



Rozelle Interchange
WestConnex

JOHN
HOLLAND

CPB
CONTRACTORS



The Rozelle Interchange Project

BUILDING STRONG FOUNDATIONS

Health and Wellbeing in Construction



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Introduction

Health and Wellbeing in the Construction Industry

Everyone has the right to a safe and healthy workplace. When we create positive workplaces, we all directly benefit from the physical, mental, economic and social wellbeing of workers, their extended families, communities and society.¹

Supporting the health and wellbeing of workers is not only morally the right thing to do; it also drives real-world benefits in areas including:

- Building team culture, driving collaboration amongst teams and promoting social connectivity.
- Increasing focus and sound decision-making, reducing the likelihood of injuries.
- Acting as a key engagement and retention tool, helping businesses become an employer of choice.



Maintaining a positive workplace requires dedication, investment and effort no matter which industry you are operating in, but the construction industry faces particular challenges with above average rates of mental and physical health challenges. For example, research suggests the construction industry is overrepresented in almost all mental health statistics, with suicide rates by construction workers being on average 80% higher than the general working population.²

There are several reasons cited for this sobering statistic, including:

- Construction workers are often required to work long shifts and spend relatively few hours at home with family.
- Construction sites often have cultures of 'getting on with the job' and 'toughing it out'. Open discussions about mental health challenges can be difficult for male-dominated workforces.
- Tunnel projects require long hours spent underground, which can have an impact on individuals' exposure to daylight, and by extension mood and sleep patterns.
- A somewhat transient and subcontractor-lead workforce means support networks at work may be hard to come by for those managing health issues.
- Early starts and late finishes make accessing health support services, such as counsellors and exercise classes (which may only be available during business hours), difficult.
- Industry-wide factors were compounded with an additional challenge in 2020-2021; the outbreak of COVID-19. Working through a two-year period under strict pandemic restrictions made health pressures even more apparent for the construction industry. Many on the project were not able to work from home.

Health and Wellbeing on the Rozelle Interchange Project

The Rozelle Interchange Project is one of the largest infrastructure projects in Australia. With over 5 million work hours performed every year, and over 20,000 people inducted, the project represented a real opportunity to make a positive impact on the wellbeing of the wider industry by implementing a comprehensive Health and Wellbeing program.

The Project established a Wellness Committee to develop and deliver a Health and Wellbeing Program, and entrusted this Committee to achieve the below objectives:

1. The Program must be accessible to everyone involved in the project; all staff, workforce and subcontractors.
2. The Project values of Care, Innovate and Deliver must be at the heart of all the Program's deliverables.
3. The Program must encourage an open and supportive culture across the Project.
4. The Program must be proactive, rather than reactive, in its approach promoting prevention alongside cure.

The initiatives delivered as part of the Health and Wellbeing Program are summarised in this Pack.

There is great pride across the project in having contributed to overturning the issues related to wellness in the construction industry. The initiatives delivered to date have proactively focused on the physical and mental health of the project team, embodied the Project value of Care, and most importantly, driven positive outcomes for all who have been involved.

"I am grateful for the wellness initiatives. They show that the parent companies and project care about their personnel."

- Feedback from the 2022
Employee Engagement Survey

The Committee

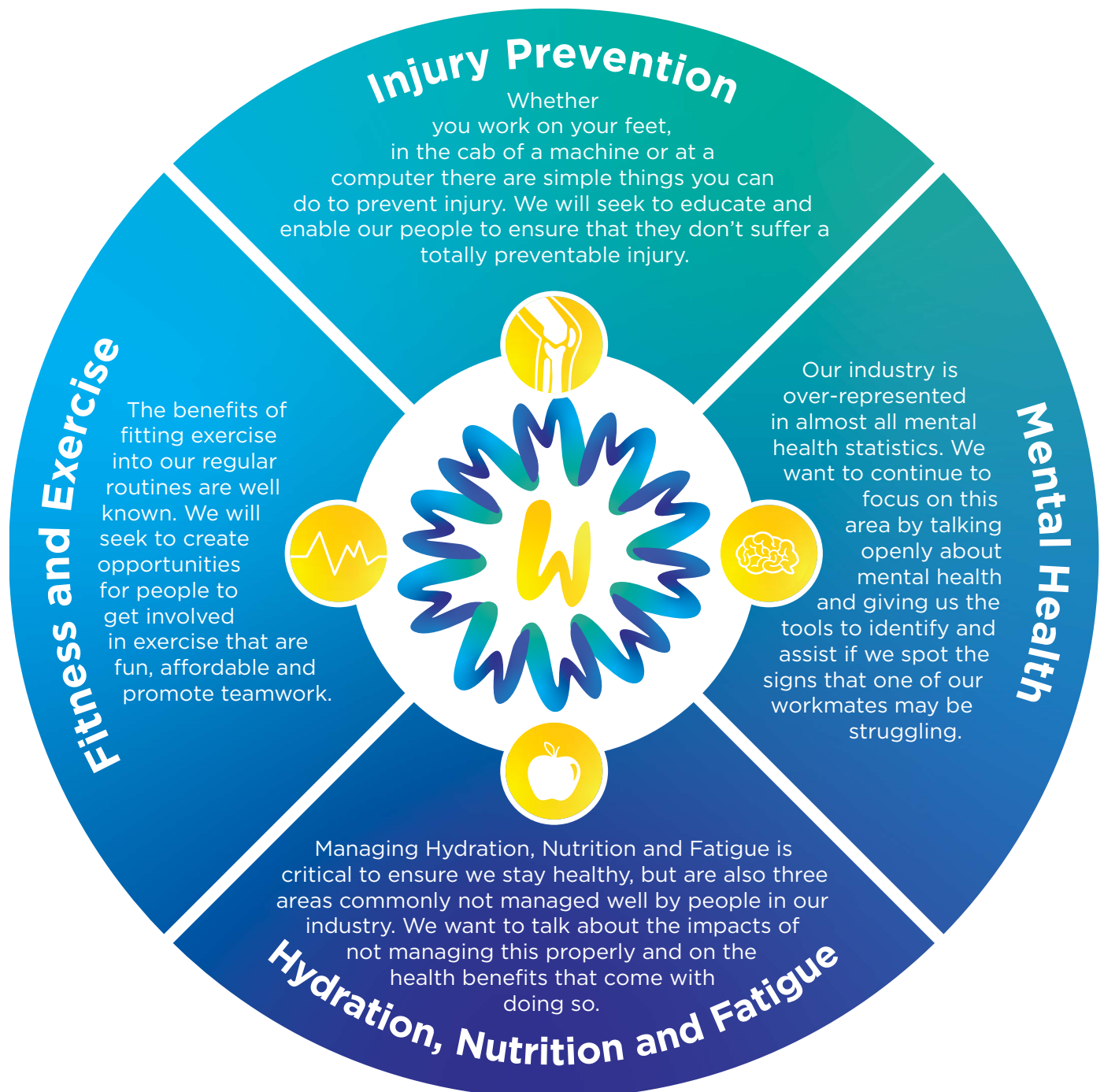
The Project's Health and Wellbeing Committee is comprised of self-nominated members from a cross-section of project disciplines including Engineering, Finance and Administration, Safety, Support Services, Management and others including workforce. A Senior Leadership Team (SLT) sponsor was responsible for chairing the Committee's meetings and ensuring the Committee's resolutions reached the most senior members of the Project for support, funding and implementation. Representation within the Committee from disciplines across the board, from management to on-the-ground workers, means initiatives were rolled out effectively, using close connections to tailor initiatives to meet the needs of the entire workforce.

The Strategy

The Health and Wellbeing Program created by the Committee was designed to complement the Project's standard work activities. It recognised the importance of a holistic approach to health and wellbeing and aimed to create a workplace environment that encouraged and supported workers' active participation in a range of initiatives to support their health and wellbeing.

Four quadrants were created as a framework to guide the delivery of initiatives:

1. Injury Prevention
2. Mental Health
3. Hydration, Nutrition and Fatigue
4. Fitness and Exercise



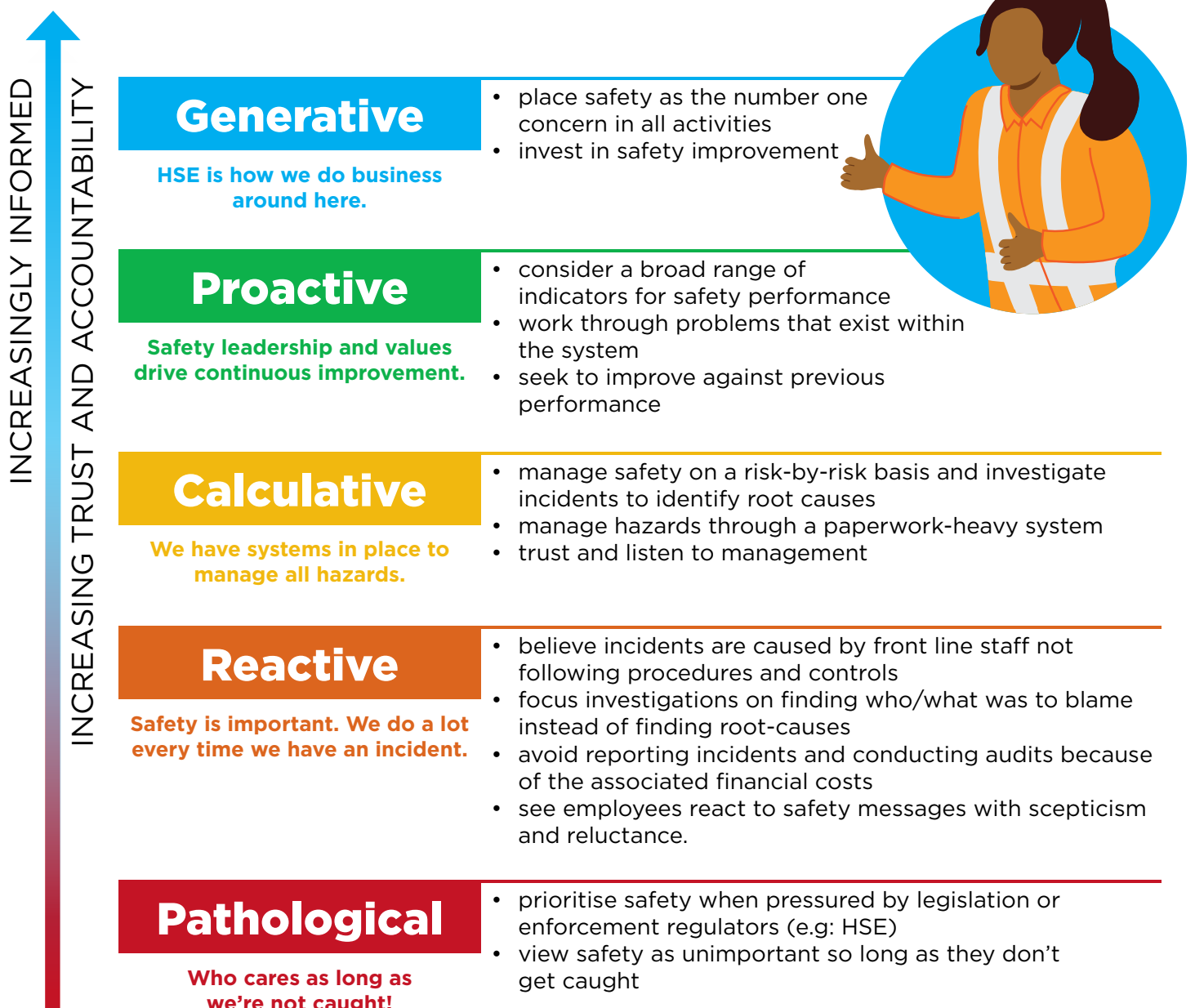
Injury Prevention

Injuries can have devastating consequences for affected workers and their teams. Work-related injuries can lead to pain and suffering for the individuals involved, resulting in medical expenses, time off work, and potential long-term disabilities. Such incidents can also disrupt team activities and lower morale.

