



National Mental Health and Wellbeing Roadmap

**An industry-led, industry-specific plan
for improving mental health and wellbeing
for road transport, warehousing and
logistics workers.**

2021 – 2024

Sal Petrocchio

Chief Executive Officer, National Heavy Vehicle Regulator



Our nation's truck drivers and logistics workers are vital to the wider Australian community, so improving their health, safety and wellbeing is a priority for the National Heavy Vehicle Regulator (NHVR) and pivotal to keeping the sector moving.

We know workers in the heavy vehicle industries are exposed to a number of mental health risk factors, including long hours and shift work, to social isolation and fatigue. With the added pressures of meeting deadlines and the need for constant alertness while operating heavy vehicles, there is little surprise that close to half of workers experience a mental health condition at some point in their career.

The NHVR is extremely proud to be partnering with the Healthy Heads in Trucks & Sheds (HHTS) Foundation to deliver the sector's first single national mental health plan – the National Mental Health and Wellbeing Roadmap (the Roadmap). The Roadmap will provide everyone in the heavy vehicle industries and broader supply chain with the tools and resources required to build healthier and thriving workplaces. It is one of the first mental health initiatives that has been co-driven among industries and the supply chain, and aims to shift the bar on mental health outcomes.

As industries you are extremely resilient, but we need to continue to work together to ensure our workers feel supported and know they're being heard when it comes to their mental health and wellbeing. This is why the NHVR is excited to be part of this mutual commitment to improving health outcomes for everyone across these industries.

A handwritten signature in black ink, appearing to read 'Sal Petrocchio'.

Naomi Frauenfelder

Chief Executive Officer, Healthy Heads in Trucks & Sheds Foundation



We are proud to have developed the National Mental Health and Wellbeing Roadmap (the Roadmap), as the sector's first national mental health strategy. The aim of the Roadmap is to support all levels of the sector in starting or continuing on their journey to build healthy, happy and thriving working environments. As the industry umbrella body for mental health and wellbeing, our role is to coordinate the implementation of the Roadmap, ensuring everyone has access to the resources and tools they need. We aspire to achieve better outcomes in physical and mental health and wellbeing on a national and industry-wide scale over the next three years and beyond.

A handwritten signature in black ink, appearing to read 'Naomi Frauenfelder'.

Contents

Foreword	2
Who we are and what we're doing	2
How to use this document	3
Definition of Roadmap terms	4
Why does our industry need this Roadmap?	6
The risks motivating this action	8
What is a psychologically safe and thriving workplace?	11
Psychologically safe and thriving workplace	12
Understanding mental health	12
The mental health continuum	13
How do we get there?	14
The Framework	15
The seven workplace strategies	16
Applying the seven workplace strategies	18
Build leadership capability	19
Increase awareness	22
Build better workplace culture	23
Smarter work design	26
Build resilience & coping skills	30
Early intervention	32
Support recovery	34

Applying the strategies to small business	37
The seven strategies small business checklist	38
How do you measure your progress?	40
Measure how you're doing	41
A clear workplace action plan will start with the following four steps	42
The benefits to industry, workplace and workforce	44
Membership will drive the Roadmap	45
Conclusion	47
References	48
Acknowledgements	49
The Roadmap overview	51

Who we are and what we're doing

Our mission



We will provide everyone in the road transport, warehousing and logistics industries with what they need to support their mental health and physical wellbeing, and to ensure these needs are recognised as being vital to support a thriving workforce into tomorrow.



The Healthy Heads in Trucks & Sheds (HHTS) Foundation aspires to be the leading foundation for supporting psychologically safe and thriving road transport, warehousing and logistics industries.

Facilitating and coordinating this single, National Roadmap (the Roadmap) for the workforce is a true example of industries working for industries. Members, as part of HHTS, will help drive the improved welfare and productivity of everyone.

In addition to providing strategic guidance to all industries' stakeholders, the Roadmap will incorporate and inform the mental health and wellbeing initiatives which sit under the three pillars of HHTS: Training, Standards and Wellness. These are priority areas of focus to improve the industries through member-based actions.

To fulfil our mission, the HHTS Foundation formed an Advisory Board and Project Working Group comprising representatives from the road transport, warehousing and logistics industries, and mental health sector.

As a consequence, the Roadmap is informed by the shared experiences of industry representatives, as well as the most current research and evidence-based approaches for creating psychologically safe and thriving workplaces across the sector.

Everyone has a role

The Roadmap is designed for those who are part of the road transport, warehousing and logistics industries, including industry bodies, large businesses, small and medium enterprises, and owner-operators.

Successful implementation depends on the ownership and accountability of all leaders at every level of each industry.

The responsibility of caring for the mental health and wellbeing of employees within a workplace sits with all of us. Every workplace needs to work in unison to identify, plan, execute and review the implementation of this Roadmap.

This responsibility lies with:

- human resources or people and culture specialists
- health and safety teams
- health and wellbeing teams
- operating risk teams/representatives
- leaders of teams and people
- owner-operators responsible for leading health and safety
- individual workers in our industries.

It is recognised that some of these roles are not applicable to small businesses and owner-operators. The Roadmap will offer guidance for small businesses and owner-operators in applying its strategies, as well as engaging with HHTS and the broader industry for further support.

How to use this document

The Roadmap is aimed at all businesses and partners within the road transport, warehousing and logistics industries.

Our intention is to provide strategic guidance and support for creating psychologically safe and thriving workplaces.

The development of the Roadmap was achieved by drawing on:

1. the collective insights and experiences of industry representatives and subject matter experts
2. current research examining the risk factors for mental health and wellbeing in these industries; and
3. an evidence-based framework for creating psychologically safe and thriving workplaces. This has informed the Framework and is outlined in this document.

At the rear of this document, you will find a visual Roadmap overview that will help you navigate this document.

Definition of Roadmap terms

Blended learning

Blended learning combines teaching and learning methods from face-to-face, mobile and online learning and includes elements of both concurrent and stand-alone online learning options.

Continuous improvement

Continuous improvement is an ongoing effort to improve products, services or processes. It is where processes are constantly evaluated and improved in light of their efficiency, effectiveness and flexibility to ensure they are constantly getting better.¹

Employee assistance program

This is a confidential, external counselling service offered to staff. Employee assistance programs (EAPs) aim to assist with the early detection and management of work and/or personal issues, including mental health conditions, which may impact on a worker's performance or wellbeing.¹

Integrated approach

The term 'integrated approach' defines three co-dependent actions that protect, promote and support the mental health and wellbeing challenges regardless of their cause, to create psychologically safe and thriving workplaces.

