

Better Practice Forum

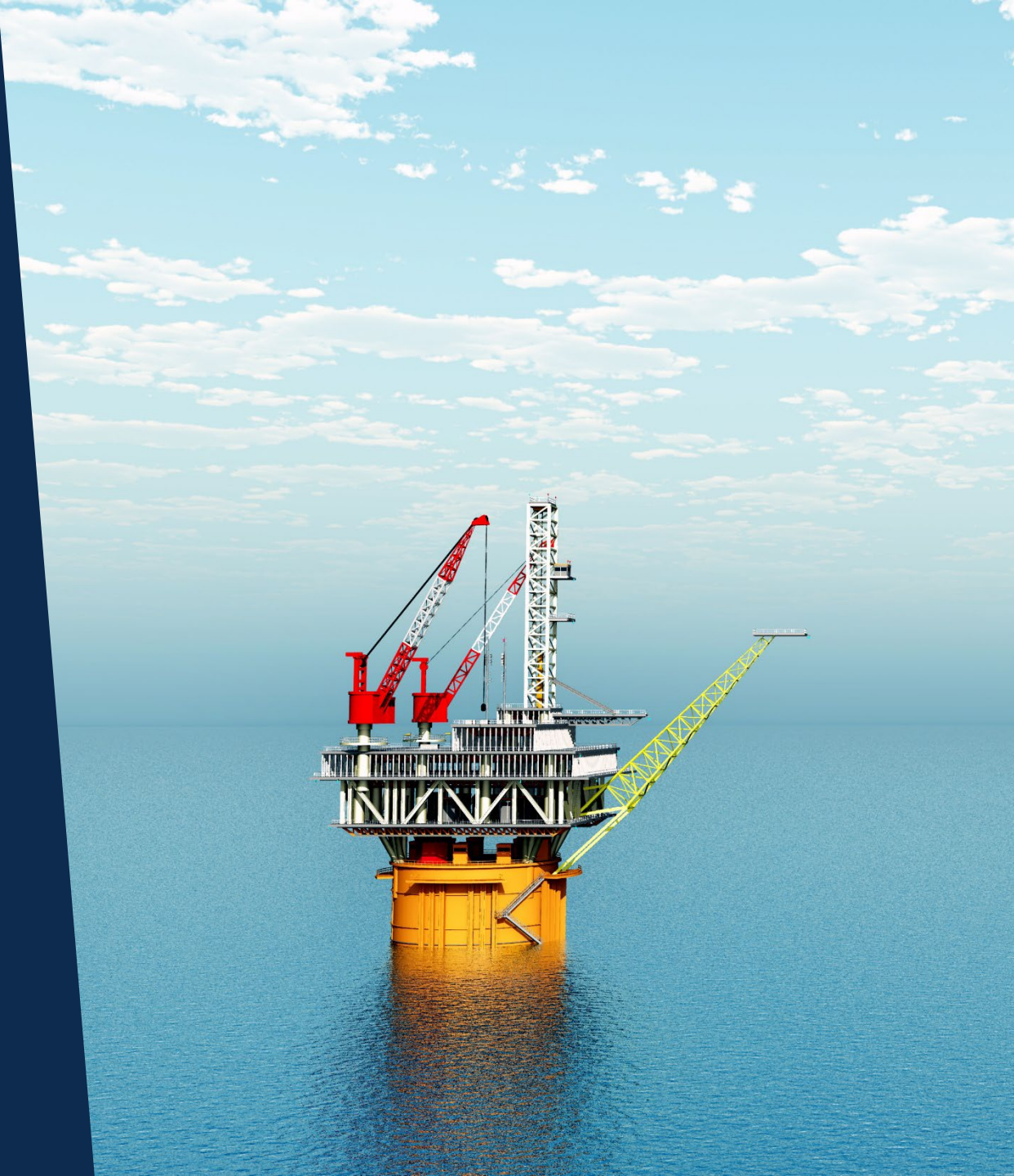
Psychosocial health in the offshore energy
industry

