policies and practices as a function of the workplace psychosocial safety climate.



Note. PSC = Psychosocial Safety Climate; P&P = Policies and Practices; MH = Mental Health (see Appendix C for expanded list of policies and practices).

As can be seen in Figure 17, workplace engagement in the Mitigate Illness policies and practices is higher for workplaces with a high PSC.

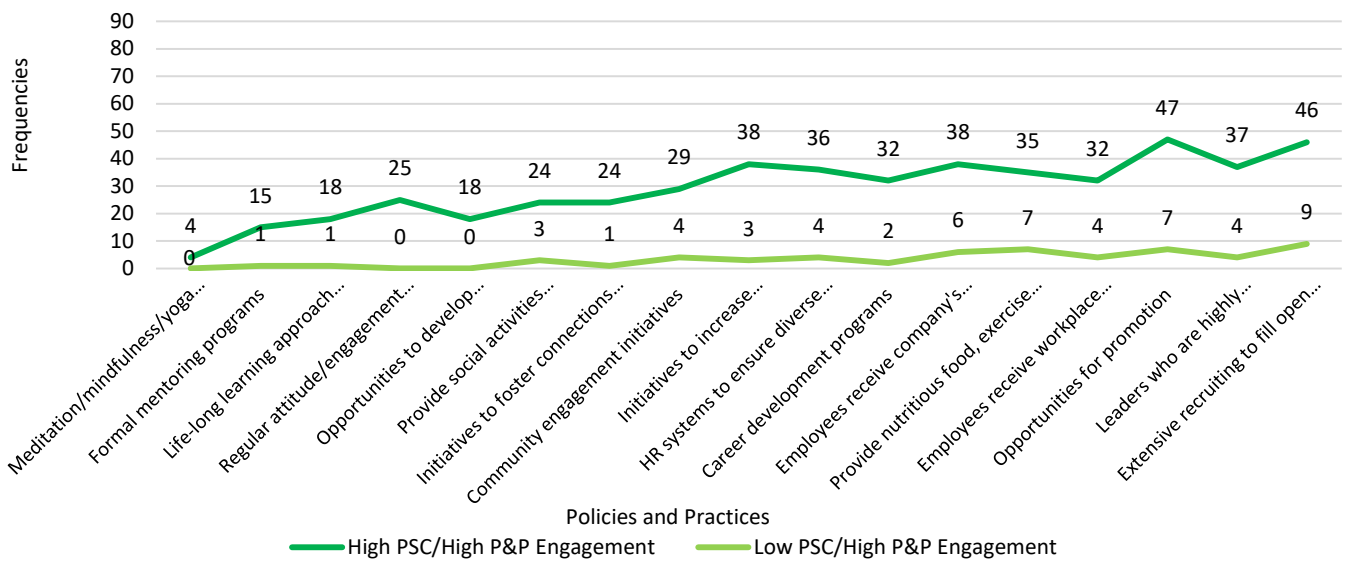
**Figure 18.** Frequencies of engagement in the Prevent Harm policies and practices as a function of the workplace psychosocial safety climate.



Note. PSC = Psychosocial Safety Climate; P&P = Policies and Practices; MH = Mental Health; PH = Physical Health (see Appendix C for expanded list of policies and practices).

As can be seen in Figure 18, workplace engagement in the Prevent Harm policies and practices is higher for workplaces with a high PSC.

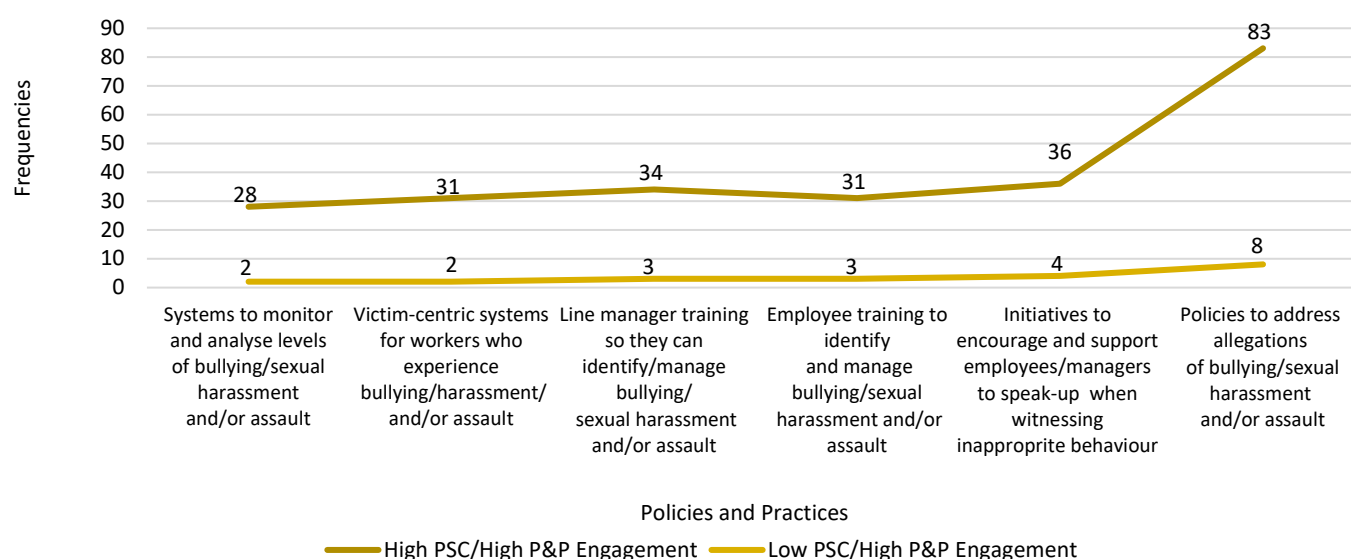
**Figure 19.** Frequencies of engagement in the Promote Thriving policies and practices as a function of the workplace psychosocial safety climate.



Note. PSC = Psychosocial Safety Climate; P&P = Policies and Practices; MH = Mental Health; PH = Physical Health (see Appendix C for expanded list of policies and practices).

As can be seen in Figure 19, workplace engagement in the Promote Thriving policies and practices is much higher for workplaces with a high PSC. This finding provides further evidence of the critical role of thriving related practices and policies in worker perceptions of their workplaces priority and care for their well-being.

**Figure 20.** Frequencies of engagement in the Mitigate and Prevent Incivility policies and practices as a function of the workplace psychosocial safety climate.



Note. PSC = Psychosocial Safety Climate; P&P = Policies and Practices (see Appendix C for expanded list of policies and practices).

As shown in Figure 20, workplace engagement in the Mitigate and Prevent Incivility policies and practices is higher for workplaces with a high PSC.