Mental health concern

A mental health concern interferes with how a person thinks, feel and behaves. However, these impacts are typically less severe and of a shorter duration when compared to a person who has been diagnosed with a mental health condition. If it's not effectively dealt with, a mental health concern may develop into a mental health condition.

Mental health condition

A mental health condition significantly affects how a person thinks, feels and behaves. It is diagnosed by a health professional and can also be referred to as a "mental illness" or "mental disorder". While the impact on the person's capacity to function can range

from moderate to severe, a mental health condition can be successfully managed with the right treatment and support.

Mental health stigma

The term "stigma" is associated with being "different". The World Health Organization (2001) defines stigma as: "A mark of shame, disgrace or disapproval which results in a person being rejected, discriminated against and excluded from participating in a number of different areas of society".² For the purpose of this document, the term "mental health" stigma refers to the stigma associated with mental health concerns or conditions.¹

Mental health

The World Health Organization (WHO) defines mental health as: "A state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community".³

Peer support program

For the purposes of this document, a peer support program refers to a formalised program or structure which enables and provides access to peer support in the workplace.¹

Protective factors

Protective factors are discussed in relation to positive behaviors and strategies. They include workplace or individual characteristics that are associated with a lower likelihood of negative outcomes, or that reduce the impact of risk factors.

Psychological first aid

Psychological first aid (PFA) is a supportive and practical response to fellow human beings who have recently been exposed to a critical incident or potentially traumatic event, and may need support. Those affected can experience a range of early reactions (physical, psychological, emotional and behavioural), impacting their ability to cope. PFA can be applied in the workplace and can assist

Foreword

people to cope by identifying their needs, increasing their sense of safety, connectedness and calm, and linking to further specialised help if required.

Psychologically safe and thriving workplace

This means a workplace which takes a systemic and integrated approach to supporting mental health positively and seeks to create an environment where the mental health and wellbeing of all workers is prioritised and cared for. Psychologically safe and thriving workplaces move beyond awareness of mental health and simply adhering to work health and safety laws, which state the requirement to prevent and manage mental health conditions where practicable.

Reasonable adjustments

Reasonable adjustments are changes to a job role or workplace that help someone with a mental health condition to continue working, or return to the workplace if they have taken time off. Under the *Disability*

Discrimination Act 1992, employers must make reasonable adjustments to support people with a disability or a mental health condition, provided the person is able to fulfil the core requirements of the job.¹

Return to work

Return to work (RTW) refers to helping workers with injuries recover and get back to work. Legislation in this area provides for the safe and durable return to work of workers with injuries as early as possible, and consideration of their injury. Return to work support should occur for workers suffering any illness, injury or disability, including mental health conditions, both compensable and non-compensable.⁴

Risk factors

Risk factors include workplace or individual characteristics that are associated with negative outcomes on the mental health and wellbeing of workers in the road transport, warehousing and logistics industries.

Team culture

A team culture is made up of the values, beliefs, attitudes and behaviours shared by a team. It is how people work together towards a common goal and how they treat each other. Team culture is influenced by the overall workplace culture.

Thriving

Thriving represents a vision to influence movement along the continuum, where workers are engaged, productive and in a personal state of optimal mental health, as described in the WHO's definition of "mental health".

Creating a psychologically safe and thriving workplace involves implementing targeted and integrated workplace solutions that prevent harm whilst protecting and supporting the mental health and wellbeing of workers.

Treatment

Treatment is an intervention delivered by a mental health professional to assist someone with a mental health condition. Treatment can take many forms, including psychological and/or medical, and exists alongside workplace support and personal coping strategies.

Wellbeing

A state of wellbeing is not just the absence of injury or illness, but is a holistic combination of factors which contribute to a person's overall happiness and capacity to flourish. Wellbeing is generally recognised as being made up of our mental health, social health and physical health.

Workplace culture

Workplace culture is a system of shared assumptions, values and beliefs, which influences and is influenced by how people behave in workplaces. Often known as "the way things are done around here".¹



Why does our industry need this Roadmap?

Why does our industry need this Roadmap?

There is growing evidence an increased focus on mental health and wellbeing is required in the road transport, warehousing and logistics industries.

In 2020, SuperFriend released their Indicators of a Thriving Workplace Survey. This report compared the perceptions of employees in the transport, postal and warehousing industries against other sectors.⁵

- The transport, postal and warehousing industries received the lowest overall thriving workplace index score of any sector.
- Employees in the transport, postal and warehousing industries reported feeling the least connected of any sector.

The transport, postal and warehousing industries received the lowest overall thriving workplace index score of any sector.

Workers compensation claim data tells a story of real concern in our industries. *The Work-Related Mental Disorders Profile* published by Safe Work Australia in 2015 identified the transport and logistics industries as having one of the highest rates of claims for work-related mental disorders.⁶

Approximately one in five Australians will experience a diagnosable mental health condition each year.⁷

It is estimated at least nine Australians die from suicide every day,¹⁹ and 70% of them are men. This statistic must be addressed in all male-dominated⁸ industries, such as ours.

A retrospective study by Deakin University showed that between 2001 and 2010, suicide rates among road and rail drivers in Australia were significantly higher when compared to the general population.⁹ Analysis by the Coroners Court of Victoria showed truck drivers had the highest number of suicides out of any other profession between 2008 and 2014.¹⁰

Truck drivers had the highest number of suicides of any profession between 2008 and 2014.

To instigate genuine change, the road transport, warehousing and logistics industries need to work together as one. Shared responsibility and committed collaboration are critical to establishing a psychologically safe solution.

The risks motivating this action

The Roadmap prioritises the risk factors that directly impact mental health and wellbeing. While some risk factors are more applicable to truck drivers, many also impact workers in warehousing and logistics.

Trauma and critical incidents

The exposure to trauma as a result of critical incidents in workplaces is a significant risk factor in the road transport, warehousing and logistics industries.

