Case Study:
Lessons from Rookwood Weir and MATES in Construction on Managing Psychosocial Hazards in the Construction Industry

Report by Griffith University for MATES in Construction
A report for the construction industry for managing psychosocial hazards and improving workers' wellbeing.

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MATES IN CONSTRUCTION

Executive Summary

The construction industry faces significant challenges related to mental health, with workers at a higher risk of suicide and psychological distress than those in other sectors. These risks are further amplified on fly-in, fly-out (FIFO) sites, where workers experience unique stressors such as isolation, long shifts, and time away from family. All workplaces have a legislative requirement to manage psychosocial hazards.
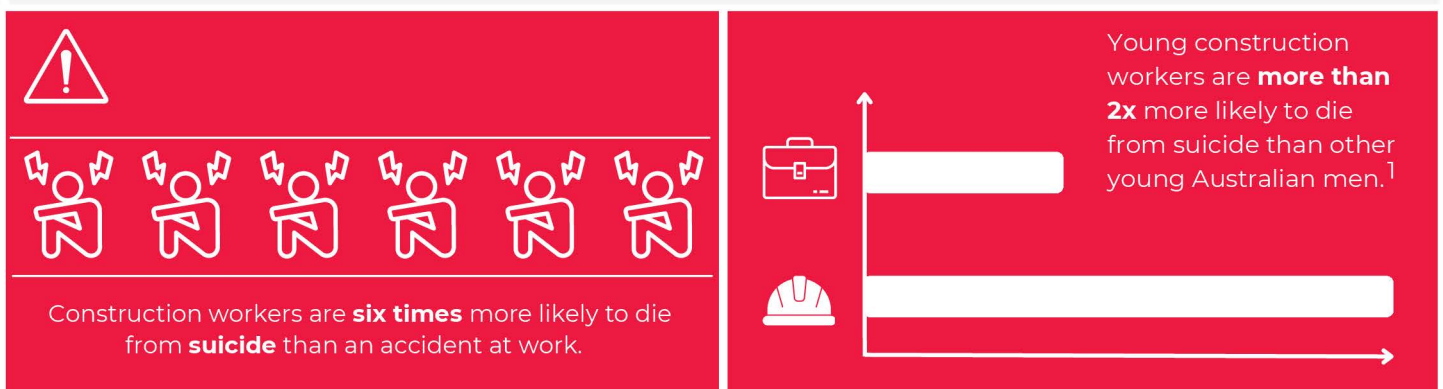
This report presents a case study of Rookwood Weir, a FIFO construction site that partnered with MATES in Construction, an industry-led suicide prevention charity, to implement best practices for managing psychosocial risks and improving mental health on-site. MATES' initiatives, including awareness training, peer support networks, and direct intervention services, helped create a mentally healthier work environment despite the additional challenges associated with FIFO work.

By integrating psychosocial risk management into its broader workplace health and safety strategy, Rookwood Weir fostered a safer and more supportive site culture. The findings of this case study offer valuable insights for both FIFO sites and the construction industry more broadly, demonstrating effective approaches to legislative compliance and workforce well-being.

A Best Practice Case Study for Managing Psychosocial Hazards

Introduction

MATES in Construction (MATES) is an industry-based charity established in 2008 to improve mental health and prevent suicide among Australian construction workers. The charity was formed in response to research demonstrating that, on average, 40 out of 100,000 workers in the Queensland Construction Industry die by suicide in a given year,[1] which is approximately six times higher than the rate of deaths due to an industrial accident.[2]

Construction workers are **six times** more likely to die from **suicide** than an accident at work.

Young construction workers are **more than 2x** more likely to die from suicide than other young Australian men.[1]

What We Do

MATES prevents suicide through community development programs on sites, and by supporting workers in need through case management and a 24/7 help line. Since its inception, MATES has expanded to help more Australian workplaces with high suicide rates, including construction workers employed in non-traditional work arrangements, such as Fly-in-Fly-out (FIFO) and Drive-in-Drive-out (DIDO) operations.

This Report

This report is intended as a best practice case study to demonstrate how the MATES program can help improve mental health and suicide prevention on a site. The report includes information on the following topics:

- **What are psychosocial hazards** and why is it important to manage them?
- How can psychosocial hazards be controlled?
- How MATES helps sites:
  1. Identify hazards
  2. Assess risks associated with these hazards
  3. Control the hazards
  4. Monitor the measures
- **Why managing psychosocial hazards matters**

What are Psychosocial Hazards?

Psychosocial hazards are social and psychological conditions in the workplace that can adversely affect the mental and physical health, safety and wellbeing of workers.[3] Hazards encompass elements within the work environment and job design affecting workers, such as poor work environment, poor organisational management, or harassment at work.

Psychosocial Hazards in the Construction Industry

Construction workers are more likely to be exposed to specific psychosocial hazards due to the nature of the work and the industry.

Construction Hazards	
	• **Harsh physical environments** including exposure to heat, hazardous chemicals, and high levels of noise. • **Time pressure** due to long working hours and tight deadlines • **High cognitive demands** to carry out complex tasks, deal with large equipment, and communicate with people in various contexts (e.g., subcontractors, clients, and external stakeholders). • **Safety incidents** due to high-risk activities on site. • **Exposure to traumatic events** such as a serious near miss, injury, or workplace fatality. • **Job insecurity** due to the project-based nature of construction work.[4]

Psychosocial Hazards in FIFO/DIDO Roles

Workers in FIFO and DIDO roles face additional challenges and risks, as their unique work arrangements introduce an all-encompassing environment where the ability to exercise autonomy over work and non-work actions is further restricted.[5]

FIFO and DIDO Hazards	
	• **High work demands** such as extended work hours, consecutive workdays, and frequent shift rotation. • **Limited control** over daily work and non-work activities, such as rostering, meal and sleep schedules, and leisure activities. • **Remote work** is frequently characterised by unreliable communication technology and limited access to support networks, such as friends and family. • **Fatigue** due to travelling long distances to work and uncomfortable accommodation facilities. • **Extreme environmental conditions** such as hot/cold weather, cyclones, flooding, and bush fires commonly experienced in remote areas.[6]

Why is it Important to Reduce Psychosocial Hazards?