It is important to note that the level of PSC can vary within an organisation, and different departments may have different levels. Therefore, it's important for organisations to both assess regularly and identify areas that need improvement to promote a high PSC throughout the entire organisation.

To further determine the nature or direction of the relationship between PSC and workplace engagement in the policies and practices, a multivariate linear regression analysis was conducted. The results indicated that PSC was a significant positive predictor of the four pillars policies and practices. This means that as PSC increased, workplace engagement in the policies and practices also increased (see [Appendix A](#) for the expanded regression results, including confirmatory factor analysis and reliability analysis on the PSC measurement items). The results show that promoting a positive PSC is linked to increased workplace engagement in the policies and practices. It is important to note that these results do not imply causality but rather a positive association between these variables.

### Relationship between mining company motives, engagement in policies and practices, and the psychosocial safety climate.

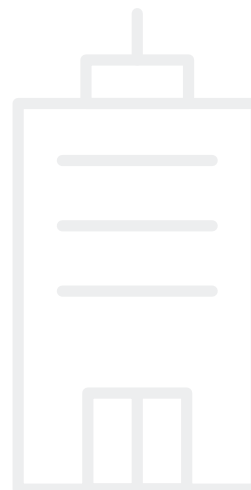
In addition, we explored the relationship between mining company motives, as perceived by the survey respondents, engagement in practices, and the PSC. Motives are the underlying reasons or driving forces that guide a company's decision-making (Nahavandi et al., 2015). Correlation analysis will provide insight into the different perceived motives that may influence engagement in the policies and practices, as well as the PSC of the workplace.

Measures 1, 2, 3, for this analysis come from 'the importance of drivers for improving mental health' (see section 2.2), and measure 4 comes from 'Prevent Harm' (See Section 1.2). For more detailed information on the measures used for this analysis, as well as reliability analysis, see [Appendix A](#).

**Table 2.** Correlations, means and standard deviations for company motives, psychosocial safety climate, and engagement in the policies and practices.

Measures	1	2	3	4	5	6	7	8
1. Compliance motive	1							
2. Cost motive	.27**	1						
3. Business/moral motive	.29**	.67**	1					
4. Psychosocial Safety Climate	.24*	.41**	.64**	1				
5. Mitigate Illness	.32**	.41**	.50**	.41**	1			
6. Prevent Harm	.32**	.44**	.61**	.61**	.66**	1		
7. Prevent Harm - Work Design	.25*	.41**	.58**	.58**	.56**	.97**	1	
8. Promote Thriving	.33**	.46**	.58**	.52**	.79**	.77**	.70**	1
9. Mitigate and Prevent Incivility	.31**	.37**	.45**	.74**	.71**	.66**	.56**	.79**
Means	3.93	3.15	3.60	3.66	3.09	3.28	3.28	2.92
SD	.92	.99	.92	.97	.94	.68	.73	.72

Note: \*p < 0.05; \*\* p < 0.01.

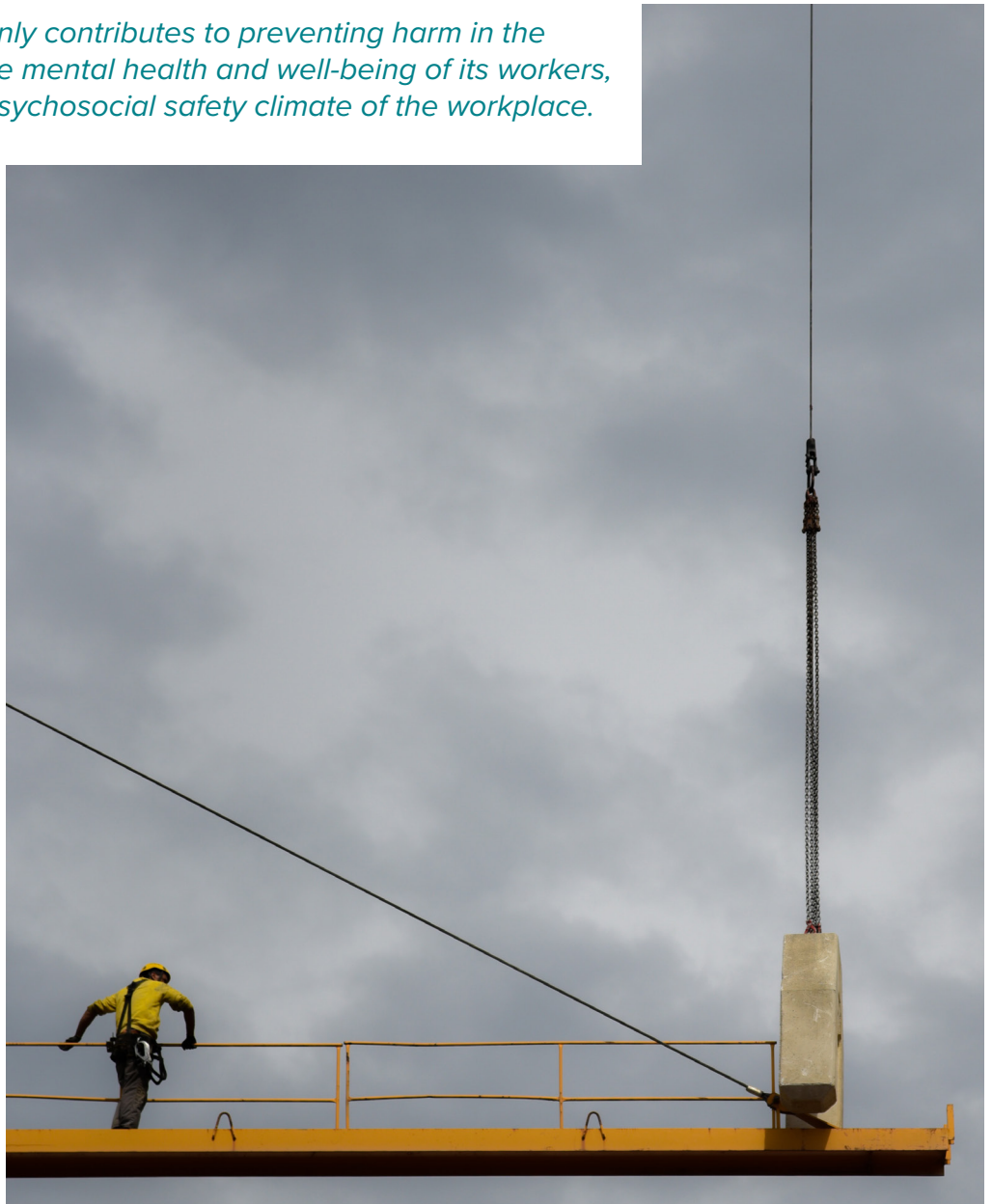




Correlation analysis revealed that all perceived motives were connected with the reported adoption of practices and policies. However, it is important to note that companies that are perceived to prioritise business/moral motives, as opposed to compliance motives or cost motives, such as absenteeism/presenteeism or workers compensation, were associated with a stronger PSC, and had comparatively higher engagement in the Preventing Harm policies and practices. For more detailed information on the measures used for this analysis, see [Appendix A](#).