A comprehensive three-year Driving Health study conducted by Monash University examined 12 years of data pertaining to the road transport industries. Published research findings in 2018 included the following:

- **truck drivers had a 13-fold higher risk of dying at work than other Australian employees¹¹**

- over 120,000 injury and fatality claims were accepted between 2004–2015¹¹

- the rate of workers' compensation claims made by truck drivers was found 70.3 per 1000 employees per year, compared to a rate of 21.2 for all other employees.¹²

From a mental health perspective, the prevalence of depression among truck drivers appears to be higher than the general population.¹³

The potential consequences of mental health conditions and road accidents is clear, with one study reporting long-distance heavy-vehicle drivers with a diagnosis of depression were over six times more likely to be involved in a crash than those without depression.¹⁴

In warehousing and logistics environments, the use of heavy machinery by transporters and the movement of heavy pallets by operators increases the prevalence of "near misses" and accidents. Despite continuous safety improvements in warehousing environments, serious accidents and injuries do occur in workplaces, and can lead to trauma in victims and witnesses.

46% of all claims for mental health conditions in the transport, postal and warehousing industries were due to "vehicle incidents".⁶

Why does our industry need this Roadmap?

Long hours, shift work and fatigue

The impact of long hours and shift work is common across most driving and warehousing roles, especially during peak periods when the pressure to meet deadlines increases.

It's inevitable the disruption to sleep patterns and the resultant fatigue will negatively affect the mental health and wellbeing of workers in the industries.

Chronic sleep problems and chronic fatigue or low energy are among the most commonly reported wellbeing issues in truck drivers.¹⁵ High levels of fatigue in warehousing and logistics roles are due to many factors such as long hours, shift work, rotating rosters and the prolonged concentration required to manage high-volume movements.

High job demands

High job demands and low job control are known risk factors that can have a significant impact on the mental health of employees, especially those in the front line. It's common for shift workers to have little control over their working hours. Work deadlines and allocated time slots mean drivers also have limited choices in this area.

When combined with high job demands, low job control can further compound the negative impact on mental health.

Isolation and social disconnection

A significant proportion of workers within the industry work remotely and can be isolated in their roles. Shift work also leads to minimal contact with colleagues and families for extended periods.

Loneliness and depression are among the most common concerns reported by drivers.¹⁵

Peak periods for the industries typically occur at times when others are taking holiday leave, which can create a further sense of disconnection from friendship groups and loved ones. In The Driving Health qualitative study, long-haul truck drivers consistently reported that previous relationship breakdowns were due to long periods of time away from their spouses and families.¹⁶

Isolation and social disconnection can have a significant impact on the mental health as well as the social health of employees, therefore creating a broader wellbeing concern.

Gambling addiction and excessive behaviours

Excessive gambling and substance use can be considered impacts of poor mental health, as well as risk factors for mental health conditions and other health problems.

A survey found drivers experiencing symptoms of depression and anxiety were 27% more likely to abuse substances.¹⁰

Drivers were two to three times more likely to report using stimulant drugs when paid on a payment-by-results or contingency-payment basis.¹⁷

The financial pressures in both road transport and warehousing roles may also lead to problem gambling. The ease of access to gambling through mobile phone technology while working in isolated environments can contribute to the issue.

Why does our industry need this Roadmap?

Third-party workforce arrangements

Contract work arrangements, such as those through third-party contractors, is commonplace in the industry. Consequently, part of the industry workforce is transient. Whilst benefits to the industries exist for workplaces and workforce alike, there continues to be some challenges to providing a consistent and at times equitable experience for all workers in the industry.

Specifically, the varying nature of contractor and casual work contracts across industry workplaces can limit opportunities to access mental health and wellbeing-related resources – due to the entitlements offered in the temporary work arrangements by their contracting workplace.

This reflects differences in worker-related entitlements across pay, non-monetary and other reward and recognition areas offered to contract and temporary workforces, when compared to their permanent and salaried counterparts.

These differences not only prevent this section of the workforce from possibly accessing needed supports in relation to mental health and wellbeing, but can negatively impact general workplace experiences where this may contribute to mental health and wellbeing challenges.

Mental health stigma

It is important to recognise the culture of stigma surrounding mental health in the road transport, warehousing and logistics industries. It means those within our male-dominated industries are less likely to utilise existing mental health and wellbeing services and resources.

The low likelihood of the workforce voicing concerns and seeking help is a significant contributor to mental health and suicide statistics.

Everyone will benefit from change

The evidence demonstrates the risk factors outlined here have a considerable impact on the road transport, warehousing and logistics industries, and that there is a clear need for action.

The Roadmap aims to address this through an evidence-based framework and a set of workplace strategies. These are designed to support all people within the road transport, warehousing and logistics industries, ultimately creating psychologically safe and thriving workplaces. Taking action will be good for everyone and good for business.



What is a psychologically safe and thriving workplace?

Psychologically safe and thriving workplace

Prioritising the wellbeing of all workers

This means a workplace which takes a systemic and integrated approach to supporting mental health positively and seeks to create an environment where the mental health and wellbeing of all workers is prioritised and cared for.

Psychologically safe and thriving workplaces move beyond awareness of mental health and simply adhering to work health and safety laws, which state the requirement to prevent and manage mental health conditions where practicable.

A psychologically safe and thriving workplace promotes mental health and wellbeing. It supports those who already experience positive mental health, and contributes to stopping or lessening movement along the mental health continuum.

Understanding mental health

It is important to better understand and define mental health at the individual level. Historically, the stigma around mental health in part stems from the negative perceptions associated with the term. In fact, mental health is something that we all possess and by definition is a positive attribute where a person is thriving.

Mental health is fluid and influenced by a range of personal and work-related challenges, events and circumstances.

These can be termed mental health risk factors, and the person's ability to recognise, manage and cope with these risk factors will also influence their mental health. Importantly, workplace and personal factors impact each other, which requires all workplaces to identify the strategies and action that will best support their people.

The mental health continuum

“
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”

Mental health

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A mental health concern interferes with how a person thinks, feel and behaves. However, these impacts are typically less severe and of a shorter duration when compared to a person who has been diagnosed with a mental health condition. If it's not effectively dealt with, a mental health concern may develop into a mental health condition.

Mental health condition

A mental health condition significantly affects how a person thinks, feels and behaves. It is diagnosed by a health professional and can also be referred to as a “mental illness” or “mental disorder”. While the impact on the person’s capacity to function can range from moderate to severe, a mental health condition can be successfully managed with the right treatment and support.

THRIVING

UNWELL

Optimal mental health

Positive and healthy functioning at work and home

Mental health concern

Mild or temporary impact on functioning at work and home

Mental health condition

Moderate to severe impact on daily functioning at work and home

How do we get there?