Reducing psychosocial hazards in the workplace protects workers from both immediate and long-term risks to their health and wellbeing, including:

Mental health Challenges

Psychosocial hazards can lead to mental health challenges:
- Chronic stress, burnout, anxiety, depression, and fatigue.
- Flow-on effects to personal relationships, contributing to social isolation and overall reduced wellbeing.

86% of a surveyed sample agreed that their mental health negatively affects their relationships, which could lead to a loss of support.[7]

Unhealthy Behaviours

Workers exposed to psychosocial hazards are more likely to develop unhealthy behaviours:
- Coping mechanisms like excessive drinking, smoking, or poor diet and sleep habits.
- Lifestyle patterns that heighten the risk of serious illness and erode quality of life.

In 2024 the leading causes of disease included tobacco use and alcohol.[8]

Tobacco Use
which caused
7.6% of diseases

Alcohol
which caused
4.1% of diseases

Physical Health Problems

Psychosocial hazards can lead to mental and physical health problems:
- Hypertension, heart disease, and musculoskeletal disorders linked to prolonged stress.
- Indirect impacts on immune function, pain management, and worsening of chronic conditions.

Approximately half of Australians (49.9%) have at least one chronic health condition.[9]

Cardiovascular Heart Disease kills one in four Australians.[10]

How to Manage Psychosocial Hazards

Controlling psychosocial hazards in the workplace can be challenging. The Risk Management Model is the recommended framework for managing hazards in Australian workplaces.[11] This model involves four steps:

The Risk Management Model

1. **Identify hazards** – Find out what could cause harm
2. **Assess risks** – Understand how likely harm is to occur
3. **Control risks** – Eliminate or minimise risks as much as possible
4. **Review control measures** – Ensure measures are effective and make changes if needed

Communicate and consult
Known risks and controls
Step 1: Identify hazards and risk factors
Step 2: Assess risks
Leadership Commitment
Step 4: Monitor controls
Step 3: Control risks
Communicate and consult

How Mates in Construction (MATES) Helps

MATES is an industry-driven initiative focused on suicide prevention and mental health awareness in the construction industry.[12] Using a partnership model, MATES supports workers at every step of the Risk Management Model, offering resources and guidance. Here's how MATES assists at each stage of the process:

Identifying Hazards
- MATES field officers, case managers, and social workers facilitate training and awareness sessions that encourage and promote conversations about mental health and suicide prevention, helping to identify potential psychosocial hazards onsite.

Assessing Risks
- MATES provides validated tools to assess psychosocial hazards specific to the construction industry, helping sites prioritise the most critical risks.

Controlling Risks
- MATES offers initiatives to reduce the impact of psychosocial hazards experienced by workers, including creating site-specific strategies to address unique risks.

Reviewing Measures
- Ongoing engagement with MATES and its tools helps sites evaluate the effectiveness of control measures, identify areas for improvement, and ensure control strategies are working.

The following pages present a case study outlining how MATES supported a site through the Risk Management Process.

How MATES Helps - Rookwood Weir Case Study

The Rookwood Weir, also known as Managibei Gamu, is a groundbreaking achievement in Australian water infrastructure. Stretching 460 meters across the Fitzroy River in Rockhampton, and rising 17 meters above the riverbed, it is the largest weir built in Australia in over 70 years. The project was designed to address water supply challenges in the Rockhampton and Gladstone regions.

Weir Construction Took Over 2.18 Million Hours

- Construction on the project began in late 2020 and was completed in November 2023.
- The majority of the workforce were FIFO/DIDO workers.
- At the height of construction, 356 people were working on the Rookwood Weir site, with a total of 384 workers involved in all supporting projects.
- Among the workers, there were 160 locals from Central Queensland and 170 workers from other parts of the State, 16 of whom were Aboriginal and Torres Strait Islanders, and 32 of whom were apprentices or trainees.

Psychosocial Hazards at Rookwood Weir

> "The environment we were working in at Rookwood Weir posed its challenges. The site is in central Queensland so it can be very hot and humid in summer, and then freezing cold in the winter time. We experienced flooding of the site, a lockdown due to COVID-19, and the usual nuances of camp life and living/working with other individuals while being away from family and friends. At times, it was a mentally tough job."
> *– Safety Advisor, Rookwood Weir, ACCIONA*

The Rookwood Weir project featured psychosocial hazards typical of remote work, including isolation and limited telecommunications. Additional hazards included:

- **Workforce Blending:** The workforce comprised four individual companies with separate cultures and expectations that had to be respected and amalgamated.
- **Flooding**: Operations were halted six times during construction owing to flooding and resulted in changes to the construction methodology.
- **Multiple Rosters:** The project included both day and night operations, contributing to disrupted sleep schedules of workers.
- **The Covid-19 Pandemic:** Workers faced a sitewide lockdown where they were confined to their rooms for two weeks after a worker in the camp tested positive for the virus.
- **Project Duration:** The project lasted over three years, leading to prolonged disruptions in workers' daily routines and personal lives.

In response to these challenges, Rookwood Weir partnered with MATES to manage psychosocial hazards using the Risk Management Model. The following pages outline the actions taken at each step of the model.

Step 1 - Identifying Hazards

From the outset, the leadership team at Rookwood Weir prioritised identifying psychosocial hazards that could impact workers' mental health and wellbeing throughout the project. By engaging with MATES early, they created a dialogue around mental health and suicide prevention, raising awareness and encouraging trust, which helped uncover potential risks.

Proactive Engagement with MATES

Action
Several leaders with prior experience working with MATES emphasised the importance of starting the partnership at the very beginning of the project. Their advocacy ensured MATES became a key resource in identifying psychosocial hazards on site.

"We had used MATES on projects previously. And then at Rookwood Weir, we engaged MATES again... We really decided to jump all in with MATES and do the whole program."
– *General Superintendent Rookwood Weir, McCosker Contracting Pty Ltd*

"The relationship with MATES started out at Fairburn... we continued that relationship with MATES at Rookwood Weir, but probably in a lot more depth."
– *Safety Manger, McCosker Contracting Pty Ltd*

Result
This early engagement allowed MATES to conduct training and awareness sessions highlighting psychosocial hazards specific to remote work environments, such as isolation and separation from support networks.

