

INTRODUCTION

Purpose	Provide a healthy and supportive work environment to protect employee mental wellbeing and avoid psychological or physical harm.
Scope	<p>In scope</p> <ul style="list-style-type: none">• SGSPAA Group• Work-related factors which support or harm mental wellbeing <p>Out of scope</p> <ul style="list-style-type: none">• Non-work related factors
Objective	Maintain a systematic approach to managing work-related factors which impact mental wellbeing, so far as is reasonably practicable, to provide a healthy and supportive work environment.
Responsibilities	<p>The intended users of this document are:</p> <ul style="list-style-type: none">• People Leaders• Employees

ASSESS AND CONTROL THE RISK

HSE Risk Register requirements

A documented HSE Risk Register must be developed for each Business Unit and Program/Project.

The HSE Risk Register must:

- Identify hazards
- Assess the risks
- Control the risk by applying the Hierarchy of Controls
- Monitor control effectiveness

The [Mental Wellbeing in the Workplace- Facilitated Discussion Pack](#) can be used to lead a team discussion to identify workplace hazards and suitable corrective actions which can then be documented in the [workplace mental wellbeing risk assessment](#) template.

The Workplace mental wellbeing risk assessment will not identify aspects of work which support good mental wellbeing (it will only identify hazards) however the positive aspects of work should not be discounted given their ability to help protect employees against workplace stressors.



NOTE: Refer to Appendix 1 – Hierarchy of Controls

CREATE A HEALTHY AND SUPPORTIVE WORKPLACE

Group Mental Wellbeing Framework

The Group applies the below Mental Wellbeing Framework to maintain a healthy and supportive workplace.

The Framework contains three key objectives depicted in the center, with five key influencing factors/hazards which are represented around the outside of the circle.

PROMOTE

Enhance the positive aspects of work that contribute to good mental health.

PROTECT

Identify and manage work-related risks to mental health to prevent harm.

SUPPORT

Raise awareness, reduce stigma and build individual resilience.
Support employees experiencing mental health challenges.

The Group recognises that mental stressors leading to psychological or physical harm can come from many sources, both personal and work-related. The Group's primary obligation is to minimise exposure to work-related stressors which may cause harm to a person's mental or physical wellbeing and will support employees who experience harm regardless of cause.



Fig. 1 SGSPAA Group Mental Wellbeing Framework

PSYCHOSOCIAL FACTORS

Psychosocial factors include exposure to behaviours or events which impact mental wellbeing, either positively or negatively.

Workplace culture

Positive workplace culture can be created by fostering an environment where respectful and civil interactions are expected and employees are supported to be their best.

As a business we can achieve this by:

- Implementing effective policies and procedures to manage wellbeing risks (e.g. anti-bullying and anti-discrimination, diversity and inclusion).
- Ensuring organisational change is managed in an inclusive manner with open and honest communication.
- Ensuring that workplace rules are applied fairly, consistently and in an unbiased manner.
- Valuing diversity as an important business enabler.

As a People Leader you can achieve this by, but are not limited to:

- Having open conversations with teams about psychosocial risks.
- Creating an environment where employees feel comfortable to raise concerns about psychological safety in the workplace.
- Ensuring your behaviours lead by example to create a safe and healthy workplace.
- Effectively managing workplace conflict.
- Acknowledging good performance through reward and recognition and effectively manage performance that does not meet expectation in a fair and unbiased manner.
- Facilitating respectful interactions through well-designed jobs (see section on Organisational Factors- Work Design).

NOTE:



[JAA HR PO 0001 SGSPAA Code of Conduct](#)

[HR Procedure- Issue Resolution](#)

Refer to the [Diversity & Inclusion intranet page](#)

Traumatic events

Exposure to traumatic events may, on occasions, occur within the workplace. Effective management of these events can minimise distress.

Ways to do this include:

- Adhering to the [SGSPAA Emergency Management Plan](#) protocols where suitable.
- Engaging qualified professionals to provide onsite Critical Incident Management Support and counselling via the Group's Thrive program.
- Encouraging affected employees to access counselling through the Group's Thrive program, their personal GP, other external support agencies or from within their social network.
- See also section on Organisational Factors- Supporting Recovery.

ENVIRONMENTAL FACTORS

Environmental factors are part of the workplace which can be detected by human or electronic senses, including, but not limited to, buildings, furniture, vehicles, accommodation, machines, equipment, materials, tools, confined spaces, air, noise and chemicals.

Environmental factors As a business we can strive to ensure environmental factors support good mental wellbeing by:

- Consider good mental wellbeing when selecting and maintaining buildings and vehicles.
- When employees travel for work, accommodation needs to meet the amenity requirements for employer provided accommodation or, when employees self-select their own accommodation, the same requirements are met.

As a People Leader you can achieve this by, but are not limited to:

- Ensuring equipment and tools used are 'fit for purpose' and accommodate any reasonable needs specific to an individual.
- Seeking ways to minimise the impact of thermal discomfort or noisy work environments where it cannot be eliminated or minimised.