*Importantly, the results show that a perceived compliance motive is the weakest driver of action and highlights the importance of mining companies adopting a proactive approach to engaging in policies and practices driven by business or moral motives.*

*Such an approach not only contributes to preventing harm in the workplace in terms of the mental health and well-being of its workers, but also enhances the psychosocial safety climate of the workplace.*



# Section 4

Study strengths, limitations, and conclusions.

## 4.1. Study strengths and limitations

The results of this study should be considered in light of its strengths and limitations. The main challenge was that the sample size was small ( $n = 98$ ), which means the study might not accurately represent the larger population and may lead to unreliable results. Nonetheless, although the sample size was small, the CTWD research team took steps to obtain a sample that reflected the larger population. To ensure the study's validity, eligibility for participation was determined using inclusion criteria, thereby ensuring the sample was appropriate for addressing the research questions. The inclusion of respondents who were deemed as experts in the organisational policies and practices undertaken in their organisation, was crucial for maintaining the credibility of this study. Moreover, a power analysis determined that there was adequate statistical power for this study (see [Appendix A](#) for full results), which means the sample size was statistically powerful enough to detect a meaningful effect between variables, if it truly existed. Altogether, therefore, we deem the sample adequate for the study purpose.

## 4.2. Conclusions

Mental health, well-being, respect, and safety are critical issues within the WA mining industry. Progress is being made in addressing these issues, with some mining companies taking meaningful steps to introduce relevant initiatives, leading the way in promoting a culture of well-being in the industry. However, despite the increased attention to these issues within some mining organisations, the implementation of relevant policies and practices needs developing and maturing in many mining organisations. Based on survey responses, it was found that overall engagement in the policies and practices was low to moderate. For example, 22% of companies engaged in fewer than ten of the 53 policies or practices that we assessed. It is important to note that the effectiveness of the policies and practices is contingent upon their quality rather than sheer quantity. Merely having a multitude of policies and practices in place doesn't guarantee positive outcomes. Instead, the focus should be on implementing high-quality initiatives that are grounded in an understanding of the specific needs and challenges faced by the mining workforce. By engaging in meaningful consultations and actively involving relevant stakeholders, mining companies can gain valuable insights into the specific psychosocial challenges faced by their workforce. Furthermore, by having robust measurement and reporting systems, mining companies are able to assess the effectiveness of their initiatives in addressing psychosocial risks.

Ensuring the relevance and accessibility of policies and practices necessitates the implementation of a comprehensive array of diverse initiatives. In terms of the overall engagement in the policies and practices outlined in this study, the highest overall engagement was in the Preventing Harm policies and practices, although this score was largely driven by responses to the survey item *Zero-tolerance policy towards alcohol and other drugs during work hours*. Other Preventing Harm policies and practices, such as job crafting opportunities, and regular workload reviews, were quite rare. With respect to Mitigating Illness, *Employee Assistance Programs (EAPs)* had a

very high level of engagement compared to other initiatives, perhaps reflecting the fact that EAPs are considered confidential, accessible, and relevant support services that are also relatively straightforward to put in place. Whether workers actually engage in EAPs is another issue, and some research suggests worker engagement is relatively low (Yam et al., 2022). The forthcoming Worker Survey will shed further light on employee perceptions of, and engagement in, EAPs in the WA mining sector. The lowest engagement score was for Promoting Thriving policies and practices, which is similar to other sectors which also tend to prioritise mitigating illness and preventing harm.

The results of this study also highlight the importance of engagement in policies and practices that address incivility. Overall, the level of engagement in the Mitigate and Prevent Incivility policies and practices was low to moderate. Examples of these policies and practices that had the highest level of reported engagement included *Policies addressing allegations of sexual harassment, and/or assault*, followed by *Initiatives encouraging and supporting employees/managers to report inappropriate behaviour*. The third highest level of engagement was in *Line manager training so they can identify and manage bullying, sexual harassment and/or assault*. The low to moderate engagement scores may be attributed to a mining workplace culture that has only recently begun to shift its focus to address these sensitive issues (Duncan et al., 2022).

Creating a culture that actively addresses sensitive issues and empowers employees to report incidents requires strong leadership support, as highlighted in the Preliminary Report 1, which reviewed and mapped current practices in the WA mining industry (Duncan et al., 2022). According to the findings of Preliminary Report 1, policies alone are insufficient to prevent sexual harassment; the quality of these initiatives and their implementation must also be considered. Additionally, regular reporting on the effectiveness of these initiatives is necessary to ensure they are having the desired impact. Notably, employee training plays a significant role in enhancing workers understanding of sexual harassment and/or assault and their ability to recognise inappropriate behaviours (Duncan et al., 2022). However, our results indicated low organisation engagement in this type of initiative.

Applying these policies and practices to contractors is important for ensuring that all workers in the mining industry have access to adequate support, leading to better outcomes, increased productivity, as well as meeting legal and ethical obligations. Although the respondents indicate that there is some level of applicability of policies and practices to contractors, the results reveal that a proportion of respondents, approximately one-third on average, reported that contractors were either not included in the company's policies and practices or included to a small (little) extent. Notably, while we collected data on the applicability of policies and practices to contractors, we did not specifically measure whether contracting employers effectively enforce or provide coverage for these policies and practices. It is important for WA mining companies to regularly review their policies and practices to ensure that they are effective and relevant to contractors.

*By addressing this gap in implementation, mining companies can help create a more equitable working environment for all workers.*

As we delve deeper into the implications of this study, it becomes evident that organisations must proactively create and sustain psychosocial safety climates. The findings from this study indicated that engagement in the policies and practices was much higher for workplaces with *strong psychosocial safety climates in which worker health and safety is prioritised by senior management*. This finding dovetails with other research suggesting that the PSC of a company predicts employee well-being, job performance, and organisational effectiveness (Dollard & Bakker, 2010). Senior management play a vital role in leading by example and fostering a culture that values employee health and safety. However, despite the importance of a strong PSC, scores on this aspect are relatively low for the industry as a whole, indicating that there is room for improvement for many companies.