The Framework

Prevention. Protection. Support.

To guide the development towards psychologically safe and thriving workplaces in the road transport, warehousing and logistics industries, Healthy Heads in Trucks & Sheds has adopted the framework created by Safe Work Australia.¹⁸

The Framework, developed to improve psychological health and safety in Australian workplaces, is built around the components of preventing harm, intervening early and supporting recovery.

The Roadmap will provide a strategic direction based on this integrated and evidence-based approach to creating psychologically safe and thriving workplaces.



Proactively prevent or reduce the impact of mental health and wellbeing risk factors.



Enhance employee strengths and capabilities, and encourage early help-seeking behaviour.



Positively support and manage all mental health and wellbeing concerns, regardless of their cause.

The seven workplace strategies



Research-informed workplace strategies support this integrated approach to creating psychologically safe and thriving workplaces¹⁹

The seven workplace strategies support one or all of the components of the framework. They will also have an effect on lessening the critical risk factors identified earlier in this document.



Leaders set the standard in the workplace. Provide your leaders with appropriate mental health training and support to increase their confidence. This will help create a workplace culture where employees feel psychologically safe and empowered to look after their own mental health. Everything happens from the top down.

The benefits

Prioritising leadership capability in the area of mental health and wellbeing drives and creates significant impacts on each of the remaining strategies in the workplace .

Building leadership capability will have a bearing on workplace cultures and reduce mental health stigma. This improves the mental health and wellbeing, productivity, engagement and morale of workers.



Awareness of mental health and wellbeing contributes to all of the strategic actions, and requires us to be aware and accepting of mental health, and to recognise the importance of prevention, protection and support in our workplaces. Nothing can be addressed without awareness.

The benefits

Increasing awareness is one of the first ingredients required in reducing the mental health stigma in the road transport, warehousing and logistics industries.

For people leaders, increasing awareness of mental health leads to improved confidence and capability to support others, which leads to positive behaviour change.

For the workforce, increasing awareness of our own mental health leads to improved coping mechanisms and willingness to seek help, particularly if positive attitudes have been role-modelled by people leaders and the broader workplace.



Workplace culture is defined as the values and behaviours acceptable in a workplace. A culture of psychological safety promotes the positive values and behaviours that support mental health for everyone.

The benefits

Better work cultures are characterised by psychological safety and create more open and engaged work environments, where people feel safe in speaking up and risk factors for industries are addressed proactively and collaboratively. A better work culture creates a workforce with improved mental health and wellbeing, morale, productivity and engagement.



Smarter work design requires a proactive approach towards creating psychologically safe and thriving workplaces within the industry

How do we get there?

through redesigning job-related factors impacting mental health and wellbeing.

The benefits

Actions which focus on improving work design factors and increasing the level of individual ownership and control have been shown to improve the mental health and wellbeing of people, as well as improvements in operations and productivity.

Build resilience & coping skills

Building workplace resilience and coping skills increases workers' capacity to cope with and adapt to risk factors within their job roles and industries as a whole.

The benefits

There are significant improvements in the engagement, productivity and performance of workers when targeted initiatives and supports are offered to enhance their knowledge and skills.

Early intervention

Early intervention involves protecting the mental health of workers through the promotion of resources and support services that encourage positive mental health, and in the response to workers experiencing early signs of mental health and wellbeing concerns.

The benefits

This strategy can have a significant impact on promoting positive help-seeking behaviour, reducing mental health stigma and improving workplace cultures. If workers receive help at an early stage, the severity and duration of mental health and wellbeing concerns experienced can be significantly reduced.

Early intervention approaches may require reasonable adjustments to roles. However, the long-term benefits to the mental health, productivity and engagement of workers is likely to outweigh any temporary impact on operations.

Support recovery

Support recovery involves responding to known mental health concerns as well as diagnosable mental health conditions. It involves taking appropriate actions to ensure the recovery and return to work (RTW) of workers, for both compensable and non-compensable mental health conditions, in a supportive manner. Ideally, workplaces should encourage and lead the practice of making reasonable adjustments whereby people remain connected and engaged to their workplace and co-workers.

The benefits

Returning to work in a safe and sustainable manner is beneficial to the mental health and wellbeing of workers. It is also known that as time off work increases, the likelihood of a successful RTW decreases.

By engaging with workers early and facilitating their recovery and RTW in a proactive and supportive manner,

workplaces can have a significant and positive impact on RTW outcomes and their workers' compensation claim costs and premiums.

Risk factors

Every one of the seven workplace strategies positively addresses the following risk factors contributing to poor mental health in the road transport, warehousing and logistics industries:

- trauma and critical incidents
- long hours, shift work and fatigue
- high job demands
- isolation and social disconnection
- gambling addiction and excessive behaviour
- third-party workforce arrangements
- mental health stigma.

Applying the seven workplace strategies



The seven workplace strategies are designed to create psychologically safe and thriving workplaces.

Workplaces which have existing mental health and wellbeing initiatives can incorporate and align them with the seven strategies to maximise the positive impacts for their people.

Build leadership capability

Leadership commitment and engagement

The actions

- ✓ Gain a commitment from all leaders to prioritise and support the mental health of their people.
- ✓ Establish clear expectations around leadership's role in creating a psychologically safe and thriving workplace.
- ✓ Ensure all leaders support the mental health of their people with the same attention they give to physical health and safety.
- ✓ Confirm compliance with relevant legislative requirements such as the Workplace Health & Safety, Equal Opportunity, Privacy, Anti-Discrimination Act.
- ✓ Encourage leaders to prioritise the mental health of their people by making reasonable adjustments to duties when required.
- ✓ Develop clear roles and responsibilities for all leaders in position descriptions, performance management and development plans (where applicable), and ensure mental health is a focus in their performance evaluations.
- ✓ Avoid recruiting leaders solely based on their technical and operational skill and knowledge. Make people and communication skills a key requirement of recruitment. This will support the quality of interpersonal relationships, and increase the quality of conversations around mental health and wellbeing.

Build leadership capability cont.