Prevention is better than cure, and the *Injury Prevention* quadrant aims to promote a physically safe work environment, empowering employees

with knowledge of best practice to prevent avoidable accidents and injuries. By building a strong safety philosophy, we can foster a culture of caution and vigilance, enabling all workers to execute their tasks safely.

The following pages set out some of the Injury Prevention initiatives implemented on the Project.



Stretches and Mobility



Whether you spend your days sitting at a desk, excavating a tunnel or pulling cable, everyone needs to take care of their bodies.

To set up a good first line of defence against muscular strains, the Project's Wellness Rehabilitation Coordinator delivered a prestart stretching program across the many sites of the Rozelle Interchange Project. Alongside superintendents, Kyle delivered guided stretching sessions to hundreds of workers over a number of months.

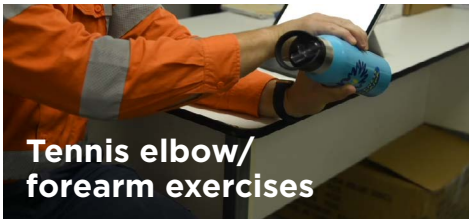
These sessions were supplemented with educational videos stored on the Project's Wellbeing Portal, providing 24/7 accessibility for workforce, subcontractors and others. These videos were designed to address some of the more common repetitive strain injuries on site, including back pain, shoulder pain and tennis elbow.



Back pain exercises

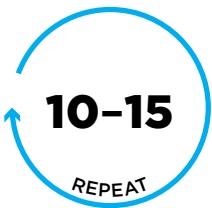


Shoulder pain exercises



Tennis elbow/
forearm exercises

LUMBAR EXTENSION IN STANDING



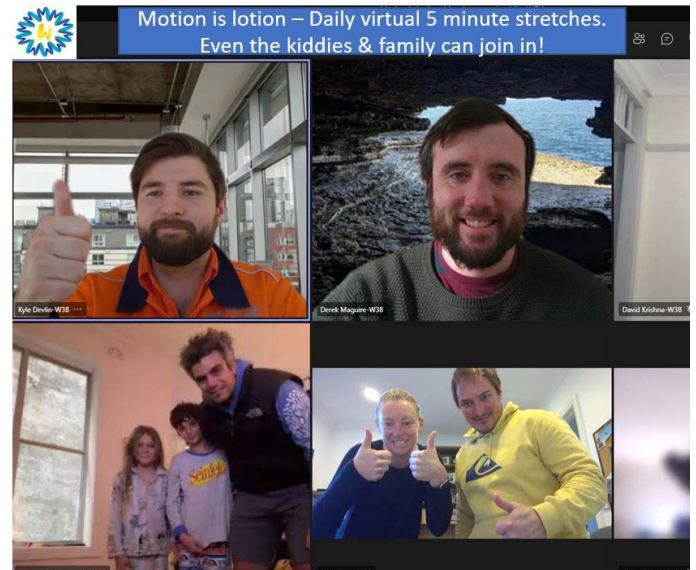
LATERAL FLEXION IN STANDING



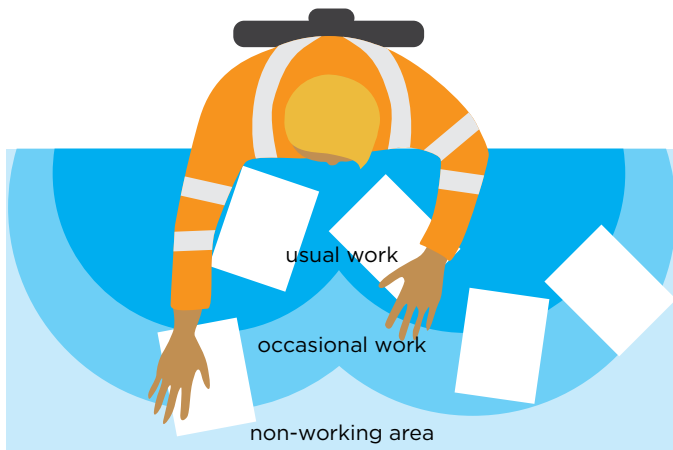
A suite of posters placed strategically around the sites reminded people to complete their stretches daily. For example, posters were placed next to the kitchen microwave, where people typically have time to spare to fit in a short stretching session.

First aid rooms were fitted out at each site with stretching and mobility equipment to help with injury prevention and recovery, as required.

During the COVID-19 lockdown periods, the Project set up a 'motion is the lotion' session; a daily 5-minute stretching program to support people working from home and help counteract the physical impacts of a long day working from home.



On-Site Physiotherapist



Images above: bespoke graphics created for project health and wellbeing campaigns

The Injury Prevention Program aimed at detecting early signs of body stress and preventing symptoms from worsening. Stresses could be aches and pains, tightness, restricted range of motion or muscular weakness.

The Project engaged a Wellness Rehabilitation Coordinator who was also a qualified physiotherapist to ensure the best possible outcomes as quickly and effectively as possible.

When workers presented with early symptoms of body stresses, the on-site physiotherapist and Return to Work Advisor was able to provide advice and education on how to mitigate or fix the problem before it developed further. The physiotherapist was able to conduct ergonomic assessments on individuals' workspaces to ensure their sitting position was optimal. Where needed, the expert was able to recommend alternative workstation setups (for example advising on alternative, ergonomic computer mice to reduce carpal tunnel syndrome symptoms).

Where symptoms were non-work related but nonetheless required further assessment and treatment, the project supported employees by organising a discount for physiotherapy assessments at the local [Balmain Sports Medicine Clinic](#).

Creating a Positive Safety Culture

The Project built a strong safety culture that emphasised accountability for protecting the safety of yourself and others. Some of the safety campaigns rolled out across the Project included:

HAND CAMPAIGNS

When we work, we are almost always using our hands. Whether it's for lifting, pulling, pushing, cutting or something else entirely, it's no surprise that hands are some of the most regularly injured body parts on a construction site. Crushing and cutting incidents are some of the more serious potential injuries that can be sustained to hands.

With this in mind, the Project launched a hand safety campaign, reminding people of the proper controls to put in place to ensure adequate hand protection in any situation.



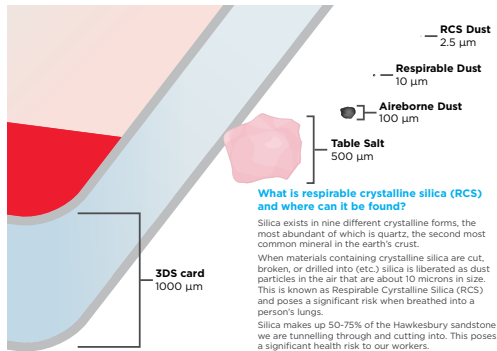
“Rozelle has developed a great culture where we take care of one another.”

– Feedback from the 2022 Employee Engagement Survey



OCCUPATIONAL HEALTH AND SAFETY

The Project launched detailed education campaigns to help workers mitigate their exposure to occupational health hazards including diesel particulate matter, mould, respirable crystalline silica and noise. Pamphlets, prestarts, noticeboard notifications and an Occupational Hygiene website were all various platforms used by the Project to spread this awareness campaign across the sites.



Health effects from exposure to RCS

The chronic or long-term health effects associated with RCS are:

- Silicosis
- Lung cancer
- Renal / kidney disease
- Chronic obstructive pulmonary disease
- Emphysema / asthma / breathing difficulties

Acute, or short-term health effects associated with RCS include:

- Dermatitis
- Bronchitis
- Eczema

Workplace Exposure Standard (WES) for RCS

From July 1, 2020, the Workplace Exposure Standard (WES) for respirable crystalline silica has changed from 0.1mg/m³ (for an equivalent 8-hour Time Weighted Average TWA) to 0.05mg/m³ (for an equivalent 8-hour TWA). This means that construction workers can legally be exposed to no more than 0.05mg/m³ of silica at work.

Controls have been put in place to manage respirable crystalline silica exposures in the tunnel and surface works spaces and where our workers can potentially come in contact with RCS. These controls are outlined on the other side of this pamphlet.



OCCUPATIONAL HEALTH AND SAFETY

Home About HCPB Images Community Sustainability Environment Employment Supplier Information UOLP Contact Us Galleries

EXTERNAL RESOURCES

Silica

- Breathefreelyaustralia.org.au - Controlling exposures in construction
- Safework.nsw.gov.au - Crystalline Silica Technical Factsheet
- Safework.nsw.gov.au - Crystalline Silica and Silicosis
- NoTimeToLooseaustralia.org.au - Respirable Crystalline Silica: The Facts
- CDC.gov - Silica Infographic
- ICAR.nsw.gov.au - Silica Factsheet 2019

Diesel Particulate Matter and Diesel Exhaust

- Safeworkaustralia.gov.au - Guidance Minimising Risk: Diesel Exhaust in the Workplace
- Breathefreelyaustralia.org.au - Diesel Fume Toolbox
- ResourcesAndEnergy.nsw.gov.au - Diesel emissions in mines
- HSE.gov.uk - Control of diesel engine exhaust emissions in the workplace
- Pressar.com.au - Beginner guide to diesel particulate matter
- ResourcesRegulator.nsw.gov.au - Diesel particulate matter/exhaust
- OSHA.gov - Diesel Exhaust/Diesel Particulate Matter
- draeger.com - Diesel particulate matter
- Breathefreelyaustralia.org.au - Diesel Exhaust in Underground Mines

Noise

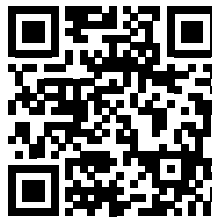
- Safeworkaustralia.gov.au - Occupational noise induced hearing loss in Australia (2010)
- Safework.nsw.gov.au - Controlling 'hearing loss' noise in the workplace
- HSE.gov.uk - 'All worried about your hearing?'
- DMP.nsw.gov.au - Guidance about noise management
- WorkSafeVic.gov.au - Noise safety basics
- OSHA.gov - Occupational Noise Exposure

Mould

- HealthyWA.nsw.gov.au - Mould guidelines
- eeruwa360 - World Health Organization guidelines for indoor air quality: Dampness and mould
- BetterHealthVic.gov.au - Mould and your health
- healthus.gov.au - Mould and your health (fact sheet)
- MouldCleaningAustralia.com.au - What's mould, what are the health risks?
- Safework.nsw.gov.au - Mould at work

ROZELLE INTERCHANGE RESOURCES

- Diesel emissions: Understanding Diesel Emissions and Diesel Particulate Matter in the workplace
- Respirable Crystalline Silica: Understanding the new Workplace Exposure Standard
- Noise Exposure: Understanding the Impacts of Noise Exposure in the workplace
- Noise Exposure on the Rozelle Interchange Project



Elimination

During excavation release of Silica from the tunnel and earthworks environment is inevitable, which means we are more dependent than ever on our above the line controls.