Thursday 30 April 2026



Legislative changes and psychosocial health

Kath Jones, Regulatory Specialist (Psychosocial
Health and Safety), NOPSEMA



Jurisdiction

- NOPSEMA regulates all offshore areas in Commonwealth waters, comprising areas beyond three nautical miles (5.5 kilometres) of the territorial sea.
- NOPSEMA also regulates all offshore areas in coastal waters where a state or the Northern Territory has conferred regulatory powers and functions.
- Victoria is the only jurisdiction to have conferred its functions for the regulation of health and safety and structural integrity to NOPSEMA.
- The Joint Petroleum Development Area in the Timor Sea is regulated by the National Petroleum Authority (Autoridade Nacional do Petróleo) of Timor-Leste on behalf of the Australian Government and the Government of Timor-Leste.





Regulatory approach

- NOPSEMA administers an objective-based regulatory regime in that the responsibility for mitigating and minimising risk lies with those who create the risks.
- The objective-based approach sets high level requirements to be achieved but does not prescribe how the requirements must be met.
- This approach allows NOPSEMA to ask:
 - a) What are you doing to reduce your impacts and risks?
 - b) Could you be doing more?
 - c) If you could be doing more, why aren't you doing it?

Regulatory activities



Assessment

Independent evaluation of an operator's safety case submission against the Regulations.



Inspection

Independent, sampled inspection of the petroleum activity against the accepted permissioning document and Regulations.



Investigation

Independent inspection to determine what went wrong and determine whether enforcement/prosecution is required.



Enforcement

Take action within powers under the Act and Regulations to secure compliance.

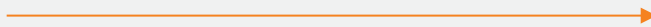


National Priority areas 2024-25

1. Structural integrity

2. Addressing suspended wells

3. Psychosocial health



4. Control of work

5. Leadership and management

- Support compliance with new regulations
- Encourage improved industry reporting to better understand and address psychosocial risks
- Enhance collaboration to ensure a coordinated regulatory approach to workplace mental health
- Benchmarking campaigns to build understanding of psychosocial risk management in the offshore workplace

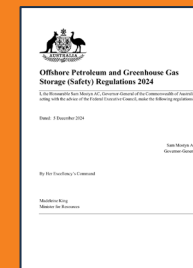
What are psychosocial hazards?

A hazard that arises from or relates to:

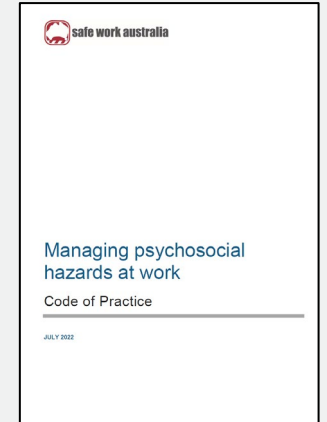
- the design or management of work; or
- a work environment; or
- plant at a workplace; or
- workplace interactions or behaviours;



Defined in
WHS Regs



Not in OPGGS
legislation



AND may cause psychological harm (whether or not it may also cause physical harm)

Examples of psychosocial hazards



Managing psychosocial
hazards at work

Code of Practice

JULY 2022



Psychosocial
hazards that may
arise at work

- Job demands
- Low job control
- Poor support
- Lack of role clarity
- Poor organisational change management
- Inadequate reward and recognition
- Poor organisational justice
- Traumatic events or material
- Remote or isolated work
- Poor physical environment
- Violence and aggression
- Bullying
- Harassment including sexual harassment
- Conflict or poor workplace relationships and interactions

Top 6 psychosocial hazards in mining

Remote & isolated work – FIFO working arrangements, long swings, weak social support, partner strain. Linked to increased rates of depression/anxiety.

Job demands - arising from extended shifts (12–14 hr day/night rosters) resulting in fatigue & cognitive impairment.