Engaging MATES early is crucial for the **early identification of psychosocial hazards** that could harm the wellbeing of your team.
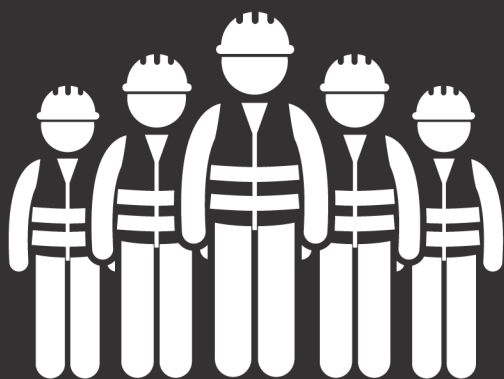
"MATES in Construction is ideal... Working away, whether it's fly in, fly out or bus in, bus out, the mental stuff gets a bit pear-shaped." – *Safety Advisor, Rookwood Weir, ACCIONA*

"Without everybody pushing it from the ground side, we would have not got any movement out there." – *MATES in Construction field Officer*

Building Awareness and Trust to Identify Hazards

Working with MATES helped start a series of actions at Rookwood Weir to identify psychosocial hazards, raise awareness, and establish a supportive environment for workers throughout the project.

Introducing Psychosocial Hazards

- MATES field officers conducted an Introductory Toolbox Talk to raise awareness about the challenges of remote work and introduce the concept of psychosocial hazards, including their potential impact on mental wellbeing.

Facilitating Open Conversations

- Rookwood Weir leadership worked with MATES to deliver the 60-minute General Awareness Training (GAT), providing practical examples of common workplace stressors and opening the floor for workers to share their concerns.

Establishing a Support Network

MATES deployed field officers to site regularly to help workers feel more comfortable seeking help and engaging in conversations about their mental health.

"By the second, third, fourth visit, there was definitely that open conversation."
– *MATES in Construction field Officer*

"Field officers kept what you told them confidential... People identified as struggling knew there were people to talk to."
– *Safety Manger, McCosker Contracting Pty Ltd*

Auditing Organisational Policies and Practices

Rookwood Weir leadership completed the Blueprint for Better Mental Health and Suicide Prevention Audit Tool to assess the organisational-level policies and practices for addressing mental health and suicide prevention and identify gaps that could contribute to psychosocial hazards on site.

Impact of Early Engagement

By proactively involving MATES, Rookwood Weir leadership created opportunities to identify psychosocial hazards early in the project that needed further investigation.

Step 2 – Assessing Risks

Following an identification of potential psychosocial hazards on site, the leadership team at Rookwood Weir partnered with MATES to investigate specific psychosocial hazards and the risk they posed to workers' mental health and well-being.

The People at Work - Construction (PAW - CON) Survey

Psychosocial hazards were assessed using the People at Work – Construction (PAW-CON) Survey.[13] The PAW-CON survey was designed to investigate psychosocial hazards in the work environment with a specific focus on the building and construction industry. The survey evaluates 11 psychosocial factors across two key dimensions of the work environment:

Job Demands –
Role Overload, Role Ambiguity, Role Conflict, Supervisor Task Conflict, and Supervisor Relationship Conflict

These are aspects of the job requiring significant physical, emotional, or cognitive effort, that can pose psychosocial risks.

Job Resources –
Job Control, Co-Worker Support, Supervisor Support, Praise and Recognition, Procedural Justice, and Change Consultation

These are factors that support employees in achieving work goals and managing job demands, helping to reduce psychosocial risks.

Assessing Psychosocial Hazards at Rookwood Weir

Five-hundred and thirty-eight Rookwood Weir workers completed the PAW-CON survey at four key points during the life of the project. The first two evaluations, conducted in **November 2021 (Time 1)** and **August 2022 (Time 2)**, established a baseline of the psychosocial hazards affecting workers on site. These results helped identify the most impactful hazards and guided the Rookwood Weir leadership team in planning targeted interventions and controls to address them going forward.

Initial Insights

Survey results from **Time 1** and **Time 2** revealed several psychosocial factors of moderate concern over the first nine months of involvement with MATES.

Job Demands

In terms of job demands, worker responses described an environment that was not improving, including two areas noted for continued monitoring and improvement strategies: Role Overload and Role Conflict.

Role Overload
When workers feel stress and pressure due to excessive work demands

Role Conflict
When workers are given contradictory tasks or directions, or they are required to work in a way that goes against their personal values.

At Rookwood Weir, **Role Overload** and **Role Conflict** presented an ongoing threat to workers' wellbeing. This was noted at **Time 1** with no significant improvement in reported levels at **Time 2.**

Job Resources

Simultaneously, while job demands remained persistent, the results revealed an environment where the additional support necessary to manage demands was not forthcoming. Specifically, worker responses indicated all assessed job resources experienced a downward trend, with the following resources noted as areas of moderate concern or significantly declined at **Time 2.**

Moderate Concern

Job Control
Influence over what happens in the work environment and how work is done.

Change Consultation
Being informed about organisational change and invited to participate in decisions.

Significant Decline

Praise and Recognition
Acknowledgements of work contributions.

Coworker Support
Assistance and support that team members provide to each other.

Impact of Assessment

The assessment revealed that psychosocial hazards at Rookwood Weir were persistent and likely to worsen as the project progressed. Recognising this trend, the leadership team at Rookwood Weir partnered with MATES to implement targeted interventions aimed at reducing or eliminating the psychosocial hazards impacting workers.

Step 3 - Controlling Hazards

Site leaders at Rookwood Weir worked together with MATES to develop strategies to reduce and improve the psychosocial hazards identified through the PAW-CON surveys.

Additional MATES Training

Connector Training
Connector Training teaches workers to recognise and respond to crises, linking those at risk to professional support. Incorporating SafeTALK, an internationally recognised suicide prevention framework, participants receive a green helmet sticker for easy identification on site.

