



# SAIOSH 2025

## MENTAL HEALTH

INTEGRATING MENTAL HEALTH  
INTO RISK AND OPERATIONS

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| Owen  | Bernice | Verdict          |
|-------|---------|------------------|
| Wrong | Right   | Bernice is right |
| Right | Right   | Bernice is right |
| Right | Wrong   | Bernice is right |
| Wrong | Wrong   | Owen is wrong    |



## DISCUSSION POINTS

- 1 Mental Safety in the Workplace
- 2 Why Mental Safety Matters
- 3 Gauging Mental State of Teams
- 4 Bonuses, Incentives and Mental Safety
- 5 The Environment of Mental Safety
- 6 Practical Interventions for Mental Safety
- 7 Beyond Behaviour Based Safety Culture
- 8 Case Example
- 9 Closing



Exploring the often-overlooked psychological dimension of workplace safety – integrating mental readiness into operational excellence.





- Mental safety ensures workers can operate without undue psychological strain.
- Lack of mental safety leads to poor decisions and increased incidents.
- Workers' mental states differ between home and work environments.



- **Psychosocial safety** is about creating a workplace where people feel mentally, emotionally, and socially secure while they work — in other words, a place where the way work is designed, managed, and experienced does not cause psychological harm.
- It's a concept that sits at the intersection of occupational health and organisational culture, and it's increasingly recognised as a legal and leadership responsibility in high-performing companies.



### The Building Blocks

Psychosocial safety covers several domains:

- Work Design Factors : Unrealistic deadlines, Excessive workload, Lack of control over how work is done, Poorly defined roles
- Interpersonal Factors : Bullying, harassment, or discrimination, Lack of support from leaders or peers, Poor communication
- Organisational Climate : Fear of speaking up, No recognition for good work, Inconsistent or unfair decision-making
- External Pressures : Job insecurity, Rapid organisational change without support, Poorly managed restructures or redundancies



# Psychosocial safety

Psychosocial safety is the presence of a work environment where people feel psychologically, socially, and emotionally secure.

It is about preventing harm to workers' mental health and promoting a positive work environment.



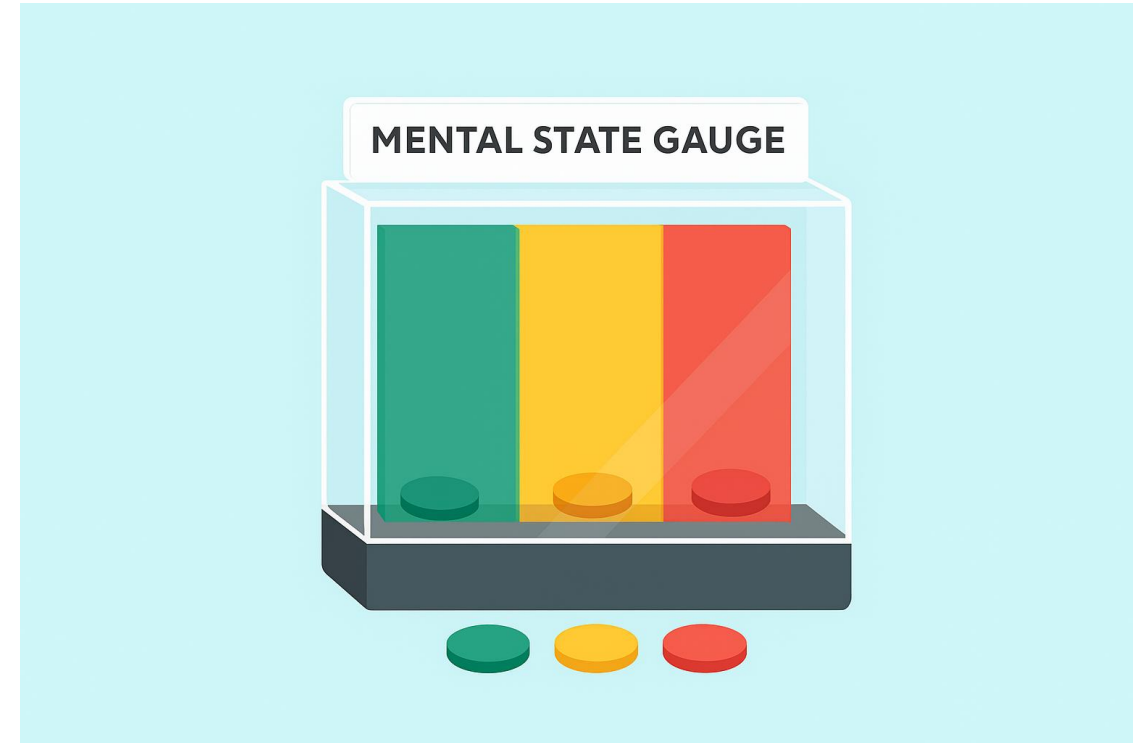


# *Preparing for the Day's Work*





- Visual, anonymous daily readiness check.
- Green – focused, Amber – distracted, Red – unfit.
- Enables proactive intervention without targeting individuals.





- Payday can cause distraction or increased risk-taking.
- Some workers feel energised post-incentive.
- Analyse incident trends around pay cycles to adapt leadership actions.

# THE ENVIRONMENT OF MENTAL SAFETY





Rest  
Slumber  
Duvet  
Pillow  
Nightmare  
Fatigue  
Dream  
Cosy  
Bed  
Tired  
Snooze  
Warm  
Pajamas  
Blanket  
Nightlight



## Team 1

- HTAEHL
- ADZRAH
- TYFESA
- TENDICCA

## Team 2

- KIRS
- ZARNOP
- KEMTOL
- FRASIQ

ctoqtenrepiatrlpueeonevimsp  
personalprotectiveequipment



- Embed mental readiness checks into shift starts.
- Train leaders to spot and act on mental fatigue.
- Design work to reduce unnecessary stress.
- Provide access to counselling or EAPs.
- Incorporate mental limits into critical control systems.



- Traditional approaches focus on visible actions.
- Mental safety examines cognitive and emotional drivers.
- Shifts organisations from compliance-driven to performance-driven safety.

## Mining

- Team more focused underground than at home due to better conditions.
- Management reinforced mental safety with structured readiness checks.

## Manufacturing

- Pre-month-end near misses linked to financial stress & fatigue.
- Introduced flexible shifts and mid-month incentives.
- Resulted in 30% incident reduction.

- Mental safety is integral to operational excellence.
- Reduces risk, improves focus, and builds resilient teams.
- Leaders must make it as measurable as any critical control.

INSTEAD OF SENDING PEOPLE HOME IN THE SAME CONDITION THEY ARRIVED .... **HOW ABOUT SENDING THEM HOME, BETTER THAN THEY ARRIVED?**



## END OF PRESENTATION

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