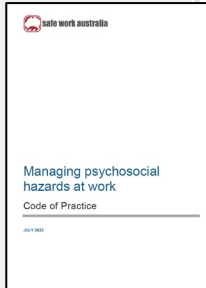
Bullying – correlated with hierarchical structures and performance targets which prioritise production over worker wellbeing, homogenous work groups and "Macho" work culture.

Sexual harassment - highlighted by Enough is Enough and company self-reviews. Exacerbated by power imbalances due to low diversity, tolerance of hostilities.

Organisational injustice – unequal access to resources, especially with contracted workforce; perceived negative repercussions for raising mental-health concerns.

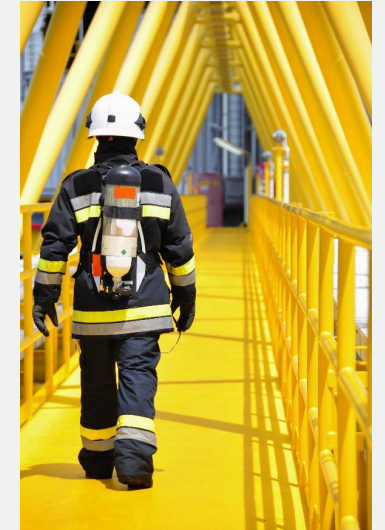
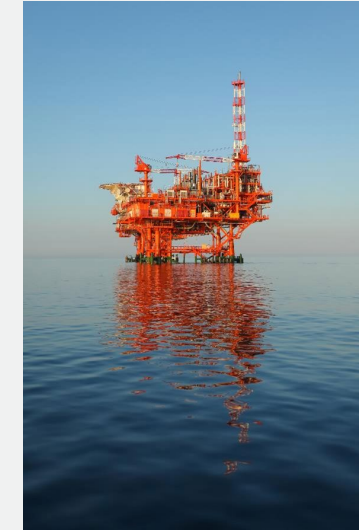
Poor support – lack of leadership capability where technical knowledge prioritised over leadership skills; inconsistent controls and complaint pathways.

Psychosocial hazards in offshore oil and gas

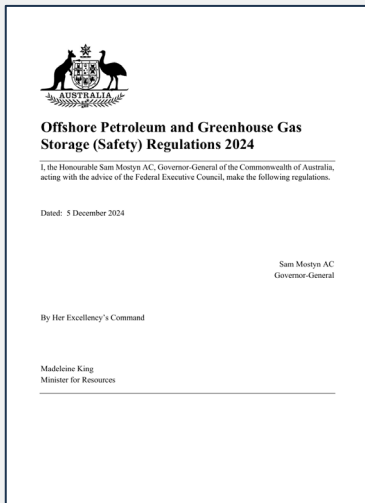


Psychosocial hazards that may arise at work

- Job demands
- Low job control
- Poor support
- Lack of role clarity
- Poor organisational change management
- Inadequate reward and recognition
- Poor organisational justice
- Traumatic events or material
- Remote or isolated work
- Poor physical environment
- Violence and aggression
- Bullying
- Harassment including sexual harassment
- Conflict or poor workplace relationships and interactions



D'Antoine, E. et al. (2023) Psychosocial safety and health hazards and their impacts on offshore oil and gas workers Safety 2023, 9(3), 56; <https://doi.org/10.3390/safety9030056>

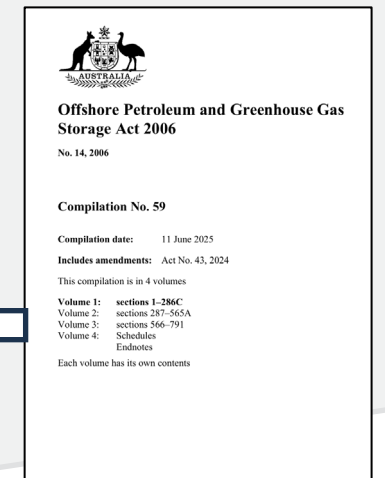


Sexual harassment, bullying and harassment must be addressed in safety cases (Reg.2.15A)



Mental ill-health, suicides & suicide attempts at a facility must be reported to NOPSEMA monthly (Reg.2.42A)