MATES held **two Connector Training sessions** at Rookwood Weir, with **16 workers** completing the training and becoming **Connectors**.

"We had a number of people who went on to do the Connector courses, which of course it is a really good course … With previous presentations and presenters, they pack their bags and they leave. MATES is different. They give us the ability to expand on what they teach or say." – *Safety Advisor, Rookwood Weir, ACCIONA*

"They said it's one of the best training courses they've done and they felt if they had've known some of those tools 20 years ago, they may have saved people's lives." – *General Superintendent Rookwood Weir, McCosker Contracting Pty Ltd*

ASIST Training
- Applied Suicide Intervention Skills Training (ASIST) builds on Connector Training for advanced crisis intervention.
- ASIST-trained workers, similar to on-site mental health first aid officers, use straightforward techniques to listen, respond effectively, and develop a safe plan. Their role is vital in remote areas with limited mental health resources.

"When I started there I had lots of individuals coming to me directly …(but after partnering with MATES) it transformed into the guys talking to their peers and then their peers filtered that information up…we would make decisions on what we do as a site based on that information. Flowing up and down instead of reactive, we become proactive."– *General Superintendent Rookwood Weir, McCosker Contracting Pty Ltd*

Responding to the PAW-CON

The PAW-CON survey identified specific psychosocial hazards impacting the Rookwood Weir workforce. These included persistent and moderately high job demands (factors that could cause harm) and declining and moderately low job resources (factors that help workers meet job demands, reducing harm). In response, the leadership team took steps reduce job demands and boost job resources.

Reducing Job Demands

Role Overload	**Role Ambiguity and Role Conflict**	**Supervisor Task Conflict and Supervisor Relationship Conflict**
Streamlining processes to ensure scheduled work and maintenance tasks could be performed during unplanned disruptions due to weather events and supplemented by continuous review of the program to ensure resources aligned with program demands.	Scheduled regular supervisor and team meetings across groups to discuss workflow, improve shared understanding, and minimise role overlap or mixed messaging.	Managers and supervisors made efforts to be more visible onsite, engaging in informal and formal solution-focused discussions with workers about challenges inside and outside the workplace.

Boosting Job Resources

Job Control
- Introduced flexible shift arrangements, including adjustments to personal leave and roster allocations for drive-in/drive-out (DIDO) and fly-in/fly-out (FIFO) workers.

Some workers opted for **Monday to Friday rosters**, while others chose **10/4 rosters**

Coworker Support
- Organised toolbox talks where leaders and workers shared personal mental health experiences.
- Encouraged team building through community fundraising efforts.

The site held **social activities** such as trivia nights, table tennis competitions, and football to foster **open relationships**

Change Consultation
- Management prioritised workers' mental health, fostering trust by holding weekly health and safety meetings with leaders from each team, where mental health was a regular agenda item against any changes on site.

The meetings included **brainstorming solutions** to issues affecting workers, such as upgrading to satellite internet to help workers **stay connected with friends and family.**

Praise and Recognition
- Implemented a reward and recognition program to promote a positive work environment, with weekly and monthly winners.

Management organised **barbecues** and **food vans** to **reward workers** and contribute to a positive workplace culture.
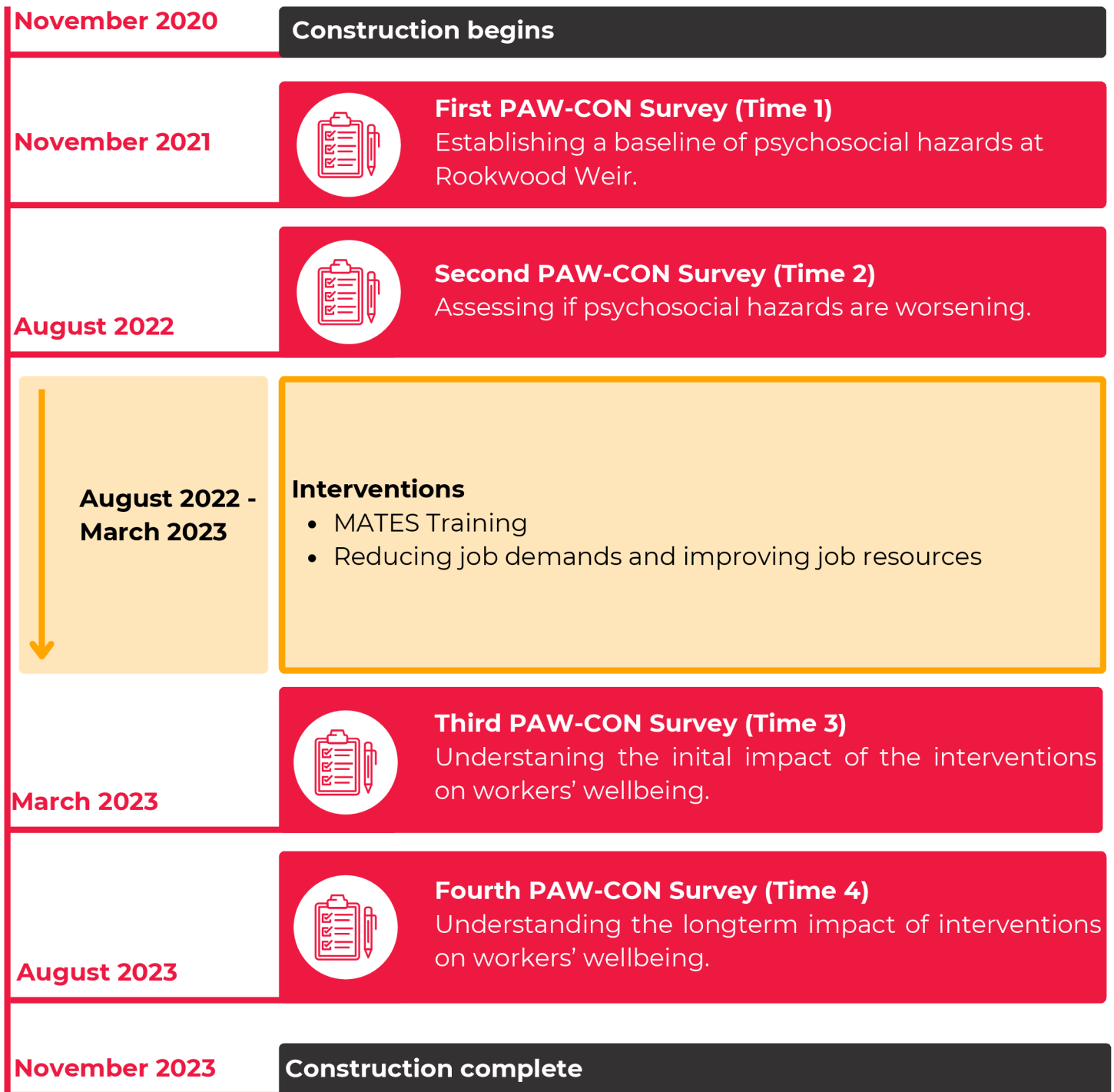
Step 4 – Monitoring Measures

