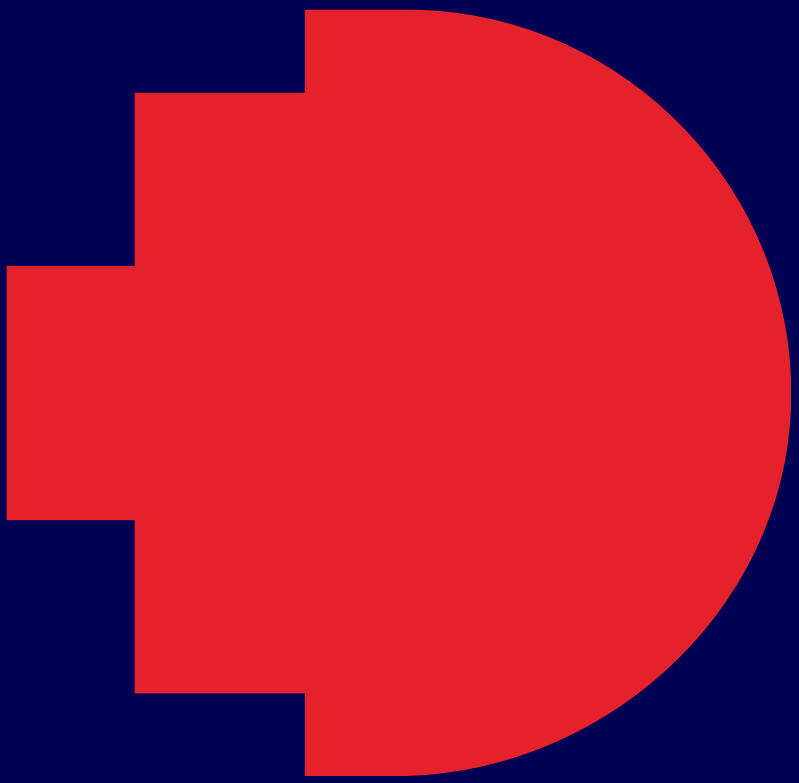
SHINe

Safety and Health Innovation Network



SHINe Annual Report

2025

RMIT UNIVERSITY

Letter from the Chair

The first year of SHINe has witnessed the growing of a community of practice of enthusiastic practitioners and researchers keen to hone the evidence base to reduce fatalities, serious injuries and ill-health in our construction industry. SHINe is built on the strong foundation of RMIT's multidisciplinary connections with construction industry researchers around the world.

The research projects are chosen by a vote of the member organisations, which include constructors, developers, regulators and suppliers. Our first project, Decluttering Safety Management Systems, created an enthusiastic focus for our first annual SHINe Symposium. There was great enthusiasm displayed by attendees to utilise the tools developed during the research in order to better control risks whilst simultaneously delivering higher performance.

The first SHINe Symposium was fully booked and attended by 100 industry work health and safety leaders and included board members and researchers from our sister organisation, the CSRA from the North American construction industry and University of Colorado Boulder.

The SHINe decluttering research was subsequently presented to major US developers and constructors at the annual CSRA conference in Colorado as part of our exciting emerging international community of evidenced-based practice which will hopefully improve and save lives whilst simultaneously delivering higher performance.

Dr Dennis Else

Advisory Board Chair, SHINe

Global Chair ESG, Multiplex

SHINe
Safety and Health Innovation Network

Letter from the Executive Director

In 2023, following conversations with Dr Matthew Hallowell, Executive Director of the Construction Safety Research Alliance (CSRA) at the University of Colorado Boulder, we started planning for the establishment of SHINe.

SHINe is a network of visionary leaders who believe that significant improvements in construction work health and safety can be achieved by changing the way that industry professionals and university-based researchers work together to undertake scientifically rigorous research that can be translated into practice outcomes in construction workplaces.

SHINe is based on the CSRA model and adopts a radically different model of philanthropically funded research in which members are actively engaged. Not only do members recommend what research projects should be supported by SHINe funds, but they also participate actively in the leadership and delivery of research projects. This model incorporates an embedded translation mechanism as members actively engage in the research process, learning in real-time, what works (and what doesn't) and why.

With considerable support from RMIT's Research and Innovation, Philanthropy and Legal Services teams, we were able to launch SHINe in October 2024.

Importantly, a number of public sector organisations also wanted to join SHINe and, as a result, we created a new category of membership, which operates in an identical manner to philanthropy-based membership but allows government agencies (e.g. regulators, public sector clients etc.) to participate in the same way and on the same terms as the private sector members.