"Health" means physical and **psychological** health
Schedule 3 Duty of Care for Operators, persons in control & employers to reduce risks of harm to health to ALARP



Regulatory changes as of 12 June 2025



Operators must report any incident of sexual harassment, bullying or harassment at a facility to NOPSEMA



Psychological health incidents must be included in Monthly Activity Report submissions (including suicides and suicide attempts)



Safety case submissions must describe measures the operator of a facility has to prevent sexual harassment, bullying or harassment (and psychosocial hazards which may arise) e.g.:

- How are psychosocial hazards being identified?
- What processes are used to assess the risk of harm to workers from sexual harassment, bullying?
- What controls are in place to minimise these hazards to as low as reasonably practicable?

WorkSafe – Petroleum Safety / NOPSEMA fireside chat

Psychosocial health either side of 3 nautical miles

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NOPSEMA Better Practice Forum: psychosocial health

A contractor perspective on psychosocial health

Emma Gauld, HSE Manager – Energy, Monadelphous

About Monadelphous

Located in 
6 countries & across
Australia

FY25 revenue
\$2.27b


>9,000 people

Operation period
50+ years

ASX listed
Market cap **~\$1.3b**

Top 20 
Australian Association of
Graduate Employers

2 operating divisions

 Mobilisations
~35,000pa

Tier 1 ASX200 engineering, construction and maintenance company, delivering complex projects for customers across mining and resources, energy, oil and gas, and infrastructure, across Australia

Monadelphous Energy



Maintenance



Turnarounds



Brownfields Development



Scaffolding & Rigging



Mechanical



Electrical & Instrumentation



Planning, Onboarding & Mobilisation



HUC



Workforce
1850





The Journey

- Where we started
- Looking back
- Taking stock
- Looking forward

What we already had in place

People & Support

- ✓ Health & Wellbeing Plan
- ✓ Employee Assistance Program (since 2012)
- ✓ Health and Rehabilitation Team
- ✓ Manager Assist
- ✓ Mental Health Training
- ✓ Growing focus on mental health for leaders

Mental Wellbeing Strategy

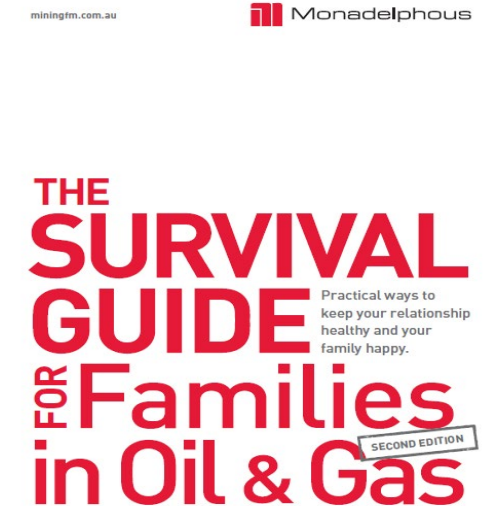
 Monadelphous

	Theme	How	What	Action
	Prevent	Recognise risks	HSE Risk Registers recognise psychosocial risks and associated controls	Recognise risk factors and apply controls from available resources
		Increase awareness	Leader and employee awareness/education Reducing stigma associated with mental illness Mental Health First Aid	Mental Health Awareness for leaders Toolbox topics/guest speakers
		Improve understanding	R U Ok Day, Mental Health Week, <u>Movember</u> , Men's and Women's Health Week,	Get involved, promote campaigns #
	Intervene	Recognise signs	Look for changes in appearance, behaviour and work performance	Creating a Mentally Healthy Workplace #
		Engagement	Have meaningful conversations Connect not just communicate Use Peer support personnel	Conversation Cards # How to have a conversation #
		Manager Assist Program (PeopleSense)	External service used to assist managers faced with employee-related issues	PeopleSense: 1800 258 487 #
		Employee Assistance Program (PeopleSense)	Confidential 24 hour assistance for employees and their immediate family. Site support can be provided during significant trauma or incidents	PeopleSense: 1800 258 487
	Support	Be physically & socially active	Physical activity Social engagement Participation in community / school / sporting groups or volunteer	Act Belong Commit Guide to Keeping Mentally Healthy # Monocle Mental Health Hub
		Assessing wellbeing	Self assessment tools	Act Belong Commit Self Assessment Tool # https://mindspot.org.au/
		Return to work	Health and Rehabilitation support Health Management Plans Mental Health Care Plan (GP Initiated)	Managing Someone with a Mental Health Condition # Health and Rehab - Patrick Lawther