Substitution

Substitution involves utilising a less hazardous material or practice in place of a more hazardous material or practice. These can be fairly simple changes in both equipment and methodology; for example:

Equipment:

Use a vacuum or wet mop instead of a broom, or use a HEPA vacuum in place of a household vacuum.



Methodology:

Instead of using jack hammers to trim concrete off the top of piles the piles can be trimmed using concrete saws and hydraulic rock splitters - this drastically reduces both noise and worker exposure to dust.



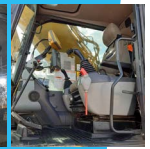
Isolation

Isolation is creating an enclosure either for workers or for a hazard in such a way that it prevents or lessens the amount to which a worker will be exposed to the hazard. Sectioning off an area using barriers or with physical barriers and enclosing plant such that workers have an enclosed cabin while they are working are examples of isolation controls.

Barriers:



Clean Plant Cabin:



Engineering

Engineering controls involve modifying or adding to a piece of plant, equipment, tool, or process in such a way that it makes the workplace safer for the worker. The two main engineering controls for silica are ventilation and water. Ventilation can be further broken down into general ventilation (or supplied air) and extraction.

Water misting systems:

Prevents dust from becoming airborne



Water canons spraying:

Removes dust from air



General Ventilation:



Ventilation shaft:



Extraction:



Administration

Administration involves implementing changing or altering work practices to lower the risk posed to workers by a hazard. This can be done by training workers, scheduling hazardous work so that it is done when the smallest amounts of other workers are around, restricting access to areas and using signage to inform workers of hazards.

Signage:



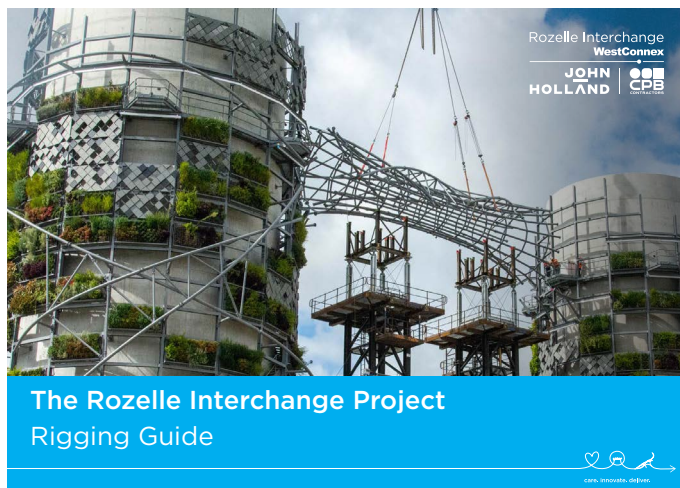
PPE

- Any worker involved in dust generating activities or who will be exposed to RCS will be required to wear respiratory protection
- To be able to wear a respirator, the worker needs to be clean shaven, be trained in how to use the respiratory protection and be fit tested on the model of mask they will use for work
- Non-disposable respiratory protection needs to have its filters changed when required, be clean and be stored appropriately
- Disposable respiratory protection should be replaced regularly or when breathing becomes difficult as a result of contaminants such as mud, water, oil, sweat or dust.



WORKING AT HEIGHTS

Dedicated working from heights training was carried out, accompanied by useful guides and an Elevated Work Platform safety campaign.



Temporary Works

Prior to attempting to lift any item of temporary works, lift points must be signed off by the temporary works design team with loads of significant impact requiring a third party review and approval.

In addition, a Permit to Load and appropriate NDT reports must be obtained to proceed.



In all instances the following requirements are mandatory:

- Workers involved in the installation/erection of temporary works must hold the appropriate high risk work license and competency checks verified.
- An appropriate inspection and monitoring program must be developed to ensure the structure remains fit for use.
- Any temporary structural support systems required to be lifted by crane must have engineered design lift points and meet relevant AS/NZS.
- Any temporary structural support systems required to be lifted by crane must have engineered design lift points and meet relevant AS/NZS which considers any rotation of the load.
- Supports must be physically protected from potential sources of collision or damage (i.e. jersey barriers to protect against moving plant, vehicular traffic, materials hoisting).

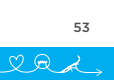


Reo Bars

When lifting bundles of reo, the following rigging principles must be applied:

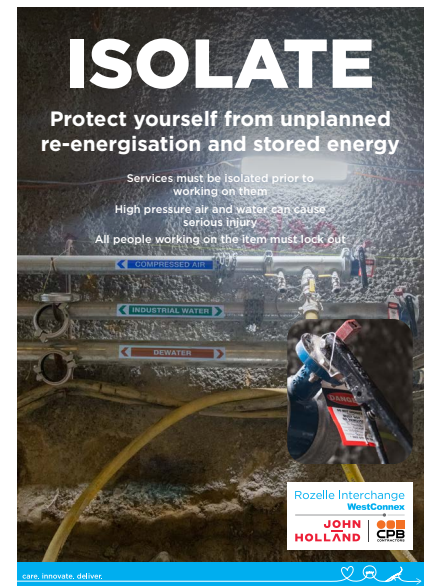
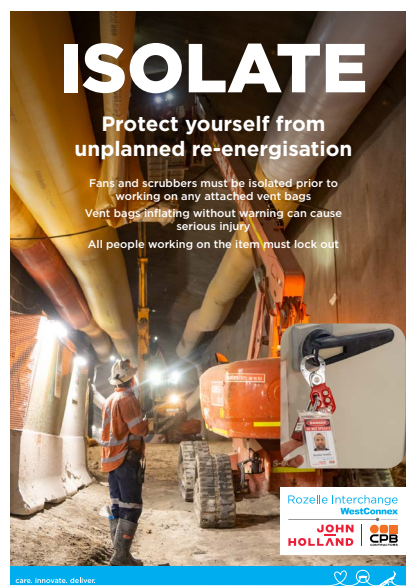
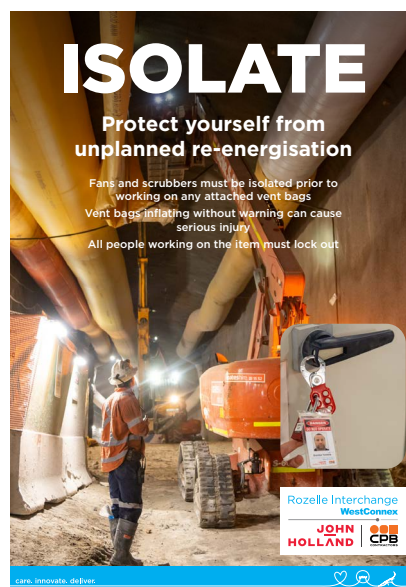
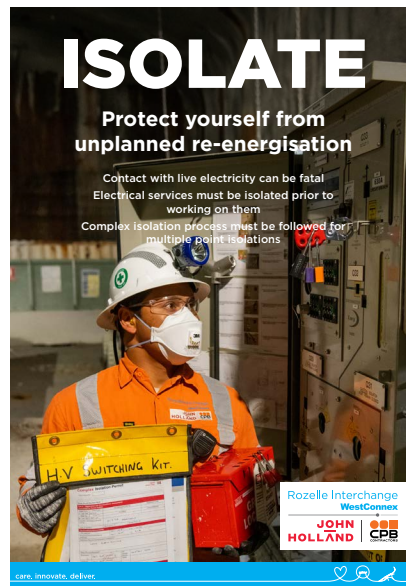
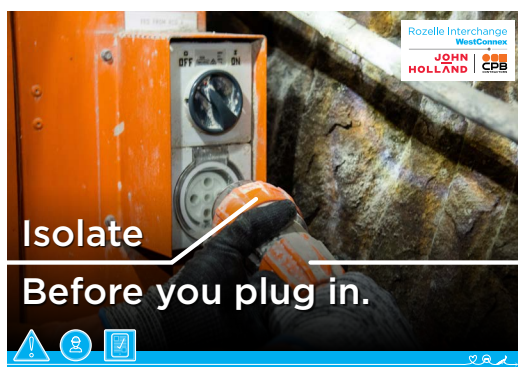
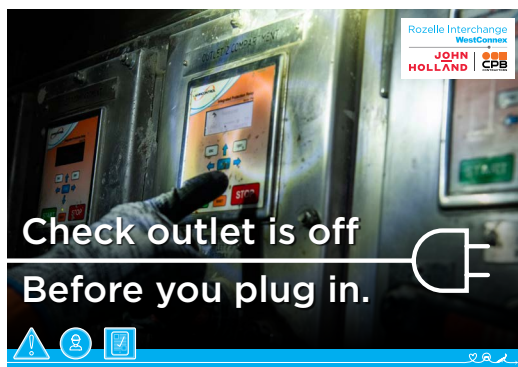
- Ensure the horizontal distance between the points of lashing does not exceed the length of the slings. This will ensure the angle between the two legs of the sling does not exceed 60°.
- Bundles of reo must be lifted using chains, double wrapped and choked.

- Ensure there are suitable gaps to remove the rigging and use suitable timbers to separate multiple loads.



ISOLATION

The Project rolled out an electrical safety campaign to ensure workers were aware of the risks of electrocution, and able to confidently implement the required isolation controls.



PLANT SAFETY

A plant safety campaign emphasised the need for spotters, awareness of vehicle blind spots and following traffic management plans.

Keep Your Distance

Vehicles and plant must be on the same radio channel.
Positively communicate with each other.
Keep a distance of 20m between vehicles when travelling
Maintain a safe clearance when passing vehicles, do not squeeze past
Travel on the left

Controlling Critical Risks Enabling Our People Improving Systems care, innovate, deliver.

Plan to Park

Never park in 'red light' zones
All work activities must have a plan for reversing, parking and access.
Wheels turned towards the wall or plant articulated towards the wall.
Wheel chocks in place if parked on a gradient.

Controlling Critical Risks Enabling Our People Improving Systems care, innovate, deliver.

KNOW THE BLIND SPOTS

Stay safe on site and be aware of vehicle blind spots. Stay out of Plant Operating Zones and contact a spotter when navigating around plant.

KEY:
Blind Spot
Limited visibility (by using mirrors or moving machinery parts)

Roller	Dozer	Skid Steer
Dump Truck	Agitator	
Excavator	Bogie/Rigid	
Grader	Hydraulic Crane	
Telehandler	Truck and Dog	

Controlling Critical Risks Enabling Our People Improving Systems care, innovate, deliver.

Minimise Reversing

Turn around as soon as safely possible, then drive in a forwards direction.
Use a spotter when reversing close to people or objects
Reverse in and drive out at dead ends.
Never reverse blindly

Controlling Critical Risks Enabling Our People Improving Systems care, innovate, deliver.