Training and support

The actions

- ✓ **Provide targeted training programs for leaders in mental health and broader leadership capability skills.**
 - Embrace the Framework (prevention, protection and support).
 - Provide practical information which can be applied by leaders within the context of their own positions.
 - Embed behaviour-change practice through follow-up coaching sessions or the establishment of “champions” within the organisation.
- ✓ **Tailored mental health training and support programs should aim to meet the following requirements:**
 - Contain content specific to the unique needs of industry requirements, the workplace, and the specific job demands of both leaders and frontline workers.
 - Involve leaders in case scenarios, activities and skills around the key risk factors of the industries. These could include responding to critical incidents, suicide awareness and response, and creating a connected workforce.
 - Take training into areas of broader leadership capability training, e.g. having effective conversations, giving feedback or managing performance for success.

Build leadership capability cont.

Tools, resources & support services

The actions

✓ **Complement leadership training programs and provide ongoing support.**

✓ **Provide the appropriate tools and resources to help people leaders engage effectively on matters relating to mental health. A blended learning approach will maximise their confidence and capability.**

✓ **Resources for people leaders need to cover the following topics:**

- Holding supportive conversations with workers about their mental health and wellbeing.
- Connecting with workers at an individual and team level to promote and encourage seeking help early.
- Having conversations around the personal and work-related risk factors for industries, e.g. isolation, fatigue, high job demands, critical incidents and suicide.
- Managing the performance of teams and people.
- Making reasonable adjustments to support a worker's mental health and return to work.

✓ **As each situation will likely come with a unique set of challenges and uncertainties, support options for people leaders may include:**

- people and culture or HR business partners
- health and safety specialists
- injury management specialists
- employee assistance programs and manager support programs
- support services such as Beyond Blue, Black Dog Institute, etc.

Increase awareness

Mental health awareness programs and resources

The actions

- ✓ **Provide programs and resources that increase awareness of mental health, reduce stigma around mental health, develop coping mechanisms and encourage seeking help.**
 - Developing skills around effective and supportive conversations about mental health.
 - Improving coping mechanisms to look after one's mental health.
 - Becoming familiar with the internal and external resources and support services available.
- ✓ **Establish mental health awareness programs that address the risk for industry and protective factors.**

Topics need to include:

 - Understanding the prevalence of mental health conditions, including substance use and suicide awareness with industries-specific references.
 - Identifying personal and work-related specific risk factors for mental health.
 - Recognising common signs and symptoms of mental health concerns and the importance of seeking early help.
- ✓ **Continually improve awareness training programs, tools and resources by evaluating their suitability and accessibility.**
- ✓ **Regularly review the uptake and feedback for existing programs and initiatives.**
- ✓ **Consistently progress the methods of mental health promotion, including the digital capability of programs and initiatives.**
- ✓ **Ensure all of your people, including remote workers, have the opportunity to participate.**
- ✓ **Communicate expectations for people leaders to take an active role in promoting mental health awareness programs within their teams.**
- ✓ **Provide people leaders with the operational support that will enable them to promote and support engagement in mental health awareness initiatives and programs.**
- ✓ **Encourage the workforce to attend and engage in the mental health programs offered.**
- ✓ **Collaborate with them to identify specific training and education needs based on job roles, working environments and known risk factors for mental health.**
- ✓ **Provide targeted training and education programs where required.**

Build better workplace culture

Policies and procedures

The actions

- ✓ **Establish policies and procedures aligned to legislative requirements that protect the rights of workers and promote better workplace cultures defined by a focus on voice, trust, care and compassion, civility, fairness and respect.**
- ✓ **Set up procedures which reduce the impact of industries-specific risk factors and promote protective factors. These include fatigue management, critical incidents, substance use and inappropriate workplace behaviours.**
- ✓ **Establish policies in the following areas to promote better workplace cultures:**
 - workplace psychological health, safety and wellbeing
 - bullying and harassment prevention
 - code of conduct
 - disability
 - equal opportunity and anti-discrimination
 - diversity and inclusion
 - fatigue management
 - other.

Build better workplace culture cont.

A psychologically safe environment

The actions

- ✓ **Communicate a clear set of values which promote and support workplace mental health and wellbeing.**
 - Give your people a voice through regular wellbeing conversations, and demonstrate it's safe to discuss the impact of risk factors of industry and other issues related to their personal and workplace experience.
- ✓ **Create a workplace culture of trust where mental health and wellbeing is prioritised, and workers feel safe voicing their concerns and seeking help.**
 - Ensure support is offered in response to any mental health concerns communicated.
- ✓ **Demonstrate the importance of trust, open communication, fairness, civility and respect. Show care and compassion in supporting and promoting mental health and wellbeing.**
 - Encourage your people to prioritise their mental health and wellbeing.
 - Inspire your workforce to engage in healthy behaviours to protect themselves against risk factors for industries.

Build better workplace culture cont.

Management of change

The actions

- ✓ Lead effective workplace change with transparency, openness, respect and fairness.
- ✓ Demonstrate openness and fairness in communicating decisions that affect the workforce. Give your people a voice in the changes that impact them.

Reward and recognition

The actions

- ✓ Acknowledge workers' efforts, and show they are appreciated in a fair and timely way.
- ✓ Recognise and reward high performance through internal communication channels, policies and procedures, and performance plans.
- ✓ Provide acknowledgement and gratitude for the efforts of your people on a regular formal and informal basis.

Smarter work design

Job flexibility

The actions

- ✓ **Apply a degree of flexibility to working hours, working conditions and the way in which work is carried out.**
 - Develop leave policies and entitlements which protect the rights of workers to access all forms of leave, including for mental health reasons.
 - Give your people flexibility within a job by constantly reviewing working hours, working conditions and the way in which work is carried out.
 - Let your people have a degree of control over working hours or rosters. This will help improve work-life balance and maximise time spent with loved ones.

Autonomy and decision-making

The actions

- ✓ **Encourage independence and support your people's ability to make decisions in the way work is carried out.**
- ✓ **Encourage your people to develop appropriate control and independence around how their roles are performed. Establish their level of decision-making in how they carry out their work.**
- ✓ **Engage your people in communication around work-design risk factors. Let them speak to their people leaders and the broader workplace.**
- ✓ **Arrange regular one-on-one sessions, as well as working on team-based or industries-shared solutions to minimise the impact of work-design risk factors.**

Smarter work design cont.

Job characteristics

The actions

- ✓ Aim to create variety within the type of tasks performed and the meaning attached to the job.
- ✓ Assess all job characteristics including work variety, purpose, meaning, control, feedback, learning opportunities and connection with others to improve workforce engagement.
- ✓ Review resource allocation across the workplace, particularly during peak periods. Wherever possible, address the needs and gaps identified in resourcing in a timely manner.