Once psychosocial risk reduction measures are in place, regular assessments are crucial to ensure their effectiveness and address any new hazards. Ongoing monitoring helps maintain a healthy balance between job demands and resources. At Rookwood Weir, leaders conducted two additional PAW-CON surveys (Time 3 – March 2023 and Time 4 – August 2023) to evaluate the impact of the interventions.
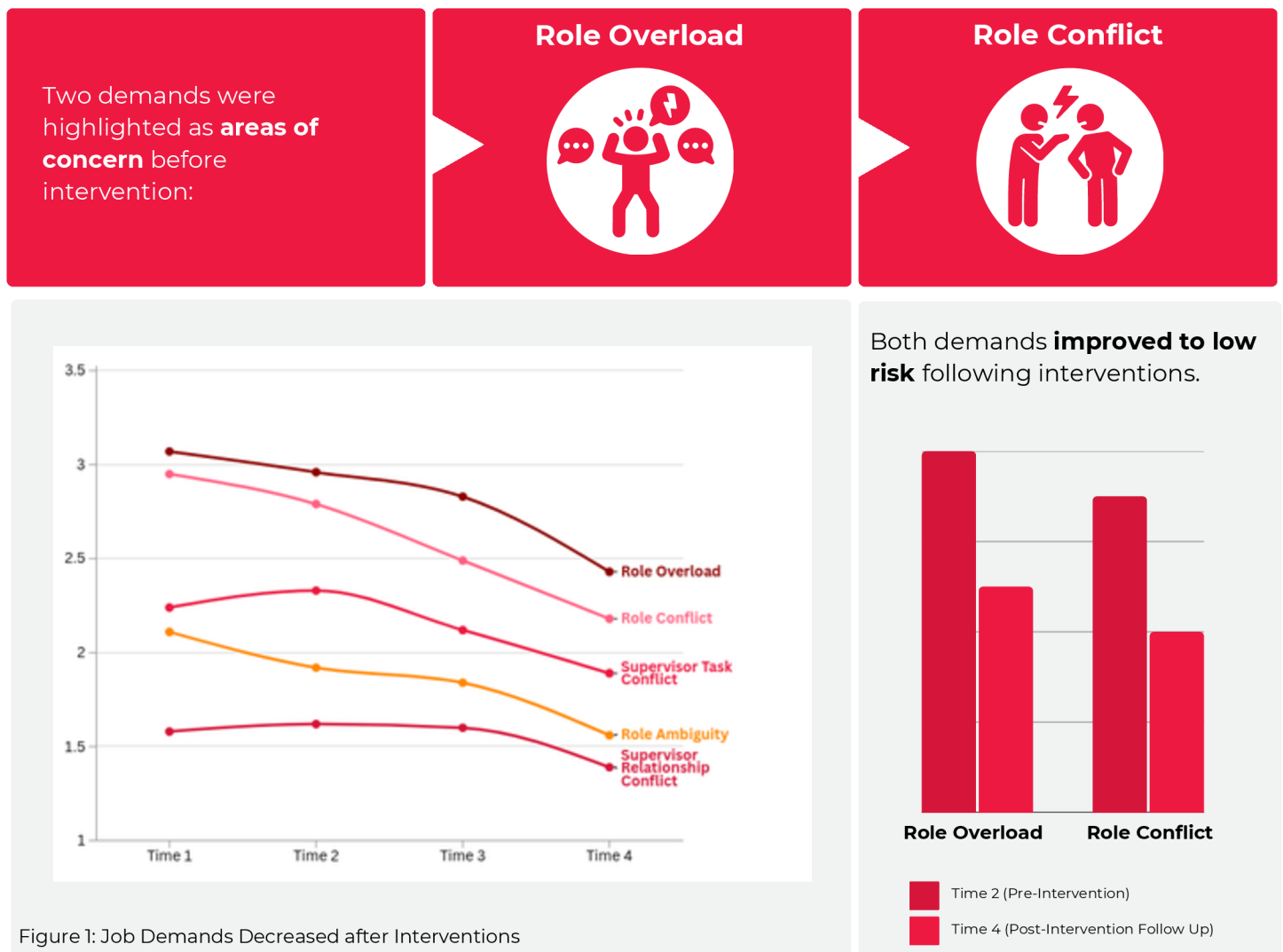
Timeline of Measures at Rookwood Weir

November 2020	**Construction begins**

November 2021	**First PAW-CON Survey (Time 1)** Establishing a baseline of psychosocial hazards at Rookwood Weir.

August 2022	**Second PAW-CON Survey (Time 2)** Assessing if psychosocial hazards are worsening.

August 2022 - March 2023	**Interventions** • MATES Training • Reducing job demands and improving job resources

March 2023	**Third PAW-CON Survey (Time 3)** Understaning the inital impact of the interventions on workers' wellbeing.

August 2023	**Fourth PAW-CON Survey (Time 4)** Understanding the longterm impact of interventions on workers' wellbeing.