DO YOUR WALKWAYS LOOK LIKE THIS?

Rozelle Interchange
WestConnex
JOHN HOLLAND CPB

- ✓ DELINEATED WITH SUFFICIENT SPACE TO WALK
- ✓ CLEAR OF MUD AND MATERIALS
- ✓ SUFFICIENT LIGHTING
- ✓ ALTERATIONS MUST BE RESET IMMEDIATELY



FIX IT IMMEDIATELY OR
CALL YOUR SUPERVISOR
IF YOU CAN'T

LET'S GO FROM GOOD TO GREAT

DO YOUR STEPS AND SCAFFOLD LOOK LIKE THIS?

Rozelle Interchange
WestConnex
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- ✓ STAIRS AND STEPS MUST BE APPROPRIATE,
CONSISTENT AND TO OUR STANDARDS
- ✓ FREE FROM MATERIALS, HOSES AND LEADS
- ✓ BASE AND LANDING STABLE



FIX IT IMMEDIATELY OR
CALL YOUR SUPERVISOR
IF YOU CAN'T

LET'S GO FROM GOOD TO GREAT



In an emergency use the
Call Point to raise the alarm

Use the Green button to relay your
location and the help you require

Always keep the access clear



Controlling Critical Risks Enabling Our People Improving Systems

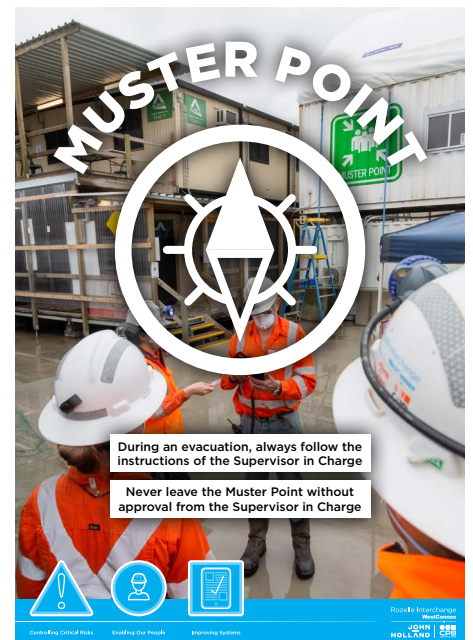


Retractable tape is used to prevent access
to another site during an evacuation

If these barriers are in place do not enter



Controlling Critical Risks Enabling Our People Improving Systems



During an evacuation, always follow the
instructions of the Supervisor in Charge

Never leave the Muster Point without
approval from the Supervisor in Charge



Controlling Critical Risks Enabling Our People Improving Systems



Stay
SAFE FOCUSED COMMITTED

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Re
SET FOCUS COMMIT

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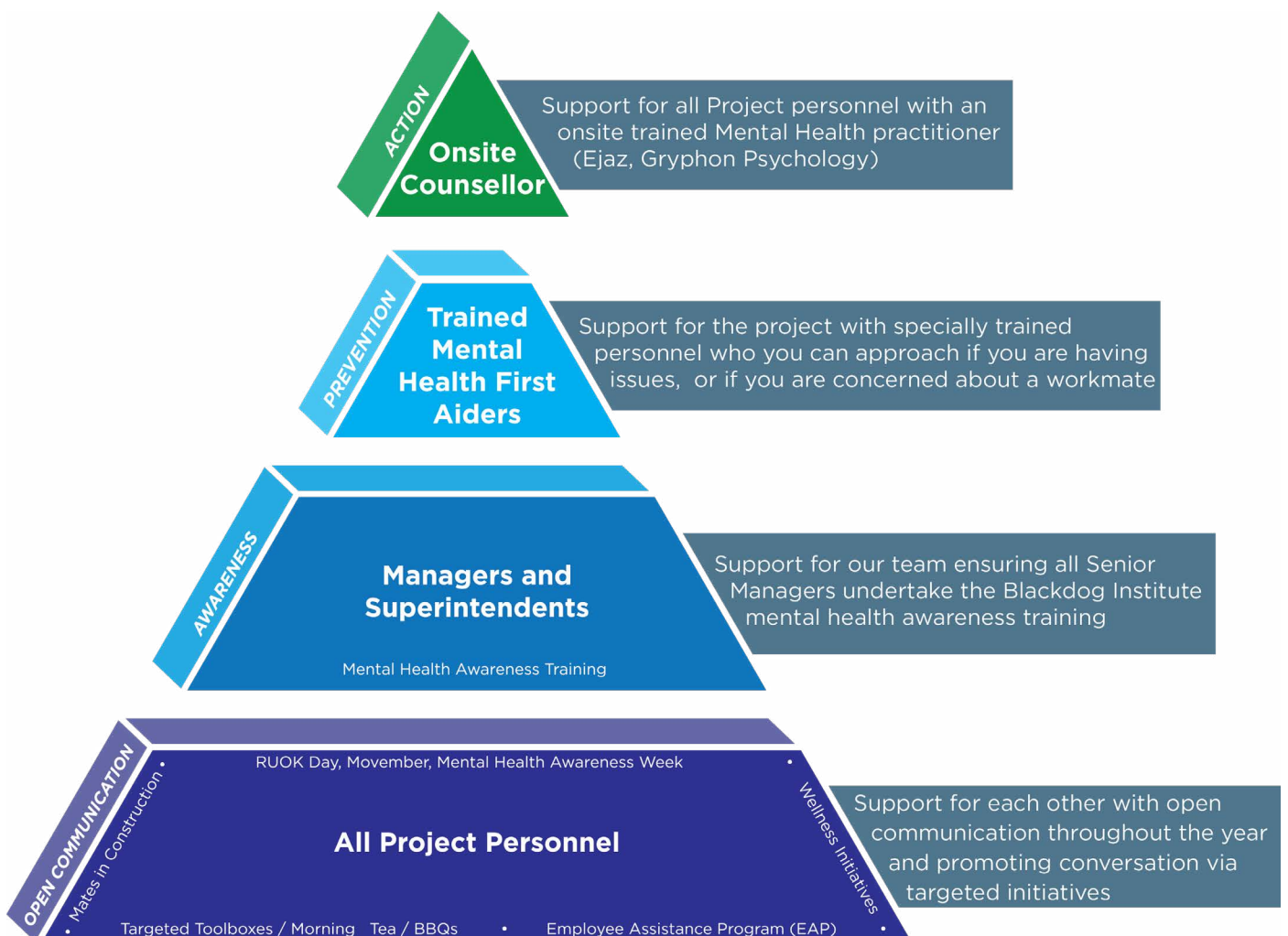
Mental Health

The *Mental Health* quadrant acknowledges the significance of emotional wellbeing in overall fitness. The Project provided resources, one-on-one support, and educational campaigns to help workers manage and reduce the impacts of stress, anxiety, and other mental health challenges they may be experiencing.

Mental Health Framework

Management of mental health began with the development of a mental health framework, shown below. The aim was to foster a people-oriented organisational focus through supportive management, early identification efforts and implementation of effective support services for workers and their families.

**Mental health claims
Australia-wide rose
15% from 2000/2001 to
2016/2017. During this same
period, lost work time due
to mental health injuries
increased 54%, from 11.2
weeks to 17.3 weeks.³**



On-Site Mental Health Support

The Rozelle Interchange took the innovative approach of engaging a licensed mental health professional, Ejaz, on a preventative, proactive basis.

More than 200 face-to-face on-site counselling sessions have been made available to date

Since July 2021, his monthly visits have been facilitated by Gryphon Psychology. All project personnel, from direct staff to subcontractors and client representatives, are invited to book in for a confidential 1-hour face-to-face session with Ejaz. He is a familiar face around the Project and has even conducted his sessions underground in the tunnels to ensure he is available when and where required.

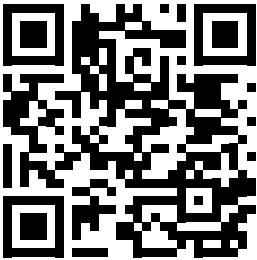
This initiative goes beyond the typical Employee Assistance Program (EAP) phone service. The

in-person, regular presence of the same counsellor ensures appointments are productive and as stress-free as possible. The accessibility of this service encourages greater uptake by workers who otherwise don't have the time or means of attending an in-person counselling service.

While attendee feedback is confidential, feedback from Ejaz has been that several potential mental health crises have been averted through the timely provision of this service.

"I have never used the mental health services myself but feel it's very important especially as suicide is high in the construction industry."

- Feedback from the 2022
Employee Engagement Survey



What to expect from a counselling session with Ejaz

Ejaz
Gryphon Clinician





TELL US A LITTLE ABOUT YOUR CAREER JOURNEY, HIGHLIGHTS AND ACADEMIC BACKGROUND?

My first experience in the field of psychology began back in 2015 where I commenced working at Lifeline as a telephone crisis supporter as I was completing my undergraduate studies in psychology. Providing crisis management in such an acute setting was both quite a confronting and enriching experience. There was something incredibly rewarding about being able to assist people in such critical moments in their lives.

Following the completion of my undergraduate and master's study courses, I commenced working in an organisational psychology role. The role involved working with individual's who had experienced work and non-work-related psychological injuries, with the goal of supporting them in their recovery and return to work. The role also involved coaching, psychological first aid, counselling and non-vocational support for individuals. I learned many important lessons throughout this time, the primary one being the importance of workplace culture and connection in the health and wellbeing of individuals.

Most recently, I have made the move over to clinical practice where I work therapeutically in a one-on-one setting with a wide range of clinical presentations, including anxiety, depression, interpersonal difficulties and other life stressors.

“The Rozelle Interchange project should be commended on their proactive approach to supporting their employees. At times, when an EAP representative attends a critical incident situation, employees often comment that they only ever see EAP onsite when there is something wrong. Having a regular ongoing support service in place already meant that workers were comfortable with the idea of a counsellor being onsite.’ Feedback from the EAP provider after a critical incident in June 2022, highlights the proactive effort of having Ejaz already embedded into the team.”

- Feedback from Gryphon Psychology



WHAT DREW YOU TO A CAREER IN PSYCHOLOGY AND WHY DO YOU DO IT?

I have always been intrigued by the different ways that people think, feel, and behave, and how certain ways of thinking and behaving can make people more susceptible to distress and illness. With the rates of

mental illness sky rocketing over recent years, I see it as a vital service that can significantly assist people with their difficulties and improve quality of life. I find that it is an incredibly privileged and rewarding position to be in.

WE HEAR SO MUCH ABOUT “SELF-CARE” THESE DAYS, WHAT DOES THIS TERM MEAN TO YOU?

Self-care simply means anything that you do to improve your mental, physical and emotional wellbeing. Your self-care needs may change depending on what you are needing at the time. For instance, when you're tired, self-care might mean rest and relaxation; when you are needing support, self-care may involve connecting with family and friends. Self-care is different for everyone, do what works for you.

WHAT ARE YOUR 3 TOP WELLBEING/POSITIVE MENTAL HEALTH TIPS?

I think the most important tip I can share is to become familiar with yourself. The relationship you have with yourself is the most important relationship you will have. Take time to connect with your mind and body and pay attention to the emotions, images, physical reactions, self-talk, impulses and other sensations that arise. Often times when we are in busy periods in our lives, we are too preoccupied to take the time to connect with ourselves and may fail to recognize signs of distress, which, if left unattended, leave us at risk for more serious mental and physical health issues.