Exposure to trauma

The actions

- ✓ Develop a critical incident response framework, policy, guidelines and plan that includes supportive mental health and wellbeing solutions.
- ✓ Offer support when the job includes regular exposure to traumatic events and effective evidence-based solutions, e.g. psychological first aid (PFA).

Smarter work design cont.

Job demands

The actions

- ✓ Meet relevant Workplace Health and Safety legislative requirements to reduce risks to mental and physical injury.
- ✓ Understand the impact of job-specific physical, emotional, cognitive and time demands in people's roles.
- ✓ Target-specific risk factors and implement a plan to address them.
- ✓ Continually review and improve operational procedures with regard to the transport of goods, packing, loading and delivery schedules and resource allocation, particularly during peak periods.
- ✓ Implement strategies to help your people manage the impact of environmental factors outside of their control, e.g. road delays, wait times associated with loading/unloading, and inadequate parking and facilities for drivers.

Physical work environment

The actions

- ✓ Address specific work conditions as well as the broader work environment.
- ✓ Review operational environments and facilities with these actions:
 - Assess specific work conditions and the broader work environment for all road transport and warehousing and logistics roles.
 - Be aware of how these factors impact on your people, and how to minimise any negative impacts, e.g. inadequate breaks during shifts, challenges in self-managing fatigue levels while adhering to policies and regulations.
 - Ensure you include your people in the review processes. Give them an opportunity to voice their opinions on potential strategies to address the issues.

Smarter work design cont.

Role clarity

The actions

- ✓ Be clear on specific task requirements, as well as overall expectations around job roles.
- ✓ Clarify performance expectations around specific task requirements, as well as the overall expectations attached to job roles.

Social supports and connections

The actions

- ✓ Assess the level of interpersonal working relationships, and the level of support received from leaders and peers.
- ✓ Establish new or improved ways to increase the level of support and connection between your leaders, your people and members of your workforce with each other.

Build resilience & coping skills

Evidence-based programs and resources

The actions

- ✓ **Enhance the resilience of workers by targeting industries-specific risk factors, e.g. fatigue management, critical incidents and physical health.**
 - Personal support programs, e.g. financial support, building healthy personal relationships with loved ones
 - Develop and communicate policies and initiatives which support and promote work-life balance
- ✓ **Implement evidence-based programs which provide targeted training programs to address risk factors. These have proven effective in improving the resilience of workers at an individual level. Base the key areas to cover on the major risk factors identified for the industries:**
 - Fatigue management
 - Stress management and self-care
 - Managing challenging interactions
 - Connecting with others and building positive relationships
 - Workload and time management
 - Preventing and managing trauma
 - Nutrition, physical activity and positive health behaviours
- ✓ **Develop and promote multiple ways to seek help in response to individual preferences for support. This can include support for and from:**
 - people leaders
 - people and culture or HR business partner
 - health, safety and wellbeing representatives
 - peer support networks
 - employee assistance program (EAP)
 - manager assist program (for people leaders)
 - HHTS network
 - GP, counselling services and support services such as Beyond Blue, Lifeline, Suicide Call Back Service.
- ✓ **Provide resources, including practical tools and support services that complement other evidence-based programs. These need to be designed specifically to assist in building resilience and coping skills.**
- ✓ **Establish a blended learning approach to ensure greater learning impacts for your people.**
- ✓ **Implement digital tools and resources to increase access to all workers, including remote workers.**
- ✓ **Provide your people with support services within the workplace. This will help reduce any perceived stigma. While informal peer support networks can provide benefits, establishing an evidence-based peer support program provides a clear line of support for your people.**

Build resilience & coping skills cont.

Coaching, mentoring and support

The actions

- ✓ Provide coaching, mentoring and support for your people with regular and planned check-ins. These can be team or group based, and one-on-ones with people leaders. The check-ins should include opportunities for workers to connect on an informal and formal basis.
- ✓ Check-ins are to occur in-person, by phone or on digital platforms for remote and mobile workers. Touchpoints should include a focus on general wellbeing.
- ✓ Provide regular, planned activities and initiatives to improve work-life balance, workforce engagement and connection. Some examples are development activities, charity events, team building activities, social events and training.

Early intervention

Check on wellbeing

The actions

- ✓ Conduct regular wellbeing checks to assist leaders in staying connected with their people and creating a safe environment that is trusting, caring and open.
- ✓ Provide clear expectations and targeted training for your people leaders in order to build their skills and capability in providing early intervention support.
- ✓ Train people leaders on how to have effective mental health and wellbeing conversations, develop suicide awareness and response, and supportive coaching discussions that address protective factors related to work design.
- ✓ Encourage your workforce to share concerns with their leaders, and to make wellbeing checks a part of the role requirements and day-to-day interactions.

Critical incident response

The actions

- ✓ Implement a best practice approach to offer immediate and effective support to workers exposed to potentially traumatic events.
- ✓ Develop and implement a critical incident response framework.
- ✓ Ensure early and appropriate support is provided for people in roles with regular exposure to potentially traumatic events, e.g. roles exposed to physical risks, such as the use of heavy vehicles or machinery.
- ✓ Continually review and improve formal and informal critical incident response procedures.
- ✓ Establish a best practice psychological first aid framework.
- ✓ Provide people leaders with training and support to help them effectively communicate with workers exposed to critical incidents.

Early intervention cont.

Tools, resources and support services

The actions

- ✓ Provide tools, resources and support services for people leaders.
- ✓ Facilitate workers' early access to mental health and wellbeing supports where possible, including employee assistance programs (EAP), HHTS and other supports.
- ✓ Explore additional resources to train and educate leaders in early intervention, and assist them in supporting their people. This includes operational support for early intervention approaches, e.g. making reasonable work adjustments.
- ✓ Offer and promote a range of mental health and wellbeing resources and support channels for your workers.
- ✓ Make a range of resources available to remote and isolated workers.
- ✓ Collaborate with EAP providers to establish proactive support options for workers, e.g. regular awareness sessions. Increase the provider's knowledge of industries-specific risk factors.