*This weak psychosocial safety climate may be attributed to various factors, including for instance, a lack of management education, insufficient access to evidence-based resources, and inadequate communication.*

*To enhance engagement and foster a positive workplace psychosocial safety climate, these issues need to be addressed.*



A fundamental shift is required in the perspectives of mining companies in relation to the significance of psychosocial safety. Conventional compliance-driven or cost-focused approaches often limit the scope of actions to mere reactive measures, neglecting the holistic well-being of employees. The findings from the present study suggest that when respondents perceive their companies to have *business/moral motives* for improving worker health and safety, as opposed to *compliance motives or cost motives*, the respondents also report a stronger PSC, and have higher engagement in practices and policies. This finding underscores the importance of educating mining companies about the business and moral benefits of improving worker health and safety, and the value of a proactive and strategic approach towards engaging in policies and practices rather than a reactive or compliance-only approach. In other words, we encourage companies to recognise that addressing psychosocial risks as well as safety issues in the workplace is not only the right thing to do, but also makes good business sense (Gubler et al., 2018). This approach can result in various benefits such as reduced absenteeism and presenteeism, improved worker engagement and productivity, and lower turnover rates (Gubler et al., 2018). In addition, addressing psychosocial issues can help to mitigate risks related to accidents and incidents, as well as reduce legal and regulatory compliance risks. Altogether, these results show that not only the adoption of policies and practices by companies, but also the underlying reasons for their adoption, impacts outcomes, and providing management education about the full benefits is likely to be useful.

Organisations continue to broaden their focus from primarily addressing physical safety concerns to also consider psychosocial concerns, and this is true in the mining

sector. Nevertheless, a focus on psychosocial risks is new and unfamiliar territory for many, and exactly how to address psychosocial challenges is still unclear. The stigma surrounding mental health can also make it difficult for some organisations to prioritise these concerns and take concrete actions to address them, and, in remote mining locations, the limited availability of mental health services may make it difficult for some organisations to provide the support their workers need. Importantly, much can be done, including training specialists in how to recognise and manage psychosocial hazards, investing in support resources, and bringing in experts that can provide input into policies and practices is key. Building a strong PSC is also an important foundational aspect of workplace health and safety, which requires actively and consistently demonstrating senior managers' genuine commitment to promoting a safe and healthy work environment.

The next step will be to assess whether and how much workers report engaging in these policies and practices, as well as whether this engagement influences their mental health, well-being, and safety. The Worker Survey, as well as additional interviews, will focus on the topics of mental health and well-being, workplace culture/sexual harassment, and emerging mine health and safety issues. Specifically, we will seek to identify associated gaps for workplace initiatives relating to mental health and well-being, workplace culture/sexual harassment, and emerging issues, and establish, using multiple methodologies, a mining industry specific baseline of worker experiences regarding these topics. In addition to understanding the worker experience, it will be important to understand how mental health issues have changed since the 2018 FIFO report: *Impact of FIFO work arrangements on the mental health and wellbeing of FIFO workers* (Parker et al., 2018). And, to the extent possible, identify any positive or negative influential drivers of this change. This includes understanding the impact of external factors, for example technological advancements, that may have influenced mental health outcomes in the mining industry.





Sharing good practice and learnings is crucial in promoting engagement and effective implementation of mental health, well-being, and safety policies and practices within the WA mining industry. Investing in training and support systems and promoting a culture of respect and safety are all important steps in ensuring the well-being of workers in the WA mining industry. For example, The Australian Institute of Health and Safety and FIFO Focus have joined forces, as part of the MARS Program initiative, to collaborate on the development and implementation of an accredited program that aims to equip leaders, health and safety representatives, and workers with the necessary skills to identify, assess, and mitigate psychosocial hazards in the workplace. The program also offers continuous professional development points to attendees. Another example of a positive initiative is the Thrive at Work Masterclass Series designed for the mining industry to support companies at various stages of their journey towards building a mentally healthy workplace. The aim of the Masterclass series is to upskill participants to take stock of their company's current psychosocial policies and practices, identify areas to retain and leverage, as well as provide opportunities to refine and mature current practices. Participants of the Masterclasses also have opportunities to take part in a community of practice and share learnings and challenges in their respective Thrive at Work journeys.

In sum, the application and implementation of psychosocial policies and practices in the WA mining industry is still maturing, and more needs to be done to promote engagement in addressing these critical issues. It is also important to ensure that efforts for managing mental health and safety, address the different aspects of the mental health continuum and facilitate strategic, non-siloed, and multidisciplinary perspectives towards managing mental health and well-being in the mining sector, as outlined in the Thrive at Work framework (Parker & Jorritsma, 2021).

*Taking a proactive approach to mental health, respect, and safety within the mining industry is a strategic investment in the long-term success of this industry. Mining companies must continue to prioritise the development and implementation of evidence-based practices that have shown to be effective in promoting worker well-being and safety. This involves conducting thorough assessments to identify potential hazards, understanding the psychosocial factors at play, and tailoring interventions accordingly.*



*By adopting a targeted approach, organisations can optimise the impact of their initiatives and at the same time maximise the benefits for their employees.*







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# Appendix A

## Additional analyses



### Power analysis for correlation analysis (see [page 15](#)). Association between workplace size and engagement in the policies and practices.

A post hoc power analysis for a correlation analysis involves calculating the sample size required to achieve a desired level of statistical power, given the effect size and significance level of the study. This analysis is useful in evaluating the reliability of the correlation coefficient obtained in the study, as well as the likelihood of detecting a statistically significant correlation if the study were repeated with a larger sample size.

#### Power analysis for correlation analysis

There is a 92% chance of correctly rejecting the null hypothesis that the correlation coefficient equals zero with 98 participants.

Correlation: Point Biserial model

Analysis: Post Hoc: compute achieved power

#### Input:

Effect size = 0.30 (medium effect size)

$\alpha$  err prob = 0.05

Total sample size = 98

#### Output:

Noncentrality parameter = 3.11

Critical  $t$  = 1.66

$df$  = 96

Power ( $1-\beta$  err prob) = 0.92 (92% power rate)

### Power analysis for regression analysis (see [page 15](#)). Relationship between PSC and engagement in the policies and practices.

A post hoc power analysis for regression analysis involves calculating the sample size required to achieve a desired level of statistical power, given the effect size, significance level, and number of predictor variables in the regression model. This analysis is useful in evaluating the reliability of the regression coefficients obtained in a study, as well as the likelihood of detecting a statistically significant relationship if the study were repeated with a larger sample size.

#### Power analysis for regression analysis results

There is a 99% chance of correctly rejecting the null hypothesis that the regression coefficient equals zero with 98 participants.