My other top tips are: prioritising quality sleep, spending time in nature and maintaining social connections with loved ones.



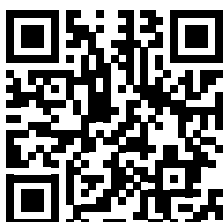
On-Site Mental Health First Aid (MHFA)

The Project has upskilled a cross-section of employees in MHFA, ensuring each team has trained first responders. Almost 100 individuals have been trained to date. These front-line responders provide support for anyone needing to reach out while at work. They are particularly visible in the colourful hi-vis shirts they are given upon completion of the two-day course. These shirts are designed to be conversation starters; being so distinctive, our MHFAs are regularly asked 'where did you get your shirt from?', which prompts a wider discussion about mental health first aid.

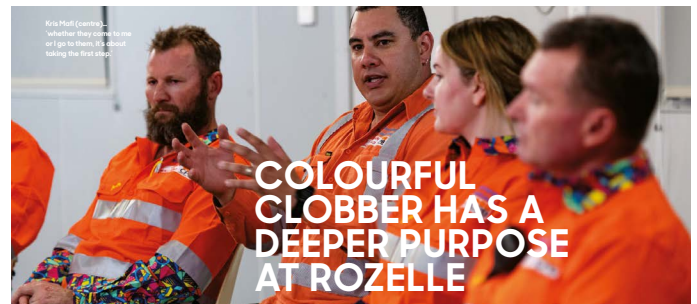
Nearly 80% of NSW workplaces take a reactive or ad-hoc approach to mental health at work.⁴

The Mental Health First Aiders convene monthly along with representatives from the Project's HR team to discuss any trends across sites or individual cases where lessons learned could be imparted through the group. This strategic approach to MHFA empowers the teams to address any shortcomings in the strategy or resourcing across the various sites on the project. These round table discussions have informed other initiatives, including mental health campaigns and events around specific areas of focus.

The supervisory staff who sit on the MHFA round table (and who are also qualified MHFA providers) have given feedback that the availability of Ejaz on site has opened up broader conversations about mental health within their teams, and has assisted in overcoming old stigmas associated with mental illness.



Men in the construction industry are 53% more likely to die by suicide than other employed males in this country. A construction worker is lost to suicide every second day.⁵



"I think it is great that Mental Health is well supported and available to all staff."

– Feedback from the 2022 Employee Engagement Survey

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Mental Health First Aiders
Let's start the conversation



Senior Management Support

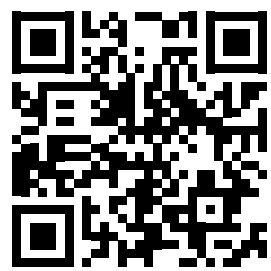
Support for mental health comes from the Project's top management. Project Management briefings were held early on during Project delivery so managers understood the various levels of support the Project was offering. In 2020, the Project Management group (approximately 40 managers) participated in a full day training session on mental health to ensure they were well positioned to identify and respond appropriately to anyone suffering from mental health challenges. The Project Management team are highly visible in supporting the mental health space, speak about it with their teams and participate in videos about mental health.

"Having a proactive, regular program for an on-site counsellor, rather than a reactive approach when there is an incident, is a far better program."

- Feedback from the 2022
Employee Engagement Survey

Rozelle Interchange
WestConnex


R U OK?
No qualifications needed



Ask

R U OK?™

No qualifications needed



One of the big issues was that 93% of construction workers who had committed suicide in the past had never sought professional help.⁶

Keeping Mental Health on the Agenda

Part of normalising mental health discussions is regularly promoting talks about this important topic day-to-day.

In the 2022 John Holland employee engagement survey, the Rozelle Interchange Project received a score of 88 for wellbeing, a full +4 points above the company average. This anonymous feedback clearly reflects that our employees feel their wellbeing is cared for on the Project.



Other ways the Project has normalised mental health discussions include:

- In 2020, the Project hosted toolbox talks with Mates in Construction, who provided on-site support and briefed workers on the importance of maintaining their mental health.
- With COVID-19 pandemic restrictions in place for 2020, the Project engaged a local indigenous supplier to produce a mental health video to be sent across the teams. The video was filmed in line with all NSW government pandemic-related regulations at the time and provided an important message that normalised mental health discussions. The video included Craig Mack, a representative from RUOK?. It was widely distributed and shared on social media and throughout CPB and John Holland. The video was recently re-used by CPB Contractors
- The Project held barbecues and sold 'Kit-Kats for Chit-Chats' to raise money for mental health charities while also increasing on-site visibility.





“The mental health support and resourcing on this project is a fantastic initiative and will hopefully set a new benchmark on what a project should be doing.”

– Feedback from the 2022
Employee Engagement Survey



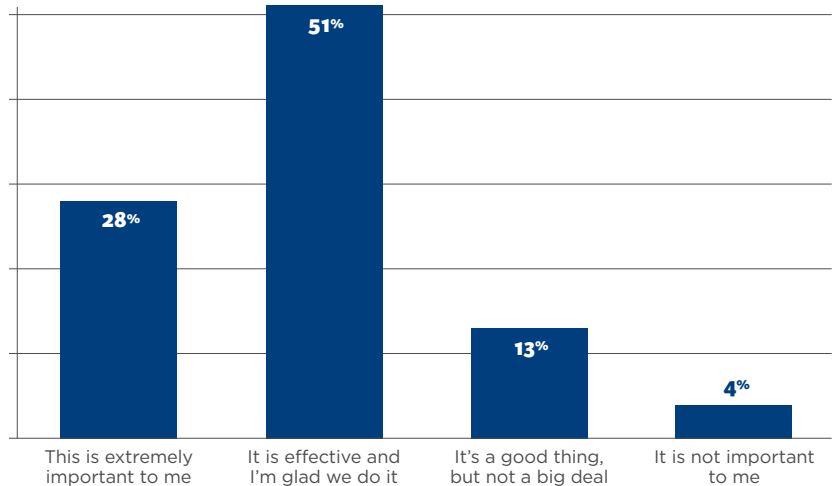
- In 2020 the Project purchased iconic RUOK? Day benches that were designed as a safe space to have mental health discussions. These benches have remained on site throughout construction as a regular reminder of the Project’s support for checking in on your work mates’ wellbeing regularly.
- In 2021, due to COVID pandemic restrictions, staff were split between working on site and working from home depending on their roles. During this time the Project sent personalised RUOK? Day cards to every staff member to remind them that they were not alone, even at home, and that support was readily available for them and their families. RUOK? wristbands were included in the send out and on-site for our people as a sign of solidarity. The message was “If you’re on site or working from home, know you’re not alone” encouraging the team to reach out, check in on one another and access the Project’s Health and Wellbeing resources.
- During the COVID-19 lockdowns, the Project offered team Kahoot challenges as an opportunity to connect during a time where many were working from home or restricted to isolated work zones.
- The Project has published intranet articles and newsletters which include information about the workplace mental health support available.
- A Black Dog branded truck owned by a subcontractor, Attcalls, was brought onto the Project in 2020, a mobile reminder of the internal industry support for mental health.
- The Project recognised RUOK? Day, Mental Health Awareness Week and Movember. The Project has raised \$14,000 for Movember, shining a spotlight on men’s health issues including suicide.
- Project personnel were sponsored to run for the Blackmores Run in 2022, with all funds raised going to the RUOK? Foundation.
- Many project personnel participate in the push up challenge, run by the *Push for Better Foundation*. With entire teams encouraging each other to participate and raise money for mental health, the challenge simultaneously raises personal fitness while honouring the lives of those lost to suicide in the prior year.

2022 Engagement Survey

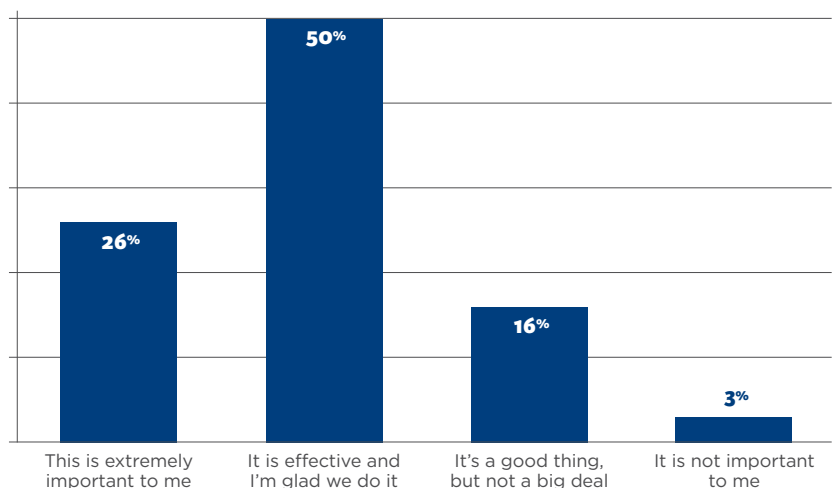
Through our employee engagement survey we were able to ascertain that a vast majority of our staff understood that safety, health and wellbeing were more important than production. We see this reflected on site through our project value, Care. Everyone has the right to stop work should they not feel safe and we have numerous examples of our Mental Health First Aiders being asked to attend site and check-in on team members to make sure they have someone to speak with if they need to.



How important is the on-site EAP service to you?



How important is RUOK? day to you?



“Mental health is one of the largest things not held up high enough in construction, especially regarding the hours worked for some, great to see we are putting it at the forefront.”

“The mental health side of things is a good thing as we have worked on a few projects over the years where workmates have committed suicide.”

“The mental health support and resourcing on this project is fantastic and will hopefully set a new benchmark on what a project should be doing.”

“The services provided on-site and during work hours that give workers the opportunity to look after themselves without needed to go to a clinic or other in their spare time are the best services.”

– Feedback from the 2022 Employee Engagement Survey

Awards

The Project has been recognised for its outstanding mental health support quadrant, winning or being shortlisted for the following awards:



2023 | RUOK? BARBARA HOCKING AWARDS

Winner

Best Mental Health Program in the Workplace

Announcing the award as a virtual ceremony, RUOK? Community Ambassador, Mostapha Kourouche, congratulated the Rozelle Interchange Project team for its workplace efforts. “The Workplace Award recognises organisations that are building a culture where everyone feels safe, supported, and encouraged,” said Mr Kourouche. “The Rozelle Interchange Project has helped those at John Holland, CPB Contractors, and their families feel more supported and connected when they are going through a tough time, and we commend them for their work to build an RUOK? Culture on the site.



2022 | JOHN HOLLAND AWARDS

Winner

Safety and Wellbeing

The Rozelle Interchange Project were the winners for Safety and Wellbeing in the 2022 John Holland Changing the Game Awards for its proactive approach to mental wellbeing.