Support recovery

Return to work (RTW) support

The actions

- ✓ Establish strong and supportive RTW programs and processes with ongoing support, and a strengths-based capacity focus.
- ✓ Design RTW policies and procedures to protect the rights of workers suffering any injury, including mental health concerns and conditions, are understood, promoted and applied effectively within the organisation (both for compensable and non-compensable conditions).
- ✓ Ensure policies and procedures include the following in relation to supporting recovery:
 - injury management and RTW
 - workers' compensation
 - leave management
 - reasonable adjustments.
- ✓ Ensure policies and procedures include support for workers experiencing non-compensable mental health conditions.
- ✓ Make sure policies and procedures include a focus on capacity rather than incapacity where possible, including “stay-at-work” approaches, and the provision of modified hours and duties.

Support recovery cont.

People leaders successfully managing RTW

The actions

- ✓ Ensure people leaders are typically the first point of contact, and with training and practical support, can significantly influence the likelihood of a safe and sustainable return to work.
- ✓ Develop the knowledge and skills of people leaders through the provision of training programs, tools and resources. This will assist them in supporting recovery from mental health concerns and conditions (compensable and non-compensable).
- ✓ Establish clear expectations for people leaders offering RTW support in their role. Help them understand the issues around the capacity for work, e.g. making reasonable adjustments to duties and hours if medically indicated.
 - Make sure people leaders understand the importance and benefits of regular contact and engagement with their people while they are off work.
 - Increase options regarding alternative or modified duties.
 - Provide leaders with the operational support required to enable them to successfully achieve the above actions.

Support recovery cont.

Graded exposure of RTW programs

The actions

- ✓ Establish a best practice approach for trauma-related claims to maximise the likelihood of a safe return to work.
- ✓ Work closely with RTW teams and treating specialists to support the worker's gradual exposure to triggers when putting a RTW plan in place.
- ✓ Offer a flexible and supportive work environment which assists the worker to engage in graded exposure strategies in line with their treatment plan.



Applying the strategies to small business

The seven strategies small business checklist

Ask the questions that will help you identify the high-risk areas in your workplace and the actions that will create the greatest change. These actions require little or no resources, and will have a high impact on creating a psychologically safe and thriving workplace.

Build leadership capability

- ✓ Do our people leaders show a visible, active commitment to mental health and wellbeing?
- ✓ Do we treat mental health and wellbeing the same as physical health, and make an effort to reduce negative comments and reactions?
- ✓ Do we comply with relevant, existing legal requirements?

Increase awareness

- ✓ Have we provided mental health awareness training programs and resources for all our people? (Consult with HHTS.)
- ✓ Have we offered information that challenges the way people think about suicide and mental health conditions? (Consult with HHTS and other organisations like Beyond Blue, The Black Dog Institute for additional support.)
- ✓ Have we done enough to help our people understand the importance of mental health and wellbeing in the workplace? Have we encouraged open conversations through events and programs? E.g. RU OK?, Mental Health Day.

Build a better workplace culture

- ✓ Are we an anti-bullying workplace?
- ✓ Have we held regular wellbeing or toolbox talks to discuss concerns and encourage people to seek help?
- ✓ Do we praise effort as well as results?
- ✓ Have we developed mental health and wellbeing policies and procedures aligned to legislative requirements?
- ✓ Is there a clear set of workplace values and behaviours?
- ✓ Do we promote healthy living?
- ✓ Can our people speak up when changes affect them?

Smarter work design

- ✓ Can our people talk about the things they believe create risks?
- ✓ Do we take a close look at the nature of each job and point out the meaningful aspects of the work?
- ✓ Have we made sure the physical work environment is safe?
- ✓ Do we review and improve operational procedures?
- ✓ Are there ways we can support our people to manage job demands?
- ✓ Do we have a critical incident response plan? Does it support mental health and wellbeing?
- ✓ Have we clearly explained everyone's role?
- ✓ Do we assist them with digital know-how as a way to plug into social support, connection and participation?
- ✓ Do we meet relevant Workplace Health and Safety and legislation requirements?

Build resilience & coping skills

- ✓ Do we address risk factors for industries, e.g. fatigue management through programs created for us? (Consult with HHTS.)
- ✓ Have we provided our workers with the practical tools, advice and support to manage self-care and develop positive coping strategies?
- ✓ Do we set an example of self-care and a good work/life balance?
- ✓ Does everyone take part in psychological first aid training?
- ✓ Have we considered coaching and mentoring support for our people?
- ✓ Are there physical activity programs to help everyone make healthy lifestyle choices?
- ✓ Do we work together, share our knowledge and coping skills, and stay connected through face-to-face and digital platforms?

Promote early intervention

- ✓ Do we carry out regular wellbeing checks?
- ✓ Will our workers seek early help for any mental health and wellbeing concerns?
- ✓ Can we have the conversation when a worker may be struggling and know-how to provide early intervention support?
- ✓ Do we understand how to manage the privacy around what our workers tell us?
- ✓ Do we understand how to respond to trauma and critical incidents?
- ✓ Are there tools, resources and support services we can offer? (Consult with HHTS.)

Support recovery

- ✓ Do we have return-to-work policies, procedures, programs and supports?
- ✓ Have we provided training to support recovery? (Consult with HHTS.)
- ✓ Can we make workplace modifications when necessary?
- ✓ Do we keep in touch with our people while they are recovering from injury?
- ✓ Do we involve the worker in their recovery planning?
- ✓ Are workers with a personal experience of, recovery from or management of a mental health condition encouraged to share their story in the workplace?

How do you measure your progress?



How do you measure your progress?

Measure how you're doing

Every workplace will be at a different level of psychological safety. The following steps can help you measure how well your workplace is doing across each of the seven strategies and identify areas for improvement. Every level of performance in the chart below assumes ongoing achievement of the previous steps. They all support ongoing improvement.

The psychological safety & thriving workplace maturity model



A clear workplace action plan will start with the following four steps

STEP 1. Establish leadership commitment¹

Leaders will set the tone for discussions around mental health. Their commitment is key to implementing the practices.

- ✓ Build the “why” of your workplace case for creating an action plan (e.g. priorities, values, KPIs).
- ✓ Identify mental health champions to drive governance.
- ✓ Commit to training, resources and supports specific to your industry.

STEP 2. Identify risks and strengths¹

Examine all the available information to understand underlying issues in your workplace. Gather mental health information internally and externally using standardised and widely available measurement tools.