November 2023	**Construction complete**

Impact of Interventions at Rookwood Weir - Job Demands

Independent evaluations indicate the control strategies implemented at Rookwood Weir were reasonably effective at reducing the job demands experienced by workers:

- As shown in Figure 1, job demands decreased steadily from **Time 2 to Time 3** and again from **Time 3 to Time 4.**
- Compared to **Time 2,** worker experiences of role overload (-22.6%), role ambiguity (-25%), role conflict (-28.7%), and supervisor task conflict (-23.3%) significantly declined at **Time 4**. Experiences of supervisor relationship conflict also trended downwards post-intervention (-16.9%).
- The two demands noted as areas of moderate concern before interventions — **High Role Overload and Role Conflict** — improved to low risk after the targeted measures were implemented on site.

Two demands were highlighted as **areas of concern** before intervention:

Role Overload

Role Conflict

Both demands **improved to low risk** following interventions.

Figure 1: Job Demands Decreased after Interventions

Role Overload   Role Conflict

■ Time 2 (Pre-Intervention)

■ Time 4 (Post-Intervention Follow Up)

This consistent downward trend in job demands highlights the effectiveness of the interventions in mitigating psychosocial hazards and fostering a culture of openness, trust, and support on site.

Impact of Interventions at Rookwood Weir - Job Resources

The results also suggest that the intervention measures led to an improvement in the resources available to workers, helping them better cope with job demands:

- Before interventions, all assessed resources experienced a downward trend between **Time 1 and Time 2**.
- As shown in Figure 2, job resources steadily improved from **Time 2 to Time 3** and again from **Time 3 to Time 4.**
- Compared to Time 2, the results indicate that worker perceptions of job control (+13%), supervisor support (+10.7%), praise and recognition (+15%), procedural justice (+9.5%), co-worker support (+6.1%) and change consultation (+17.6%) significantly improved at **Time 4.**
- Previously noted areas of moderate concern – **Low Job Control and Change Consultation** – significantly improved after the measures were implemented. Change Consultation improved to low risk.
- **Praise Recognition** and **Co-Worker Support** were noted as declining from Time 1 to Time 2. Both resources significantly improved following interventions, with Praise and Recognition improving to low risk.

Four resources were highlighted as **areas of moderate concern** or **significantly declining** before intervention:

| Job Control | Change Consultation | Praise and Recognition | Co-worker Support |

All four resources of concern significantly improved following interventions.

Job Control

Change Consultation

Praise and Recognition

Co-Worker Support

Time 2 (Pre-Intervention)
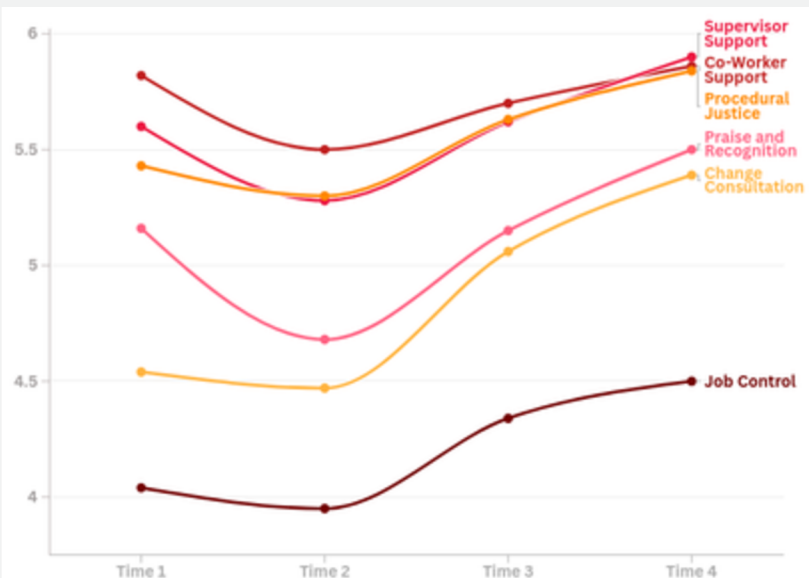Time 4 (Post-Intervention Follow Up)

Figure 2: Job Resources Increased after Interventions

The targeted interventions devised with MATES and implemented at Rookwood Weir reduced psychosocial hazards while strengthening worker resources, fostering a healthier and more supportive workplace environment.
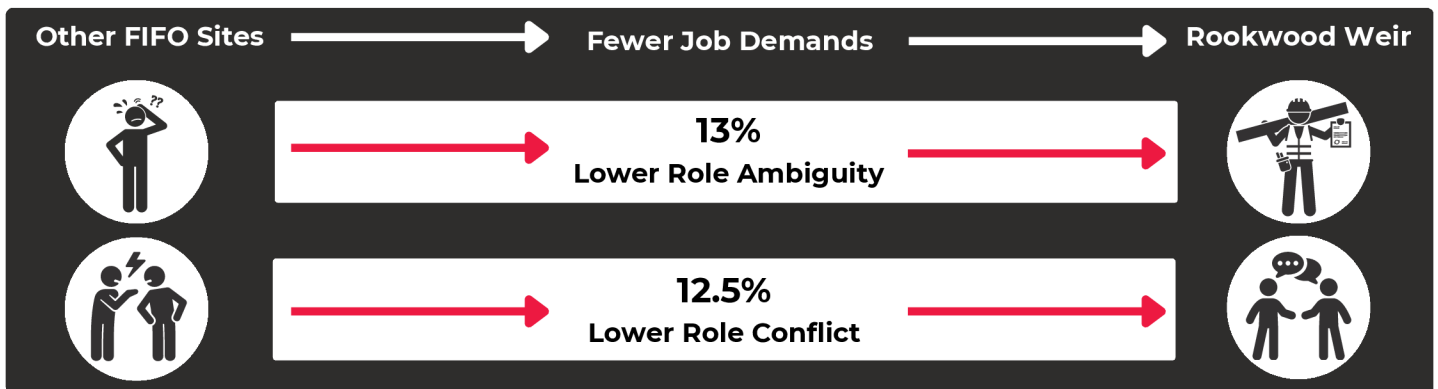
How Does Rookwood Weir Compare to Other FIFO Sites?