What we already had in place

Policies & Processes

- ✓ Code of Conduct
- ✓ Incident reporting mechanisms
- ✓ Procedures to investigate events
- ✓ HR processes for bullying and harassment
- ✓ Risk management procedures
- ✓ Survival Guide for OAG Families (2017)
- ✓ FiFo Well program (2021)





The Challenges - External

- Lack of consistency in legislative requirements
- Varying expectations from our regulators
- Initially no clear guidance of what “best practise” looked like
- Client interpretations of what is expected
- Managing the risks where we aren’t the PCBU

The Challenges - Internal

- Jargon and terminology
- Knowing the risks but not knowing how to manage them
- Understanding where these requirements fit into our current processes
- Blurred lines between HR & HSE
- Inconsistent understanding of what requires reporting
- Lack of confidence in escalation pathways, bypassing of our internal systems
- Introducing psychosocial risk terminology into our safety language
- Recognition that this as an HSE accountability
- Realisation that we needed structure, not more initiatives
- There is an application at all levels and what that means at each level



Pulling it all together



PROTECT

- ✓ Respect@Monos
- ✓ Clear behavioural expectations
- ✓ Safe reporting pathways

SUPPORT

- ✓ Mentally Healthy Workplace Guideline
- ✓ Early intervention and assistance
- ✓ Leader capability

PROMOTE

- ✓ AREEA framework adoption
- ✓ Positive culture initiatives
- ✓ Ongoing awareness and education

What did we put in place?

Governance

- Psychosocial risks & controls added to risk registers
- Mentally Healthy Workplace Guide
- Psychosocial Incident Response
- Acceptable Workplace Behaviour
- Clear ownership and reporting
- Escalation pathways
- Supporting tools





What did we put in place?

Training & Awareness

- Mental Health
- Happiness Co pillars
- The Resilience Project, 8-part series
- Workshops sessions through Australian Psychological Society (APS) for leadership
- Code of conduct and acceptable workplace behaviours

What did we put in place?

Health and Wellbeing Advisory Group

- Mind, Body and Purpose

Reporting Systems

- Complaint Resolution Procedure
- Integrity committee



Respect Framework

Our respectful behavioural framework

1.

Leadership commitment

2.

Supportive cultures and environments

3.

Personal and professional learning

4.

Valuing diversity

5.

Community partnerships

6.

Transparent reporting and governance

RESPECT
— @MONADELPHOUS —

 Monadelphous



Everyone has the right to feel safe at work. For more information, visit the **Respect Hub** on Monocle or speak to your HR Representative.

RESPECT
— @MONADELPHOUS —

What worked well

- Tying it together under Mentally Healthy Workplace
- Removing the jargon, psychosocial safety, psychological safety etc.
- Using Respect@Monadelphous as the “glue”
- Participating in industry forums, CME/ Safer Together





Where are we now?

- Acceptance that managing psychosocial health is like managing any other safety risk
- Our risk-management system is built around managing psychosocial risks
- Developing leadership capability (and continue to)
- Strong reporting and response pathways have been implemented
- Using our cultural expectations such as respect, inclusion and wellbeing support the psychosocial health of our workforce
- And we keep going, keep reiterating that managing the psychosocial health is part of what we do

Where next?

- Normalisation and embedding
- Reviewing risk registers
- Continued leader awareness training
- Expanding awareness for all employees
- Leadership fluency
- Developing resilience in our teams



Thank you and feedback