NOTE:

[G-HS-PR-50202 Workplace Facilities and Amenities](#)

ORGANISATIONAL FACTORS

Organisational factors refer to the organisation of work and the organisational culture; the attitude, values, beliefs and practices which are demonstrated on a daily basis within the organisation. These can sometimes be referred to as either workplace stressors or protective factors.

Work design Work design relates to designing and managing work to enhance wellbeing and minimise harm as far as is reasonably practicable.

As a business, we can achieve this by providing:


- Flexible work arrangements.
- Clear organisational structures.
- Systems, tools, processes and procedures to make work easier.
- Training and instruction during changes in equipment, software etc.

As a People Leader you can achieve this by, but are not limited to:

- Creating clear roles and responsibilities.
- Ensuring employees have an up-to-date position description.
- Providing opportunities for employees to be involved in decision-making.
- Providing opportunities for employees to give feedback on decisions that impact them directly.
- Arranging and monitoring workloads and work hours effectively.
- Matching employees skills to job requirements
- Providing practical support during periods of high workload.

- Actively promoting work-life balance and encouraging regular breaks throughout the working day.
- Ensuring employee physical work environment is safe and supportive, including additional processes to support employees who work alone, in remote locations or live away from home whilst 'on shift'.
- Allowing opportunities for personal and professional development.
- Ensuring employees have the right resources, equipment and time to perform their job well.
- Allowing employees to have input into how, where and when their job tasks and responsibilities are performed.
- Planning work to provide adequate opportunities for employees to rest and recharge, especially those who perform roles with a high cognitive load (eg. complex or exposure to emotional stressors).
- See also Psychosocial Factors- Workplace Culture.

NOTE:



Refer to [HSE Procedure- Working Remotely](#).

Refer to [HSE Procedure- Managing Fatigue Procedure](#)

Refer to the [Group Recognition intranet page](#)


Early Intervention

Early intervention is a key driver in effectively managing risks to mental wellbeing and emerging hazards.

Timely identification and management of work-related causal factors, and provision of support to teams or individuals before the issue escalates is an important step in minimising the potential impact.

In terms of psychological support for the affected individual(s), employees can access the [Group's Thrive program](#), for holistic wellbeing support (eg. Wellbeing coaching, counselling, dietary advice, financial coaching or legal advice). People Leaders can also access the Manager Support Program through Thrive for coaching on supporting the individual. This compliments support provided by those listed in the following section.

NOTE:



Refer to [Mental Wellbeing Conversation Guide](#)

Refer to [Workplace Mental Wellbeing Risk Assessment](#)

Support recovery

Employees with injuries or illnesses, either personal or work-related, are supported in their recovery.

The recovery is supported by:

- The relevant People Leader
- Group Injury Management Team

- HR Business Partners
- HSE Business Partners



NOTE: Refer to the [Injury Management intranet page](#).

EXTERNAL FACTORS

External factors refer to protective factors or stressors which employees are exposed, through work or in their personal lives, over which the business has minimal control but impact employee wellbeing. These may include community, economic, government, regulator, infrastructure related factors or natural disasters.

External factors

As a business we can strive to:

- Be informed on external factors and be empathetic to their impacts on employees.
- Modify organisational policies or systems to respond to external factors, either long-term or for a specific period in time.
- Modify team-based expectations or practices to respond to external factors.

PERSONAL FACTORS

Personal factors refer to the way a person's lifestyle, attributes, characteristics and life experiences shapes their mental wellbeing, and the impact this has on them or others in the workplace.

Employee resilience

As a People Leader you can build employee resilience by:

- Facilitating early help-seeking behaviour.
- Supporting employees to work healthy hours and take regular breaks.
- Creating a workplace that provides opportunities for regular physical activity.
- Providing mentoring and coaching.
- Providing information about self-care, positive coping strategies and resilience.
- Emphasising the meaningful aspects of work, celebrating achievements and praising effort and behaviours as well as results.

Increase awareness of mental wellbeing

People Leaders can raise awareness of mental wellbeing by leveraging a range of internal or external resources to lead team discussions and activities on the topic.

Mental health and wellbeing awareness is promoted by:

- The [Group Wellbeing intranet page](#)
- The Group's holistic wellbeing service, [Thrive: Here for you](#)

Thrive offers all Group employees and their immediate family members short-term access to the following service at no cost:

- Wellbeing consultations
- Nutrition advice

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- Legal advice
 - Financial coaching
 - Short-term counselling.

Counselling can be accessed by phoning Assure Programs on 1800 808 374.