Linear multiple regression

Analysis: Post Hoc: compute achieved power

#### Input:

Effect size = 0.20 (medium effect size)

$\alpha$  err prob = 0.05

Total sample size = 98

#### Output:

Non centrality parameter = 4.48

Critical  $t$  = 1.66

$df$  = 96

Power ( $1-\beta$  err prob) = 0.99 (99% power rate)

### **Confirmatory factor analysis and reliability analysis on PSC items (see [page 35](#)).**

A confirmatory factor analysis (CFA) was used to test and confirm the underlying structure of the PSC items and determine whether the observed variables (survey items) are related to the PSC latent (unobserved) construct or factor. In other words, it can help confirm whether the PSC survey items measure a latent construct (PSC) that they were designed to measure.

To confirm the factor structure of the PSC, a CFA was performed on the PSC items. All items loaded strongly and significantly on the PSC factor ( $\beta = 0.70 - 0.91$ ; all  $p$ -values  $< 0.001$ ). This means that the PSC items are a valid indicator of the underlying PSC construct they are measuring. The CFA also provides goodness-of-fit indices to assess how well the hypothesised model fits the observed data. The fit indices indicate whether the model fits the data well enough to support the underlying theoretical assumptions (CFI = .90; TLI = .85; SRMR = .06), indicating adequate model fit. CFA also provides estimates of the unique and shared variance accounted for by each factor, this helps us to better understand how each factor contributes to the observed variable ( $R^2$  ranged from 0.5–0.9).

To evaluate the internal consistency of the scores related the PSC factor, a reliability analysis of the PSC items was also performed. The results indicated that the items comprising the PSC showed a high level of internal consistency, with a Cronbach's  $\alpha$  of 0.94. In other words, the items used to measure PSC are measuring PSC, and they are consistent with each other (measuring the same thing) which means they are reliable.

### **Regression analysis results**

#### **Association between PSC and engagement in the three Thrive at Work pillars and the Mitigate and Prevent Incivility pillar policies and practices (see [page 35](#)).**

A general linear model (GLM) with multivariate tests was conducted to examine the relationship between PSC (independent variable) and workplace engagement in the three Thrive at Work and the Mitigate and Prevent Incivility policies and practices (dependent variables). Multivariate analysis revealed that PSC was a significant positive predictor of the dependent variables. Pillai's Trace was used as the multivariate test statistic, and the results showed a significant effect of PSC on the dependent variables,  $F(4,92) = 15.06$ ,  $p < .001$ , Pillai's Trace = .40, indicating a moderate effect. The tests of between-subject effects:

- Mitigate illness ( $F = 18.08$ ,  $p < .001$ ).
- Prevent Harm ( $F = 56.75$ ,  $p < .001$ ).
- Promote Thriving ( $F = 35.40$ ,  $p < .001$ ) and
- Mitigate and Prevent Incivility ( $F = 29.94$ ,  $p < .001$ ).

The results suggest that PSC is an important predictor of workplace engagement in the Thrive and Mitigate and Prevent Incivility policies and practices. This means as the PSC of the workplace increases so does engagement in these policies and practices. Each F-statistic represents the ratio of the between-group variance to the within group variance for each dependent variable.

indicate that PSC is a better predictor of engagement in the Prevent Harm policies and practices, followed by Promote Thriving, Mitigate and Prevent Incivility, then the Mitigate Illness policies and practices. To determine how much variance in the dependent variables (Mitigate Illness, Prevent Harm, Promote Thriving, and Mitigate and Prevent Incivility) is explained by the independent variable (PSC), the effect size measures provide a more precise estimate of the proportion of variance in the dependent variables that is explained by the independent variable. The R-Squared effect size shows the strongest to weakest effect size, that is engagement in the policies and practices related to Preventing Harm is  $R^2 = .374$ ; Promoting Thriving is  $R^2 = .271$ ; Mitigating and Preventing Incivility is  $R^2 = .240$ ; and Mitigating Illness is  $R^2 = .160$ .

### Measures of mining company's motives and Prevent Harm work design (see [page 39](#)).

Measures 1, 2, 3, for this analysis come from 'the importance of drivers for improving mental health' (see section 2.2), and measure 4 comes from 'Prevent Harm' (See section 1.2). Mean scores for each of the measures below were used in the analysis.

The measures included:

1. **Compliance Motive** - assessed using the survey item: to comply with *legislation*.
2. **Cost Motive** (standard WHS measures) - assessed using 3 items: *to reduce workers compensation claims; to reduce absenteeism; to reduce presenteeism* (Cronbach's  $\alpha = .86$ ).
3. **Business/Moral Motive** - assessed using 4 items: *to increase productivity; to be an Employer of Choice (that is, helping to attract and retain workers); to future proof our workforce; to do the right thing by our workers* (Cronbach's  $\alpha = .88$ ).
4. **Prevent Harm through work design** - assessed using 14 items from the Prevent Harm measure that focuses on work design: *Jobs that include interesting, varied, and/or stimulating tasks; clear job descriptions; mechanisms that allow workers input into work processes and procedures relevant to their job; programs to encourage worker participation and input; policies that allow people to work flexibly (e.g., working from home, part-time, job share; staff training about how to work together effectively (e.g., treating people with respect, team work, conflict management); reliable communication options for FIFO workers so they can contact home; monitoring of job pressures to protect workers against stress or burnout; systems for fatigue management; regular workload reviews; rosters/shift structures that optimise worker well-being; processes/initiatives to analyse and remove psychosocial risks (i.e., work aspects that might cause harm to people); attention to people's work quality (e.g., how interesting it is, the job demands) when implementing automation or other technologies; analysis of possible risks for workers' mental and/or physical health when new work/technical systems are introduced* (Cronbach's  $\alpha = .94$ ).