- ✓ Consider your workplace, teams and individuals, and job design.
- ✓ Identify existing mental health policies, programs, supports and practices to establish a baseline measure.
- ✓ Compare how your workplace stacks up by reviewing and analysing data of other workplaces within your industries.
- ✓ Consult with your people and other industry representatives to identify issues and seek feedback on the current approach.
- ✓ Identify areas to maximise protective factors and minimise risk factors for industries.

STEP 3. Develop an evidence-based approach¹

Make sure your plan is based on risk factors for industry, priority areas and strategic actions. Include evidence-based approaches for improving job design, building resilience, supporting early help-seeking and recovery, increasing awareness of mental health and reducing stigma to build better work cultures.

- ✓ Establish desired outcomes and set goals to create a psychologically safe and thriving workplace.

- ✓ Identify needs for collaboration and external support or expertise.
- ✓ Develop a realistic, achievable action plan based on the framework of prevention, support and recovery, and the seven strategies.
- ✓ Implement actions to ensure contribution to the action plan across the workplace.

STEP 4. Evaluate and improve your plan¹

Measure and review the effectiveness of your action plan by comparing data before and after implementation. This will help inform decision-making for future workplace planning.

- ✓ Monitor implementation and uptake of mental health initiatives, tools, resources and supports.
- ✓ Seek feedback from your people on their experience of the implementation and effectiveness of mental health initiatives for their roles.
- ✓ Collect data to compare with your baseline and measure progress against goals.

- ✓ Review your action plan and interventions regularly.
- ✓ Acknowledge challenges, identify what is and what is not working, and provide feedback to your people.
- ✓ Amend and adjust your plan and actions as needed. Make sure there is consistent improvement in systems, policies, practices and procedures.

When your action plan is aligned to your broader strategies and values, these four steps will assist you on your journey towards a psychologically safe and thriving workplace.

The benefits to industry, workplace and workforce

The workplace both influences and is influenced by workers' mental health, positively and negatively.

A report published by PwC Australia in partnership with Beyond Blue revealed that on average, organisations could expect a return on investment (ROI) of \$2.30 for every \$1 spent on effectively implementing actions that create a psychologically safe and thriving workplace.²⁰

The ROI was measured through a variety of proven organisational performance indicators, including absenteeism rates, presenteeism (reduced productivity at work) and workers' compensation claims.

The overall ROI was reported to be even higher for the transport, postal and warehousing industries, at \$2.80 for every \$1 invested by organisations in the mental health and wellbeing of their people.

In addition to the ROI reported by PwC, the benefits of creating a psychologically safe and thriving workplace can be seen in the following ways:

- improved mental health of workers
- improved workforce productivity
- increased workforce engagement and morale
- greater loyalty within the workforce
- becoming an employer of choice
- reduced workplace costs associated with:
 - absenteeism and turnover
 - workers' compensation claims and premiums
 - fines for breaches of health and safety laws
 - discrimination claims.

When workplaces don't prioritise mental health, we see an increase in costs associated with these factors and a reduction in productivity, morale and job satisfaction.

A compelling case for small to medium business

The arguments for small and medium organisations investing in mental health initiatives are even more persuasive.

Small essential service providers received an average ROI of \$14.5 while medium organisations showed a consistently high ROI for each mental health initiative.

These findings highlight the financial advantage for small and medium enterprises when investing in mental health initiatives.



Membership will drive the Roadmap

Membership will drive the Roadmap

The 2021 launch of the three-year Roadmap is a call to action for the national road transport, warehousing and logistics industries.

We are at the beginning of a movement towards continuous improvement, and call on our industries to collaborate on creating psychologically safe and thriving workplaces.

The HHTS Foundation will be the engine driving the movement while its membership takes on the many opportunities and challenges of change. Our industries are a broad sweep including large road transport companies, warehousing and logistics organisations, and 49,000 small businesses, many of which partner with and contract to existing medium and larger enterprises. We call on every owner-operator, business and company in these industries to become a member. This is how we will minimise the risks outlined in this document and care for the mental health and wellbeing of our people.

How HHTS membership will benefit you

Annual membership will provide access to the resources you'll need to create a psychologically safe and thriving workplace.

These include:

- Industry Guidelines
 - A practical resource that includes key strategic actions to improve mental health and wellbeing at the workplace level, people leaders and workforce.
 - The Guidelines are applicable to all businesses, stakeholders, partners and frontline workers within the road transport, warehousing and logistics industries.

- Operational Support Handbooks
 - Handbook guides for people leaders and frontline workers within the industry.
 - They provide practical and industry-specific information and tips on managing the mental health for our workforce.

The Industry Guidelines and Operational Support Guides closely align with the strategic actions identified in the Roadmap. They focus on how these strategic actions can be implemented in practical and meaningful ways at all levels within the industry.

The membership and certification process

- Annual membership with HHTS is part of the collaborative Roadmap.
- HHTS Member Charter will represent the commitment of industry members to the Roadmap.
- Membership provides a structured approach to continuous improvement in management of mental health for all industry members.
- It includes industry participation, recognition and incentives.

Conclusion

Any start is a good start

Every workplace is different. To make the most of the Roadmap, consider your size, location, workplace structure, the specific risk factors for industries and the challenges you face.

Imagine what your future thriving workplace looks like.

You may already have a psychological safety, mental health or wellbeing plan in place, along with initiatives to support your people. In this case, the Roadmap can be used to identify any gaps, and help you review and increase engagement across your workplace.

If you are a small business or just starting your journey towards psychological safety, you might not have the resources to jump into everything straight away. Start with

low-resource, high-impact options across the seven strategies and build your plan. Any start will be a good start.

Our intention is for this Roadmap to support you in addressing the mental health of your workforce.

You'll now be in a position to address the troubling risk factors for industries that might be affecting your workers and your business.

Psychological safety in your workplace will become a priority, and you'll identify what's needed and address it appropriately.

Our industries and everyone in them will be better for the efforts you'll make for your workforce and business to thrive.

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APPCS is an organisational psychology and consulting firm that specialises in improving psychological safety in the workplace, through sustainable evidence-based solutions.

They have been the architects behind the National Mental Health and Wellbeing Roadmap, Guidelines and Handbooks.

Founding partners

Thank you to our founding partners who had the vision to stand up and bring industry together to tackle an issue of this magnitude.



With the support of



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And many thanks to our foundational sponsors for their support, and all other sponsors, partners and supporters of Healthy Heads in Trucks & Sheds.





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The Roadmap overview

Risk factors



The Framework



The seven workplace strategies