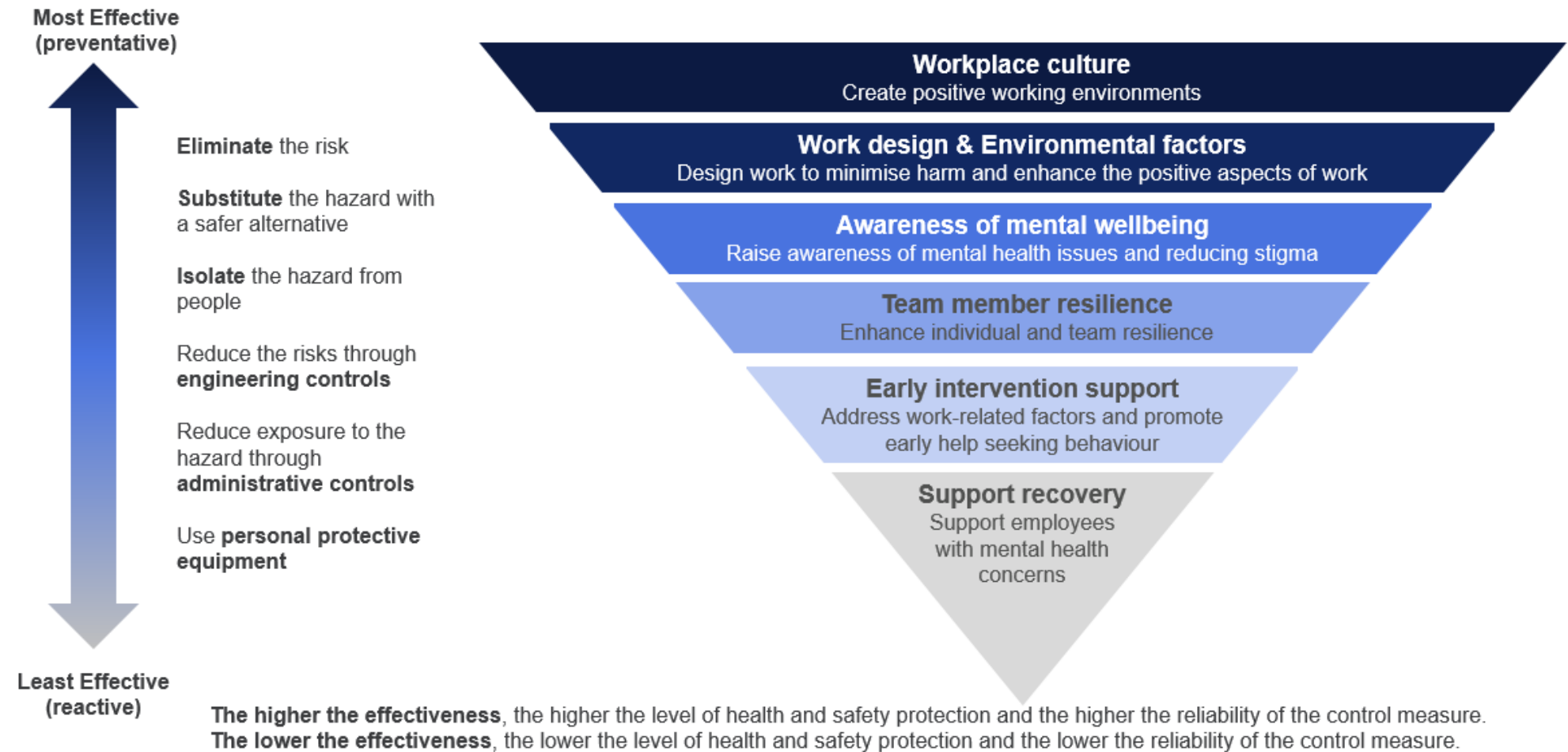
HOW TO REPORT A MENTAL WELLBEING HAZARD

How to report a mental wellbeing hazard

Mental wellbeing hazards can be reported to the responsible People Leader in the first instance.

If this is not appropriate, hazards or issues can be reported to the responsible HR, HSE Business Partner, or Health and Safety Representative.

APPENDIX 1 – HIERARCHY OF CONTROLS



Note: Traumatic events, external factors and personal factors are not represented in the Hierarchy of Controls as they are either hazards not controls &/or are controls which outside of the Group's influence.

REFERENCES

Internal references

- [JAA HSE FM 0099 Workplace Mental Wellbeing Risk Assessment](#)
- [Mental Wellbeing in the Workplace- Facilitated Discussion Pack](#)
- [Mental Wellbeing in the Workplace- Toolkit](#)
- [JEM HR PR 0010 Issue Resolution Procedure](#)
- [JAA HR PO 0001 SGSPAA Code of Conduct](#)
- [JAA HSE PR 0024 Managing Fatigue Procedure](#)
- [JAA NSO PL 0003 Emergency Management Plan](#)
- [Thrive: Here for you program.](#)
- [Mental Wellbeing Conversation Guide](#)
- [Return to Work/Injury Management Booklet](#)
- [People Leader Mental Wellbeing eLearning](#)
- [Summary Flowchart: Supporting employees with mental wellbeing concerns](#)

External references

- [Safe Work Australia National Guide: Work Related Psychological Health and Safety 2019](#)
- [Black Dog Institute: Workplace Wellbeing](#)
- [Heads Up: Ten Things You Can Do To Make Your Workplace Mentally Healthy](#)
- [Guarding Minds at Work: Know The Psychosocial Factors](#)
- [Work Well: Work Design](#)
- [People at Work: Psychological Health For Small Business](#)

DOCUMENT CONTROLS

Approval

Title	Name	Date
Group HSE Manager (Energy Markets & Corporate)	Sonia Fourie	16/05/2022

History

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1.0	13/05/2022	Emma Peck	New document