To provide greater insight into the effectiveness of the initiatives implemented at Rookwood Weir, responses collected from workers at Time 4 (August 2023) were compared with responses from workers at 11 other FIFO/DIDO sites using the PAWCON to evaluate psychosocial hazards between July 2023 and March 2024.

Psychosocial Hazards

When compared with other FIFO/DIDO sites, Rookwood Weir workers at Time 4 reported:

- **Fewer Demands:** Significantly lower levels of Role Ambiguity (-13%) and Role Conflict (-12.4%).
- **More Resources:** Significantly higher levels of Job Control (+11.1%), Supervisor Support (+6.9%), Praise and Recognition (+13.1%), Procedural Justice (+5.6%), and Change Consultation (10.5%).

Other FIFO Sites → **Fewer Job Demands** → **Rookwood Weir**

13%
Lower Role Ambiguity

12.5%
Lower Role Conflict

Job Resources at Rookwood Weir Versus Other FIFO Sites

+11.1%	+6.9%	+13.1%	+5.6%	+10.5%
Job Control	Supervisor Support	Praise and Recognition	Procedural Justice	Change Consultation

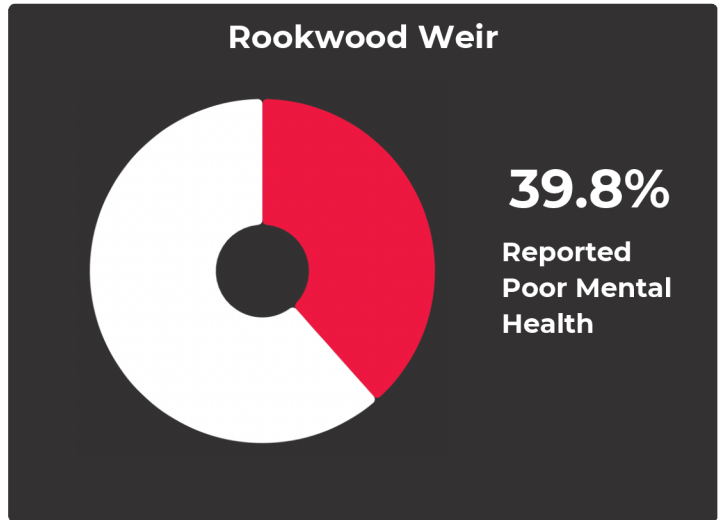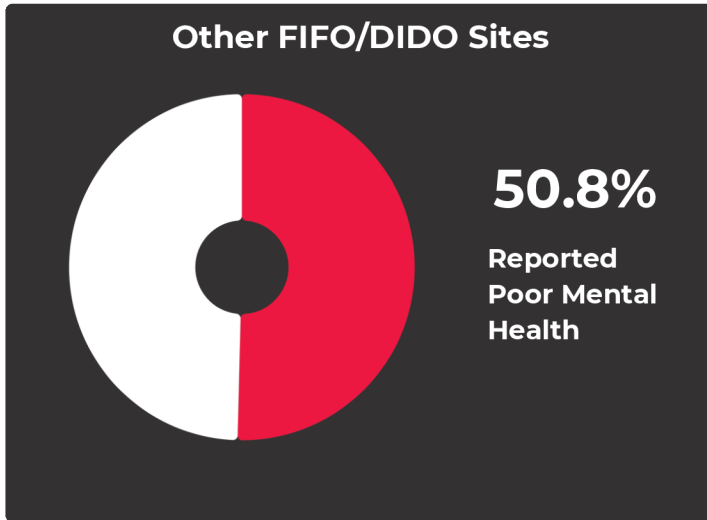■ Other FIFO/DIDO Sites ■ Rookwood Weir
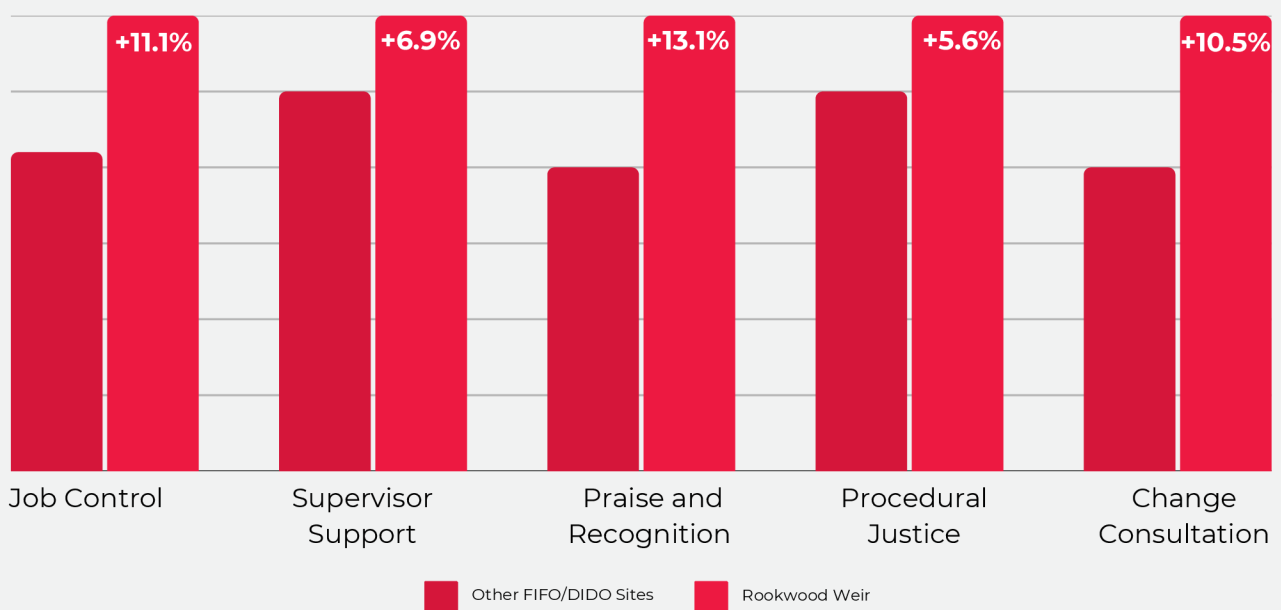
These results illustrate the positive impact of interventions strategically designed to minimise demands and maximise resources within a unique FIFO/DIDO context.