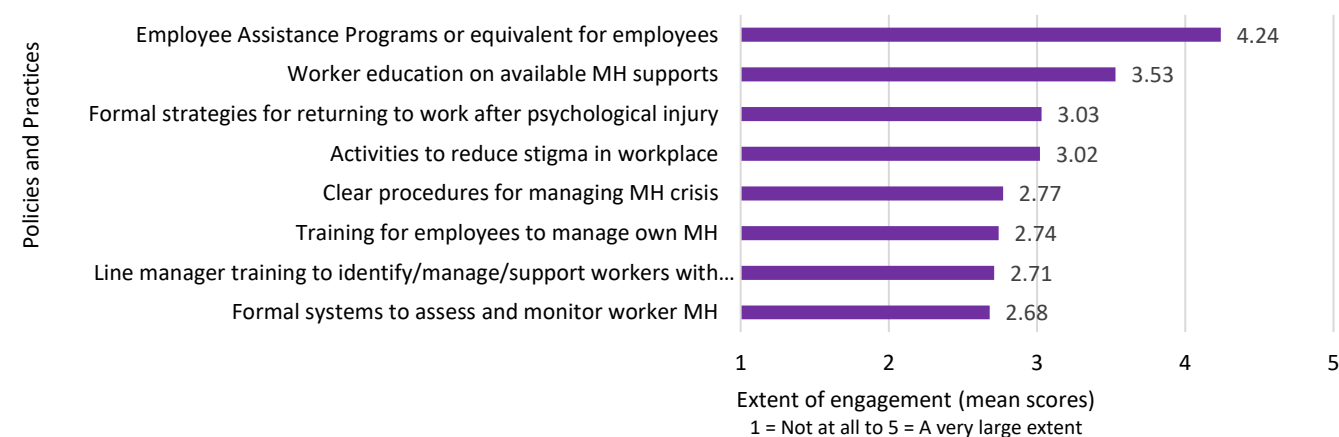


# Appendix B

## Mean scores of policies and practices

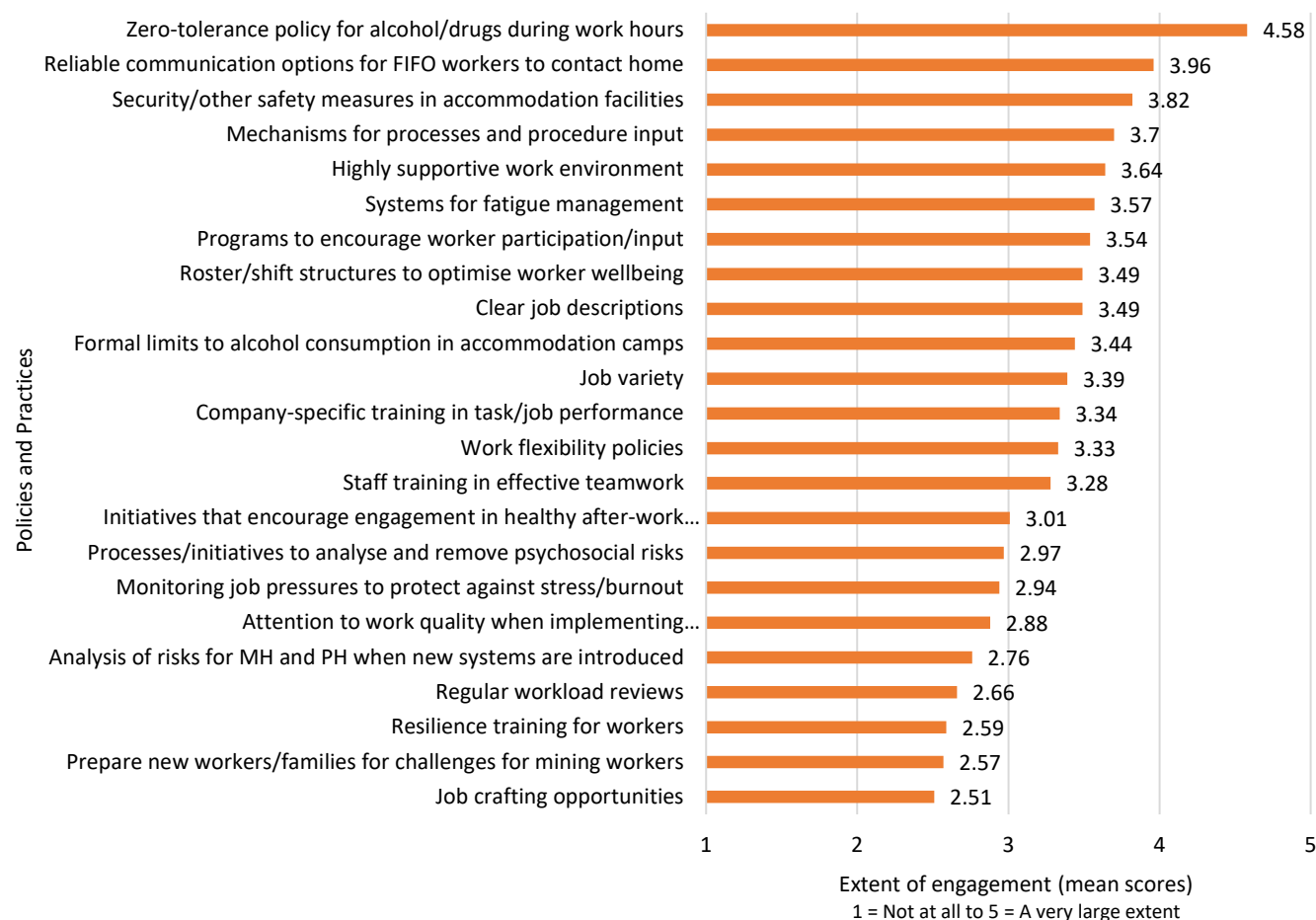
Mean scores for engagement in the policies and practices, separated into the four Thrive at Work pillars.