2023 | COMCARE AWARDS

Winner

Preventing Psychological Harm

2023 | NSCA FOUNDATION AWARDS

Finalist

Best Health and Wellbeing Program

Highly Commended

Best Continuous Improvement of a WHS Management System

Finalist

Best Communication of a Safety Message

Finalist

The Pinnacle Award: Excellence in Work Health and Safety

INTERNAL STAFF REWARD AND RECOGNITION

Since its inception in 2020, the Reward and Recognition (R&R) program has seen over 450 awards issued across the Project. The awards are categorised by our Project Values (care, innovate and deliver) and enabling health and safety. Care is seen as one of our core values and over the course of this initiative, there have been over 120 awards given out for exhibiting the value of care.

“Stephen demonstrates the project value of care every day. Care for people: Stephen is always the first person to notice and reach out if a person is stressed or going through a tough time. This is not due to any sense of obligation, but rather because he genuinely cares about others’ wellbeing and desires to help. Care for the project: Stephen does not hesitate to help other teams with their tasks if he sees that his assistance can add value to that team, even if doing so is not related to his role as Communications Manager. He has a whole-of-project view and goes above and beyond to make the whole project run smoothly.”

– 2020 Reward & Recognition nomination
for **Stephen Antonopoulous**,
Community and Communications Manager



“This team has a positive attitude and takes much care in the wellbeing of other team members. This in result creates a safe, comfortable and an enthusiastic work environment for team members. This enthusiasm and positive atmosphere reflects in every aspect of their tasks.”

– 2023 Reward & Recognition nomination
for the **Completions Team**

“Brad took the time to pull me aside and ask if I was ok after noticing my significant weight loss and showed concern over my wellbeing. Although it was a lifestyle change and not illness, I appreciated that he took the time to show concern for my wellbeing.”

– 2020 Reward & Recognition nomination
for **Bradley Schapiro**,
Senior Commercial Manager

Fitness and Exercise

The *Fitness and Exercise* quadrant emphasises the importance of physical activity in maintaining a healthy lifestyle. Regular physical activity can serve as a healthy outlet to manage stress and improve mood, contributing to better overall mental wellbeing. Fitness and exercise play a crucial role in the wellbeing and performance of workers. The physically demanding nature of construction work may place strain on the body, making it essential for workers to maintain good physical fitness.

Coronary heart disease is the leading single cause of disease burden and death in Australia.⁷

The company encourages regular exercise and offers free fitness programs to enhance the physical capabilities of workers.

Free Fitness Sessions

“The sessions are surprisingly really fun, the trainer provided great enthusiasm throughout the class and we all managed to get some belly laughs in while being active.”

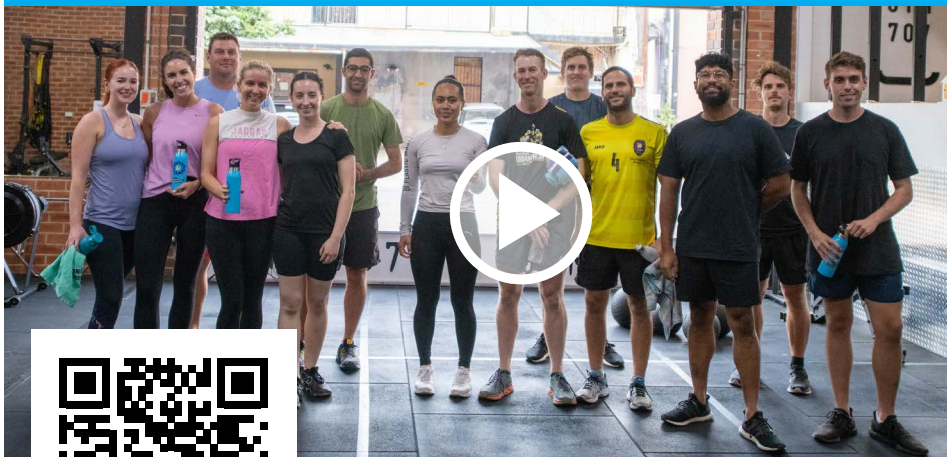
– Sara Galloway, Senior Engagement Advisor

The Project provides local weekly fitness sessions run by a qualified trainer that are free to all staff and workforce.

Originally these were held in a park local to the Project, and were later moved to Gym 707 in Rozelle.

Rozelle Interchange
WestConnex

Health and Wellbeing
Bootcamp



“I think the fitness/ bootcamp initiative is a great one.”

– Feedback from
the 2022 Employee
Engagement Survey

“The bootcamp [fitness] sessions are a great way to kick off the week and it’s FREE! The sessions are short and sharp whilst covering a full body workout. I enjoy the variety of exercises and the close distance to the Project. I encourage anyone to come along who wants to fit some exercise into the week.”

– Ben Miller, Senior Project Engineer

Running for Fitness

To maintain fitness year-round, weekly run clubs were organised in Rozelle and Rhodes.

In 2022, the Project sponsored employees to participate in the Blackmores Run, and donated fundraised money to the RUOK? Foundation. In 2023, the Project sponsored employees to participate in City2Surf with all proceeds going to the Harding Miller Education Foundation.

Working from Home Fitness

“I think it’s a great initiative by the Project to break the monotony of lock down and staying positive.”

– Ash Neumann, Superintendent

During COVID-19 lockdowns, where many employees were required to work from home, the Project hosted virtual exercise sessions:

- Monday evening pilates
- Wind down Wednesdays, a 15-minute stretch session at 5:30pm
- FITFAB 5, a daily 5-minute workout



The Project also partnered with Rehab Management to offer a series of online exercise videos. These webinars offered a variety of programs including indoor aerobic training, high-intensity interval (HIT) training, stretching and relaxation techniques.

Membership Discounts

Reduced local gym memberships were organised with Gym 707 and Anytime Fitness for anyone working on the Project, and the availability of these offers were advertised around site on posters and the Wellbeing Portal.

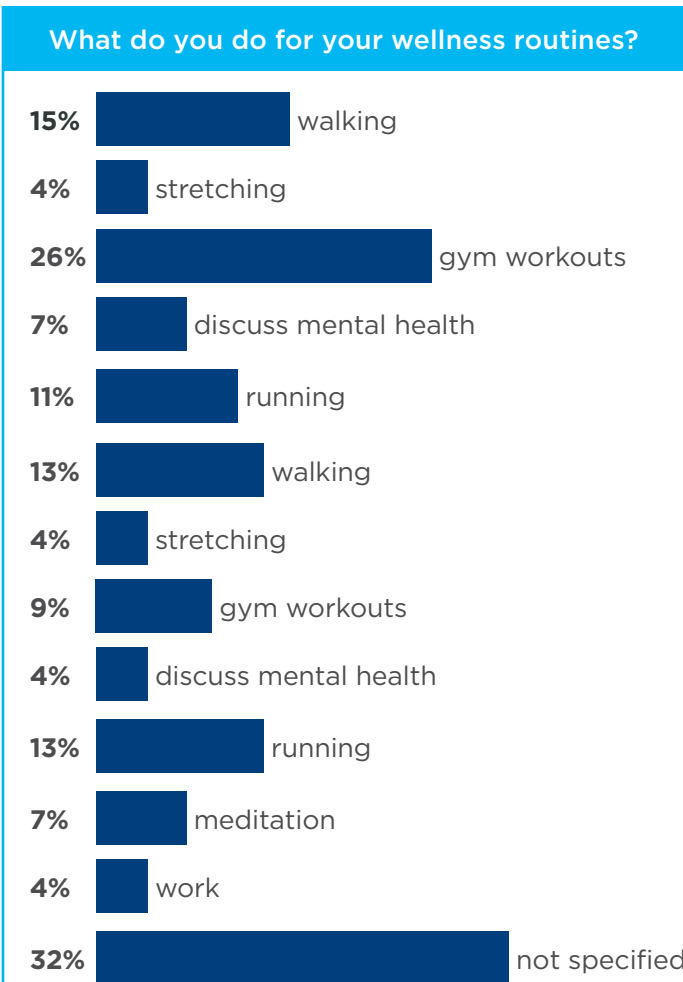
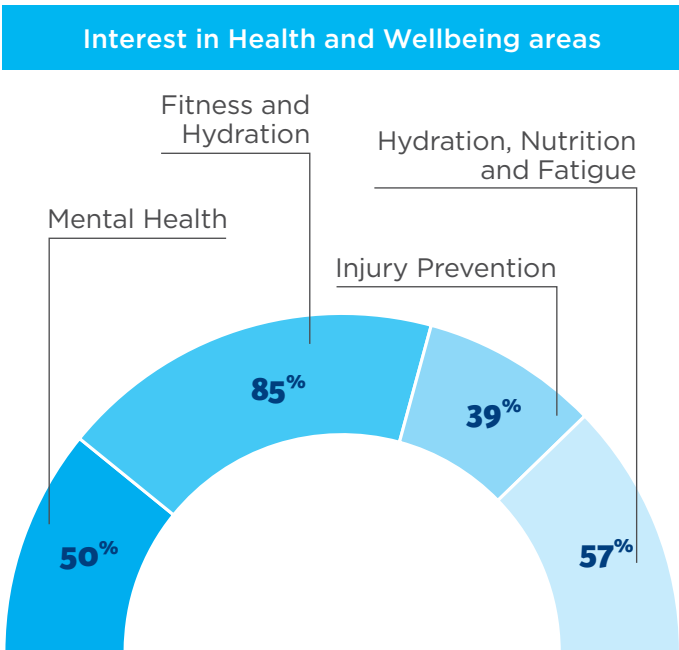
Wellness Water Bottles

In encouraging the promotion of wellbeing, the Project distributed free branded wellness water bottles to personnel on the Project who engage in regular health and wellbeing activities, including anyone who joins the Project’s free bootcamp.