Mental Health and Suicidal Ideation

Workers at Rookwood Weir reported better mental health outcomes compared to workers at other FIFO/DIDO sites.
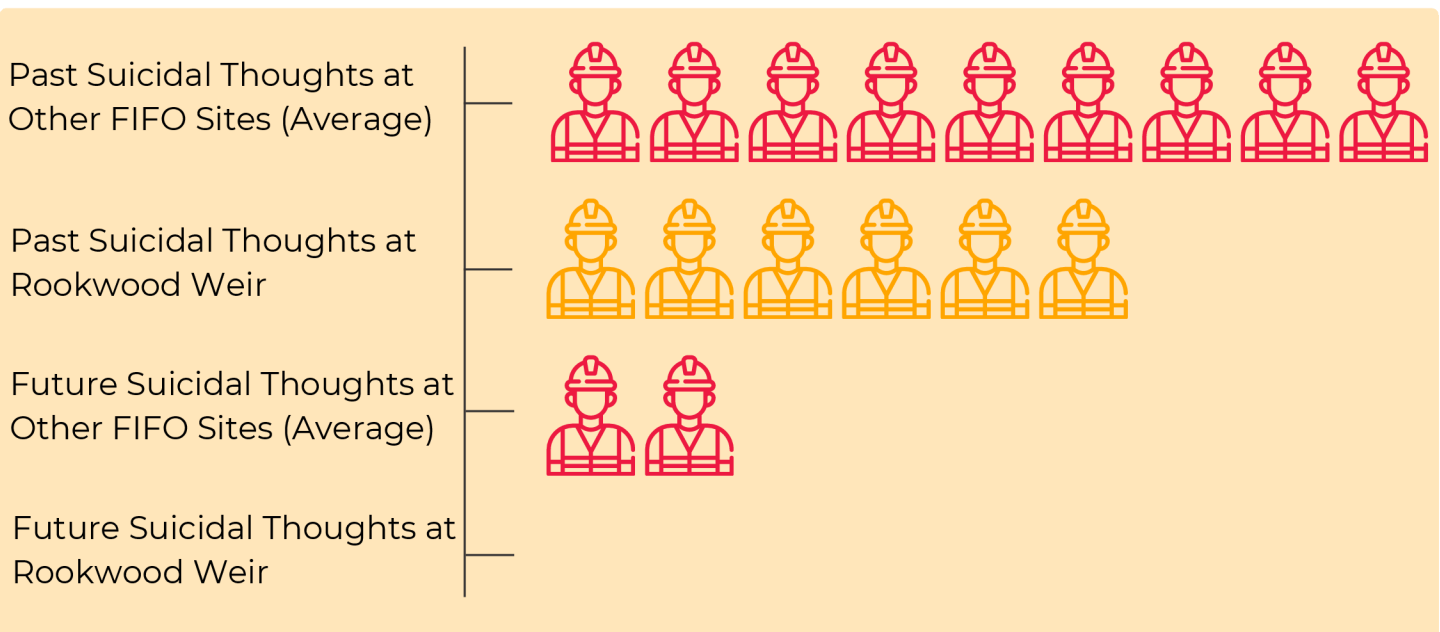
Lower Risk of Psychiatric Disorders

- **39.8%** of Rookwood Weir workers reported themselves at risk for minor psychiatric disorders and poor mental health, compared to **50.8%** of workers at all remaining FIFO/DIDO sites.

Other FIFO/DIDO Sites	Rookwood Weir
50.8% Reported Poor Mental Health	**39.8%** Reported Poor Mental Health

Reduced Suicidal Thoughts

- Only **six workers at Rookwood Weir** reported their past suicidal thoughts as sometimes, often, or very often in the past six months, compared to an average of **nine workers at each of the other FIFO/DIDO sites** (101 workers in total).
- No workers at Rookwood Weir reported the risk of taking their own life in the future as likely, rather likely, or very likely, compared to an average of **two workers** at each of the other FIFO/DIDO sites (21 workers in total).

Past Suicidal Thoughts at Other FIFO Sites (Average)

Past Suicidal Thoughts at Rookwood Weir

Future Suicidal Thoughts at Other FIFO Sites (Average)

Future Suicidal Thoughts at Rookwood Weir

Mates in Construction - Why Our Work Matters

The Magnitude of the Problem

Construction is one of the highest-risk industries for suicide, with 190 Australian workers taking their own lives each year. FIFO/DIDO workers face even greater risks due to the significant psychosocial hazards they encounter. MATES is dedicated to addressing these risks and improving the mental health and wellbeing of the construction workforce.

The Impact of MATES at Rookwood Weir

Research shows that:

- Poor mental health can impact both work performance and personal well-being.
- Suicidal ideation can lead to suicide.

Stronger mental health outcomes reported by Rookwood Weir workers compared to their FIFO/DIDO peers underscore the critical role of proactive measures in reducing psychosocial hazards and fostering a safer and healthier workplace.

MATES interventions at Rookwood Weir led to:

An **11% decrease** in workers reporting **poor mental health**

3 fewer workers reported frequent **suicidal thoughts**

2 fewer workers anticipated **future suicidal thoughts**

Improving Mental Health and Saving Lives

Eliminating suicide in the construction industry requires a united effort from industry leaders, employers, and organisations like MATES. Partnering with MATES can help address psychosocial hazards at work and promote mental well-being among construction workers, ultimately saving lives and fostering a healthier, safer work environment.

"At the end of the day, it's in the best interest of the employer to make sure that their main assets, which are their workforce, are healthy, and healthy is not just physically healthy, but mentally healthy." - *Safety Advisor, Rookwood Weir, ACCIONA*

"I found the MATES program gave the people that want to help the right tools to recognise issues and then offer support." - *General Superintendent Rookwood Weir, McCosker Contracting Pty Ltd*

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