**Figure 21.** Mean scores for workplace engagement in **Mitigate Illness** policies and practices.



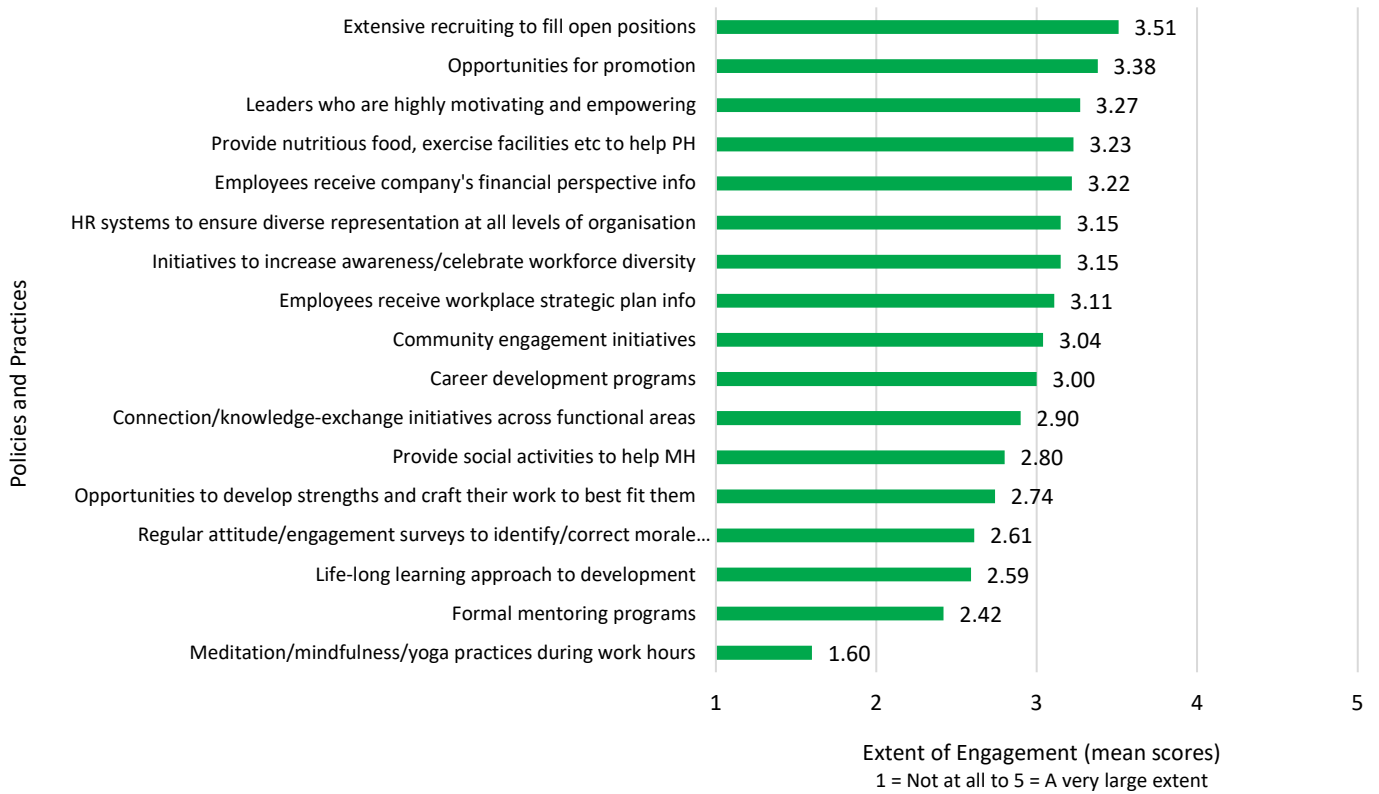
Note. MH = Mental Health (see Appendix C for expanded list of policies and practices).

**Figure 22.** Mean scores for workplace engagement in **Prevent Harm** policies and practices.



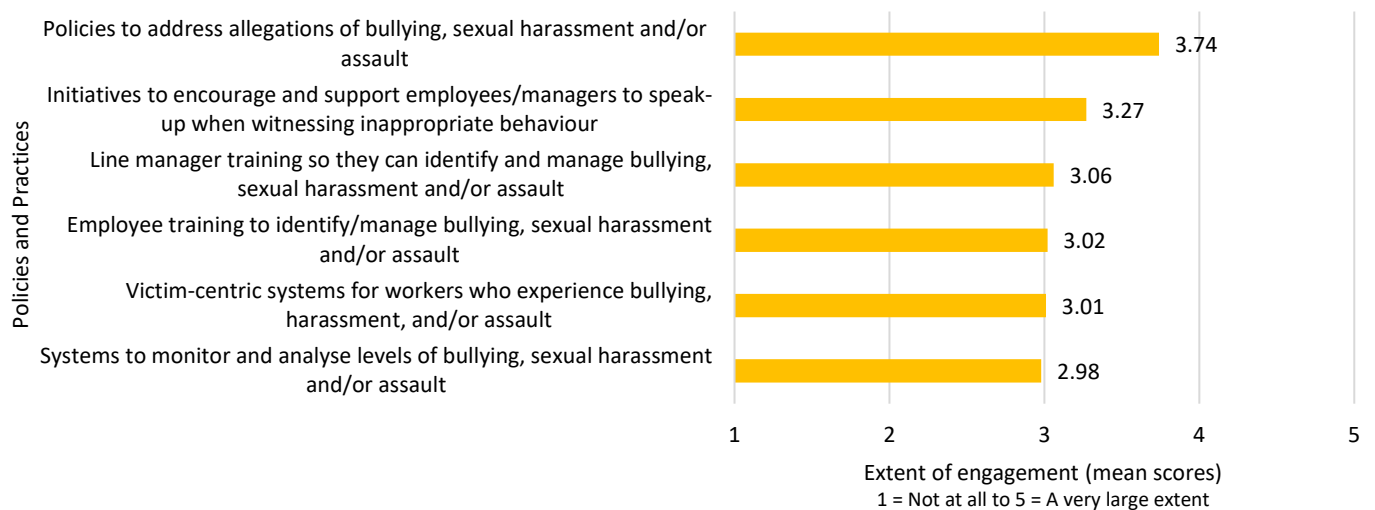
Note. MH = Mental Health; PH = Physical Health (see Appendix C for expanded list of policies and practices).

**Figure 23.** Mean scores for workplace engagement in **Promote Thriving** policies and practices.



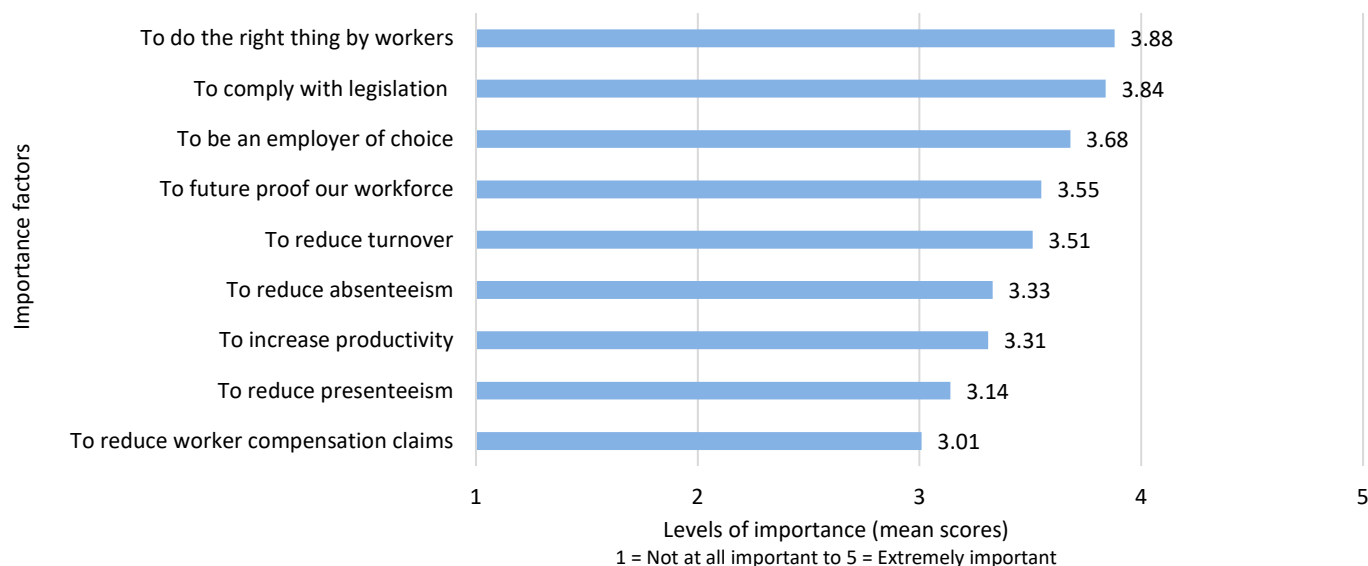
Note. MH = Mental Health; PH = Physical Health (see Appendix C for expanded list of policies and practices).