At the inaugural meeting of the SHINe Board of Advisors, we developed the following mission statement for our work: **"To collaboratively undertake original and industry-relevant research that produces tangible improvements in the prevention of death, life-changing injury and chronic ill-health in the construction sector."**

In 2025, two projects were selected:

- Decluttering safety management systems; and
- Risk control assurance in dynamic project environments.

The first project will be completed in December 2025, with the production of a final report and the development of a process-mapping decluttering tool for use by industry. The second project will continue in 2026.

On October 3rd, 2025, just one week before our first birthday, we held our first annual SHINe Symposium. This was attended by 100 industry work health and safety leaders.

Dr Matthew Hallowell joined us along with the Founding Chair of the CSRA Board of Advisors, Brad MacLean and Current Chair, Mike Quashne.

The event was a resounding success.

As I look forward to the second year of SHINe's life, I am excited to identify and work on new topics for research that are important to our members, and to further develop new knowledge that can be used to improve construction workers' health, safety and wellbeing. Some of the challenges facing the industry can only be resolved through multi-stakeholder collaboration, so having clients, contractors, regulators and other stakeholders in our membership is invaluable.

I would like to sincerely thank everyone who has taken a leap of faith with us in our first year. This includes many people in RMIT who help us in the administration of SHINe, academic and industry members of our sister organisation CSRA and, of course, our Foundational Members:

- CHASNZ - Construction Health and Safety New Zealand
- HammerTech
- Hutchinson Builders
- Laing O'Rourke
- McConnell Dowell
- Melbourne Park
- Multiplex
- Simonds Homes
- Transgrid
- WorkSafe ACT

We are excited to see what we can achieve together in the years to come.