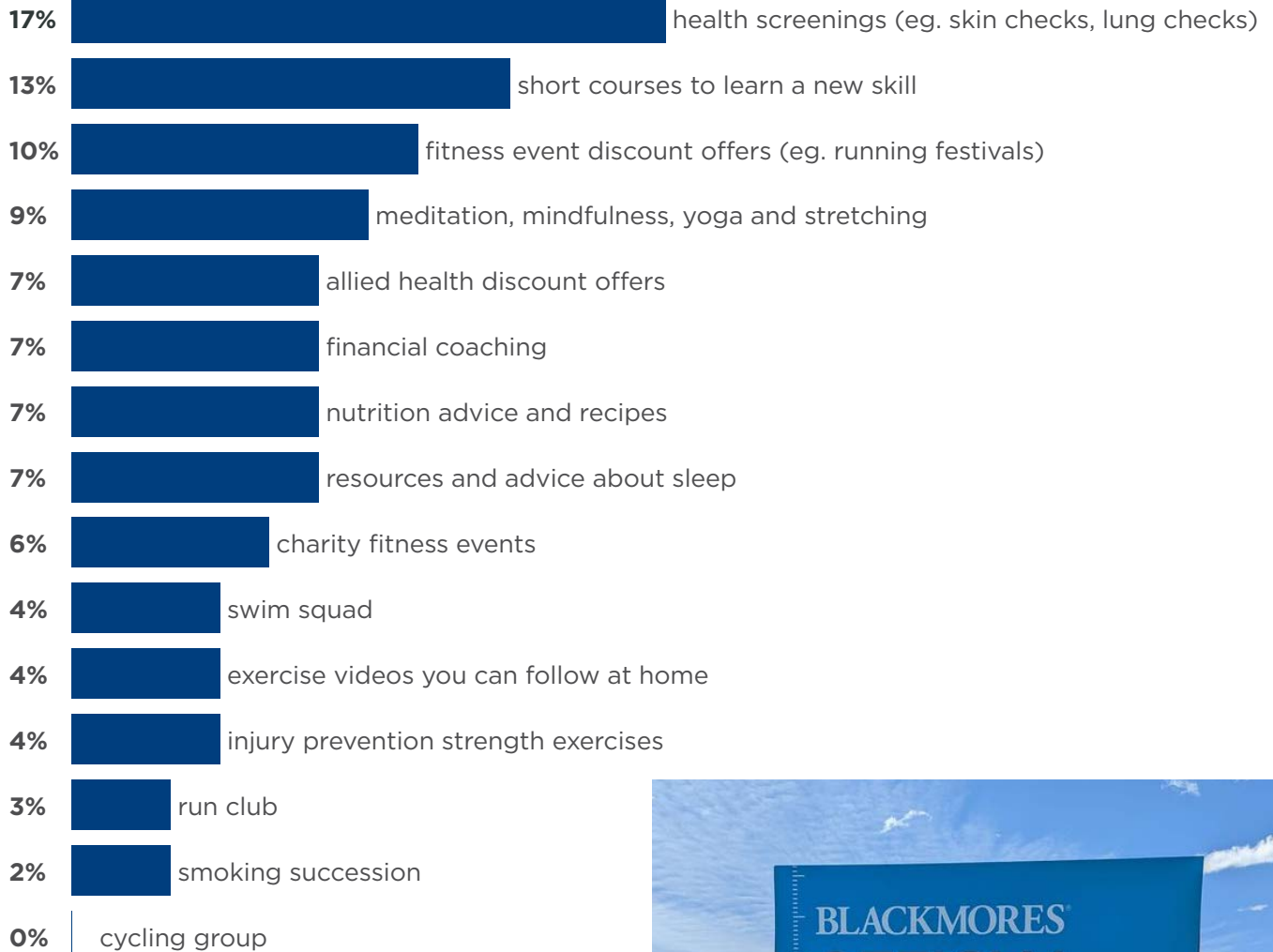
Wellness Engagement Survey

The construction industry has a higher rate of overweight/obese workers than the national average.⁸

To better understand workers' exercise preferences and tailor the Fitness and Exercise Program to them, the Project rolled out a Wellness Engagement Survey in 2022. Information was captured about what each person does for their fitness regime, and their areas of interest in the Health and Wellness space.



What health and wellbeing content do you want to see this year?



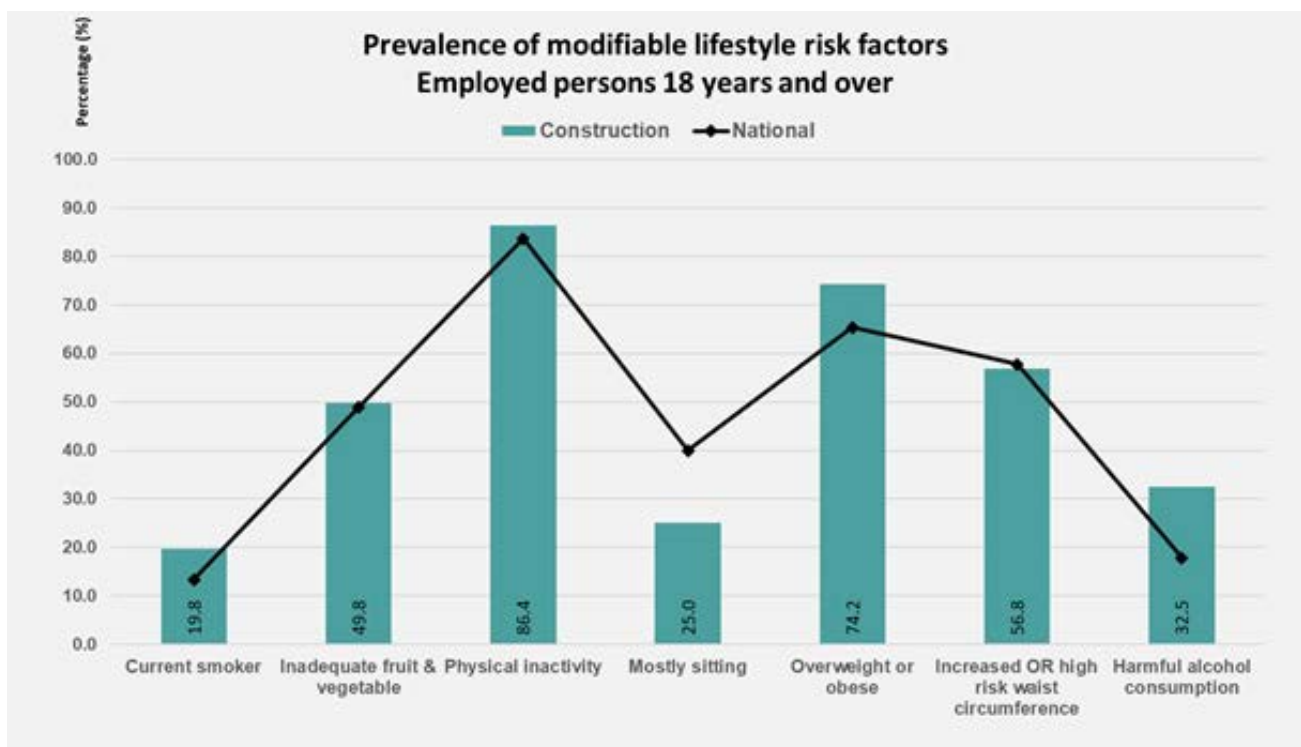
Hydration, Nutrition and Fatigue

The *Hydration, Nutrition, and Fatigue Management* quadrant promotes proper hydration, balanced nutrition, and adequate rest to help equip workers with the energy and resilience to perform at their best.

Adequate hydration is essential to prevent dehydration-related complications and maintain cognitive function. Proper nutrition fuels bodies for sustained energy and faster recovery. Managing fatigue enhances alertness, reduces the risk of accidents, and fosters overall wellbeing.

The recently released *Australian National Health Survey 2017-2018*⁹ highlights that construction industry workers, compared to workers in other industries, have higher rates of smoking and alcohol consumption.

Over the past ten years there have been some positive signs of construction workers smoking less, being more physically active and consuming less alcohol. However, levels of poor nutrition, and being overweight and obese continue to rise within the industry.



2017-18 National Healthy Survey: Prevalence of modifiable risk factor results for industry

Healthy Meals

Healthy fresh and frozen packaged food vending machines were set up across site which provided balanced and nutritious meals. These vending machines were stocked with muscle meals which provide easy and quick access to healthy food options. 12,378 healthy meals were sold in 2022.

The Project also organised exclusive discount offers via YouFoodz, a renowned provider of nutritious and delicious meals. With a diverse menu of wholesome options, employees can conveniently access balanced and nourishing meals, ensuring they fuel their bodies with the right nutrients to excel at work and beyond.

Education Campaigns

The Project organised education and awareness campaigns on the importance of hydration, nutrition and techniques to avoid fatigue.

2020 LUNCH AND LEARN QUICK BITES

The Project engaged Rehab Management to deliver educational lunch and learn seminars. Topics included how to achieve the right amount of quality sleep, nutrition, fluid and electrolyte intake to prevent fatigue and maximise performance.

FATIGUE

Online resources were available to support good diet and sleep habits, including a free subscription to the Better Sleep Program, available on the Project's Wellness Portal.

"Good to see resources are available for peoples health."

– Feedback from the 2022 Employee Engagement Survey



Did you know?

Drinking at least **5 glasses** of water a day can reduce your chances of suffering a heart attack by **40%**



Join us on for a quick chat about **nutrition**, including practical strategies you can use to improve your health after a fulfilling Christmas period.



Location: The Training Room,
Desane Building, Rozelle



Date: 21st January, 2020



Time: 10:00am – 10:20am



Location: Jervis and Botany Room,
Level 4, Rhodes



Date: 23rd January, 2020



Time: 12:30pm – 12:50pm



For any queries, please contact:

Mr Andrew MacPherson
RTW, Health and Wellbeing Advisor

✉ Andrew.macpherson@rozelleinterchange.com.au

☎ 0428 826 480

Run by Rehab Management

www.rehabmanagement.com.au

rehab
MANAGEMENT



On-Site Services

The Project recognised the importance of providing on-site health services directly to the Project. By eliminating the necessity for employees to go off site for flu shots and skin care checks for these services, the project's workforce were more likely to access these important health screenings. This proactive approach not only fosters a positive and caring workplace culture but also emphasises the importance of preventive healthcare.

“The services provided on-site and during work hours that give workers the opportunity to look after themselves without needing to go to a clinic in their spare time are the best services.”

– Feedback from the 2022 Employee Engagement Survey

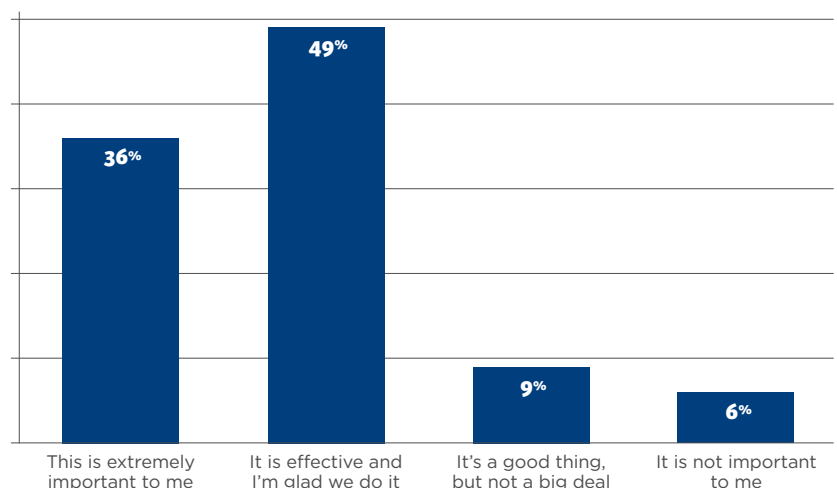
FLU SHOTS

Offering flu shots on-site helps prevent the spread of illness and reduces absenteeism during peak flu seasons, promoting a healthier workforce.

“The well-being initiatives with Flu Shots is an added value for people's health. These initiatives must have reduced sick days taken, thus benefits all round.”

– Feedback from the 2022 Employee Engagement Survey

How important is it that the Project offers free flu shots?