**Figure 24.** Mean scores for workplace engagement in **Mitigate and Prevent Incivility** policies and practices.



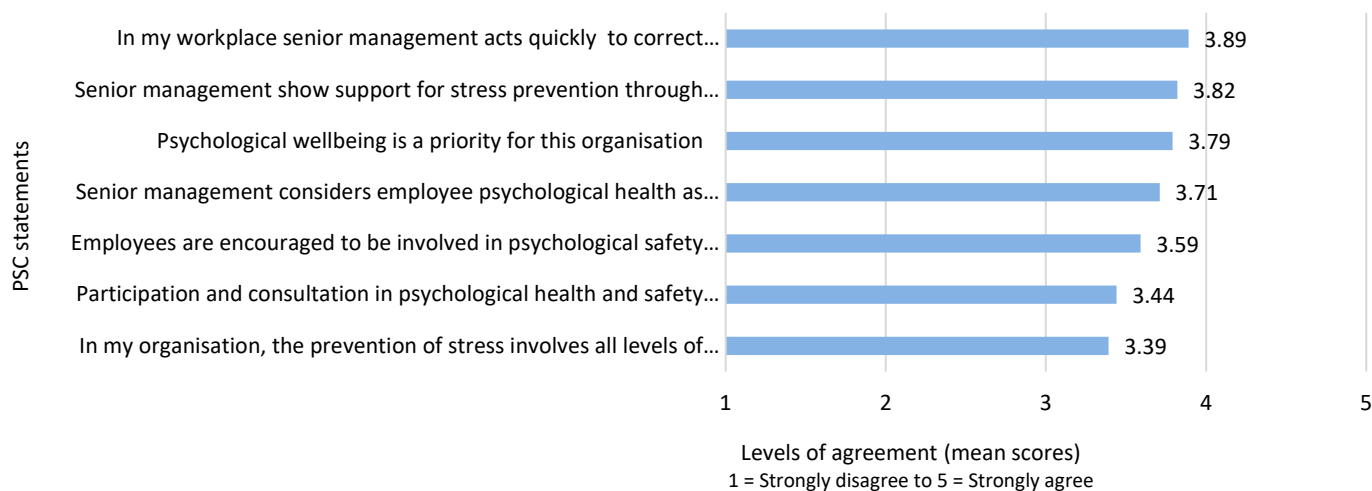
Note. See Appendix C for expanded list of policies and practices.

**Figure 25.** Mean scores for levels of importance in drivers for improving mental health.



Note. See Appendix C for expanded list of policies and practices.

**Figure 26.** Mean scores for levels of agreement in the workplace psychosocial safety climate statements.



Note. See Appendix C for expanded list of policies and practices.

# Appendix C

## Expanded list of policies and practices



**Table 3.** Mitigate Illness policies and practices.

Clear procedures for managing mental health crisis
Training for employees to identify/manage own mental health
Formal systems to assess and monitor worker mental health
Line manager training (identify/manage/support workers with poor mental health)
Activities to reduce mental health stigma in workplace
Formal strategies for returning to work after psychological injury
Education of workers on available mental health supports
An Employee Assistance Program or equivalent

**Table 4.** Prevent Harm policies and practices.

Job variety
Clear job descriptions
Company-specific training in task/job performance
Mechanisms for processes and procedure input
Programs to encourage worker participation and input
Work flexibility policies
Staff training in effective teamwork
Highly supportive work environment
Reliable communication options for FIFO workers to contact home
Monitoring job pressures to protect against stress or burnout
Systems for fatigue management
Regular workload reviews
Roster/shift structures to optimise worker well-being
Processes/initiatives to analyse and remove psychosocial risks
Attention to work quality when implementing automation/technologies
Analysis of risks for MH and PH when new systems are introduced
Resilience training for workers
Initiatives that encourage engagement in healthy after-work activities
Formal limits to alcohol consumption in accommodation camps
Zero-tolerance policy for alcohol/drugs during work hours
Security and other safety measures in accommodation facilities
Prepare new workers/families for challenges for mining workers
Job crafting opportunities

**Table 5.** Promote Thriving policies and practices.

Meditation/mindfulness/yoga practices during work hours
Provide nutritious food, exercise facilities etc to help physical health
Provide social activities to help MH
Career development programs
Formal mentoring programs
Opportunities to develop strengths and craft their work to best fit them
Life-long learning approach to development
Leaders who are highly motivating and empowering
Opportunities for promotion
Extensive recruiting to fill open positions
Regular attitude/engagement surveys to identify/correct morale problems
Employees receive company's financial perspective info
Employees receive workplace strategic plan info
Initiatives to increase awareness/celebrate workforce diversity
HR systems to ensure diverse representation at all levels of organisation
Initiatives to foster connections/knowledge-exchange across functional areas
Community engagement initiatives

**Table 6.** Mitigate and Prevent Incivility policies and practices.

Systems to monitor and analyse levels of bullying, sexual harassment and/or assault
Victim-centric systems for workers who experience bullying, harassment, and/or assault
Line manager training so they can identify and manage bullying, sexual harassment and/or assault
Employee training to identify and manage bullying, sexual harassment and/or assault
Initiatives to encourage & support employees/managers to speak-up when witnessing inappropriate behaviour
Policies to address allegations of bullying, sexual harassment and/or assault

**Table 7.** Importance factors.

To reduce worker compensation claims
To reduce presenteeism
To reduce absenteeism
To increase productivity
To reduce turnover
To future proof our workforce
To be an employer of choice
To comply with legislation
To do the right thing by workers

**Table 8.** Workplace psychosocial safety climate statements.

In my organisation, the prevention of stress involves all levels of the organisation
Participation and consultation in psychological health & safety occurs with employees, unions, and health and safety reps
Employees are encouraged to be involved in psychological safety and health matters
Senior management considers employee psychological health as important as productivity
Senior management show support for stress prevention through involvement and commitment
Psychological well-being is a priority for this organisation
In my workplace senior management acts quickly to correct problems/issues affecting workers psychological health





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