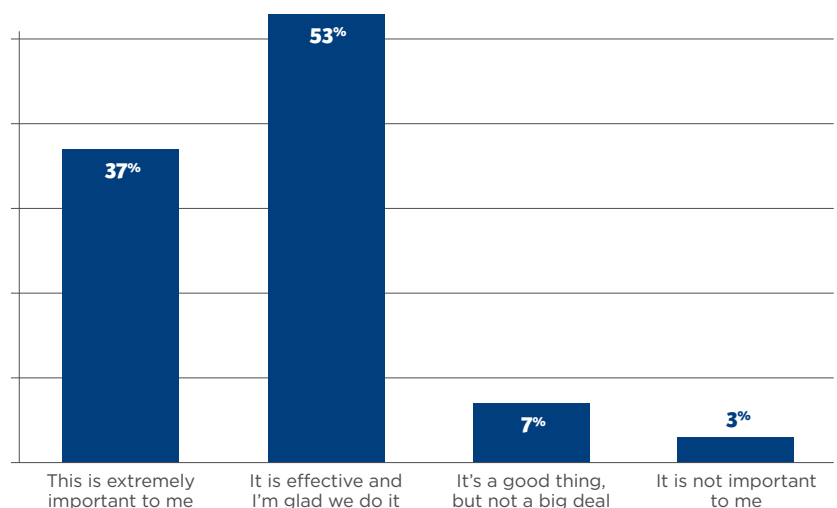
SKINCARE CHECKS

Similarly, providing skin care checks can aid in the early detection of potential skin issues, catching any concerns before they become more serious.

“Skin checks are good as we regularly work in the sun, please keep this going.”

– Feedback from the 2022 Employee Engagement Survey

How important is it that the Project offers free skin checks?



LUNG HEALTH

The Project provides regular on-site lung testing via the iCare 'Lung Bus', which conducts annual screenings for personnel who work in roles that traditionally have an increased chance of exposure to respirable crystalline silica (RCS). Each screening takes approximately 15-minutes, involving a health history questionnaire, lung function test, respiratory medical examination, and an x-ray.

This fast and easy check-up assists with the early detection of dust-related health concerns and results are analysed by an onsite doctor and a panel of respiratory experts. Workers have the opportunity to discuss any concerns with a licensed physician, and can track their lung health over time.

"The Lung bus is a great initiative."

- Feedback from the 2022
Employee Engagement Survey

Coupled with the lung bus service, the Project engaged a full-time occupational hygienist to manage (among other things) testing for RCS. This hygienist was able to offer on-site advice and information to workers about how to protect their lung health. An Occupational Hygiene website was created as a further source of valuable information to maintain a healthy body.

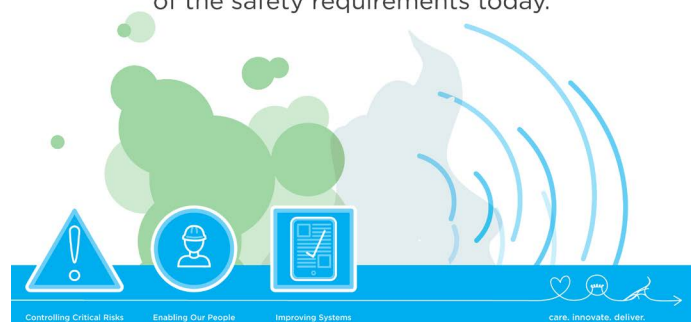
"The ability to provide physical health support and services is great, especially since work hours for a lot of people can mean putting it off otherwise."

- Feedback from the 2022
Employee Engagement Survey

Occupational Health and Safety Hub



Keep yourself and your work mates safe.
Scan the QR code to refresh your knowledge of the safety requirements today.



Visibility and Communication

Wellness at Your Fingertips

The Rozelle Interchange Project Health and Wellbeing Portal was designed to bring wellness to people's fingertips. The portal is easily accessible on site via QR codes and is a mobile-friendly hub for all things Wellness across the project. Additionally, the portal is accessible by all project personnel and their families, not just direct John Holland and CPB Contractors staff. Each month, the portal shines the spotlight on a specific wellness focus, rotating through the four quadrants of mental health, hydration, nutrition and fatigue, exercise, and injury prevention. This dynamic approach ensures that the content remains fresh, relevant, and engaging for workers all year-round.

The key drivers for creating and implementing this portal included:

1. ensuring involvement of workforce and subcontractors, who can't otherwise access our internal sharepoint network,
2. ease of communication about health and wellbeing initiatives, and
3. minimising additional tasks assigned to our already busy supervisory and project management staff.

Having a dedicated portal allowed the Project to monitor website analytics in order to measure and understand engagement around areas of interest in the health and wellbeing space.

Project-Wide Text Messages

Everyone who works on the Rozelle Interchange Project is notified via text message for health and wellbeing initiatives. The text message distribution list through our safety system 3DS has the ability to capture everyone who has been inducted on the Rozelle Interchange Project and is currently working on site, allowing us to capture a wide audience.



“The range of support available to me and my family is better than I’ve ever experienced before.”

– Feedback from the 2022 Employee Engagement Survey

Social Media

The Project hosts an internally moderated Facebook group for workforce, staff and subcontractors to share updates on the Project. This channel is used to promote the wellness

portal and the monthly health and wellbeing focus, as well as provide updates on the dates that Ejaz, our trained mental health professional, will be on site for confidential check-ins.

Wellbeing Excellence

Rozelle's commitment to health and wellbeing is emphasised to employees and subcontractors from day one, with our induction content incorporating discussion around health and wellbeing highlighting the resources available and introducing new starters to Ejaz's profile, promoting the free accessibility of our health and wellbeing initiatives to everyone onsite.

Posters with detailed breakdowns on where to turn to for help onsite, in the local community, and online are also located around break rooms. Business cards with key mental health contacts ensure everyone who needs help knows where to access the tools and resources available to them.

"These are just some of the small things that the project provides to everyone that shows that people are cared for and valued."

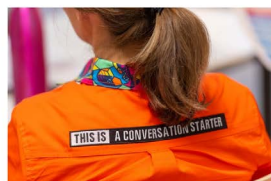
- Feedback from the 2022
Employee Engagement Survey

ROZELLE INTERCHANGE INDUCTION Mental Health Framework

- The framework summarises the mental health initiatives on the project and includes contact cards with the details of resources that are available for you, your mates or your family.



Employee Assistance Program (EAP)
Ph: 1800 056 076



- Everyone has a role to play, both in looking after their own mental health and creating a supportive culture on our Project.
- On-site counsellor every month – Ejaz.
- Mental Health First Aiders

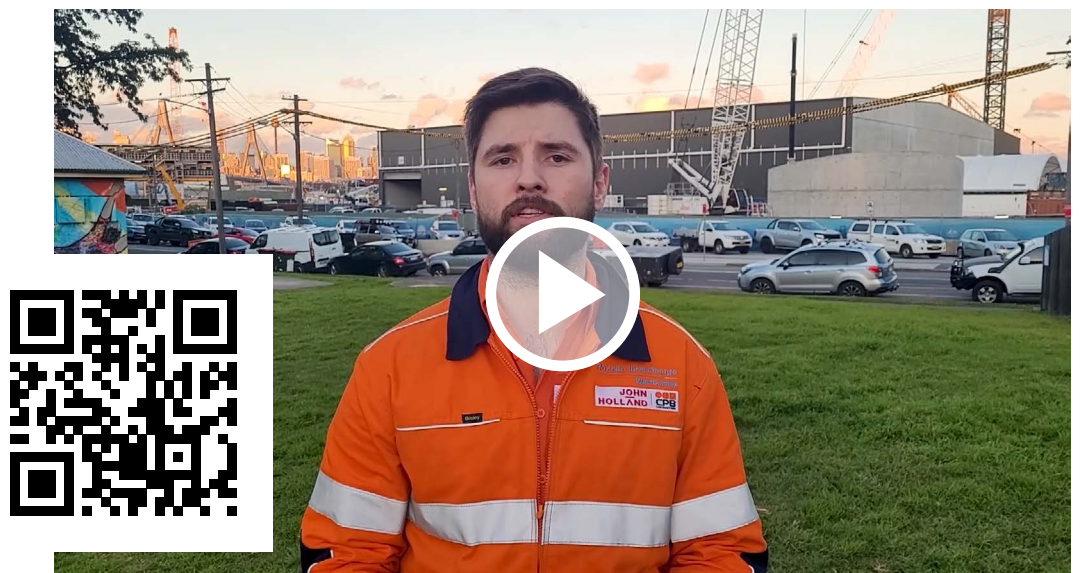
"Good to see that major companies putting effort to look after the workers and employees."

- Feedback from the 2022
Employee Engagement Survey



Videos

Videos produced by the project serve to communicate health and wellbeing messages and initiatives to staff and subcontractors on the project, and more widely across the business. By sharing these videos more widely it encourages other projects to take on these initiatives and ensure this work continues.



Rozelle Interchange
WestConnex

Health and Wellbeing
Healthy Body, Healthy Mind



Ejaz
Gryphon Clinician

Giving Back

In addition to the four quadrants covered in this pack, the Project recognises that part of having

a healthy mind and body is staying connected to your community and giving back.

Rozelle Gives Blood

One way we achieved this on the Rozelle Interchange is by donating blood. The Project organised a number of visits to the Lifeblood Centre at Town Hall. To date, the Project has saved 63 lives through donations from the Project team.



Toy and Book Appeal

In 2020, the Project recognised its good fortune in being able to continue to operate despite ongoing COVID-19 restrictions. Rather than providing an end of year gift to employees, the Project sought to enrich others through charitable giving. The Project collected over 800 toys and gifts for children and raised more than \$50,000 dollars for charity.

Following the success of the 2020 charity campaign, the Project repeated this charitable gift giving in 2022, raising a further \$68,000 and over 700 gifts for the Salvation Army and Harding Miller Education Foundation.



Harding Miller Education Foundation

The Project sought to give back to the community by helping young women pursue higher education, particularly in STEM subjects. The Project partnered with the Harding Miller Education Foundation (HMEF), a registered local charity with national reach. HMEF supports high potential but socio-economically disadvantaged girls through education scholarships. Each scholarship is valued at \$20K and lasts four years, supporting students from Years 9 through 12. Through targeted fundraising events, the Project raised over \$100K for HMEF, sponsoring 12 young girls to remain in school.

In addition to financial support, the long-standing relationship between the local charity and the Project has given rise to other opportunities for project staff to get involved. Through mentoring, scholarship selection, career seminars and other support programs the project has been able to truly partner with HMEF.

OTHER CHARITIES

Other charities supported by the Project over the years include Movember, RUOK?, PCYC Balmain, Chris O'Brien Lifehouse, The Smith Family's Toy and Book appeal, Lifeline (funds raised via The Push Up Challenge) and the Blackdog Institute.



Next Steps

Get Involved

Our final commitment in the health and wellbeing space is to continue to share across John Holland and CPB Contractors.

The Project hopes this pack provides a useful framework for how future projects can implement initiatives.

Together, we can make a difference. Creating sustainable change requires an industry-wide effort and we encourage all projects to adopt health and wellbeing initiatives.

“Thank you so much for [sharing your wellness initiatives], it is very much appreciated. You have done a super job.”

– Jana Lanigan, People Manager,
Gold Coast Light Rail

Contacts with Parent Companies

JOHN HOLLAND

Sara Galloway

Senior Engagement Advisor

John Crane

People, Environment and Stakeholder Director

Stephen Antonopoulos

Communications and Stakeholder Manager

CPB CONTRACTORS

Andrew Brooks

Work Health and Safety Director

Marie Phelan

Return to Work and Wellbeing Coordinator

Curacao Kaea

Communications Administrator



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**Because life
knocks us all
down**