Distinguished Professor Helen Lingard

Executive Director, SHINe

Director, Construction Work Health and Safety Research @ RMIT

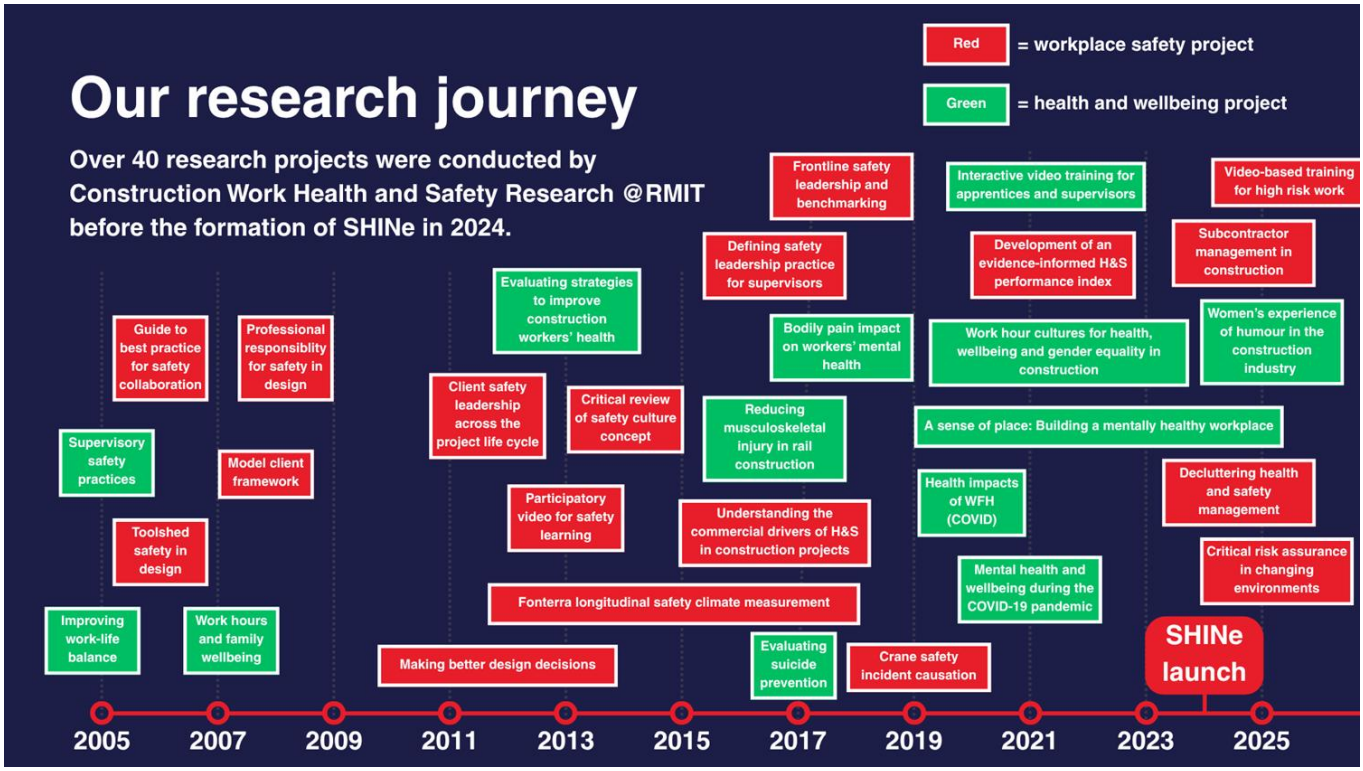
Contents

Our background (pre-SHINe) research

Although SHINe only came into existence in 2024, the team of researchers within SHINe has a long-established track record of delivering industry-based research into different aspects of work health and safety in the construction industry.

This previous research provides a strong foundation for the selection and delivery of projects within SHINe.

A summary of our previous projects is provided below.



Timeline of pre-SHINe research projects

Details of each of these projects and downloadable outputs and resources can be found at the Construction Work Health and safety Research @ RMIT website:

www.rmit.edu.au/about/schools-colleges/property-construction-and-project-management/research/research-centres-and-groups/construction-work-health-safety-research

The SHINe mission

The SHINe mission is to collaboratively undertake original and industry-relevant research that produces tangible improvements in the prevention of death, life-changing injury and chronic ill-health in the construction sector.

Established in 2024, SHINe brings together industry leaders and experienced academics who are committed to driving innovation and improvements in safety, health and wellbeing research in construction.

The first-of-its-kind industry forum allows its members to decide what research to fund. The findings of research delivered by SHINe will be made publicly available, with the aim of finding new ways to improve workplace health and safety across the industry by providing sector wide access. Members are encouraged to participate on the research teams, helping us strengthen the relationship between research and practice through evidence-based ideals. By providing a contribution, you're also supporting a world-class, multi-disciplinary research team continue to be based in Melbourne, Victoria, Australia.

SHINe is built on 20+ years of RMIT's excellence in the field of construction work safety, health and wellbeing research. SHINe represents a new way of partnering with organisations to deliver more impactful research outcomes that are integrated into everyday practice on a large scale. SHINe members contribute to a program of rigorous scientific research and knowledge sharing with the potential to benefit the whole construction sector.

The SHINe team pictured at the 2025 SHINe Symposium

From left to right: Dr Jack Clarke, Dr Huey Wen Lim, Dr Janet Mayowa Nwaogu, Prof. Michelle Turner, Associate Prof. Rita Peihua Zhang, Dr Payam Pirzadeh, Dist. Prof. Helen Lingard, Dr Chenjunyan Sun, Daniel McLinden

Decluttering safety

Project details

The decluttering safety project commenced on 11 April 2025.

The project is led by:

- Scott McMillan, Melbourne Park, and
- Associate Prof. Rita Peihua Zhang

Research team members are:

- Distinguished Prof. Helen Lingard (Chief Investigator)
- Dr Payam Pirzadeh (Chief Investigator), and
- Dr Huey Wen Lim (Research Fellow)

Project team members include:

- Stephen Smilevski, Melbourne Park
- Paul Breslin, Multiplex
- Daniel Devaney, McConnell Dowell
- Jonathon Morrow, Laing O'Rourke
- Ashlea Moroney, HammerTech
- Paul Pereira, Hutchinson Builders, and
- Paul Williams, Simonds Homes
- Gavin Kenny, Opal

The safety clutter problem

Safety clutter is a term that has been used to describe "*the accumulation of rules, policies, safety procedures, documents, roles and activities that are performed in the name of safety but do not contribute to the safety of operational work*" (Rae et al., 2018)[1].

However, it is dangerous to reduce or simplify safety management activities without evidence because:

The safety of complex work systems relies on the presence of functionally redundant defences to protect workers from harm (Rasmussen,1997)[2]

Removing work health and safety management activities has the potential to reduce the error margin in a work system and contribute to accidents

The identification of activities as safety clutter should be evidence-informed and its simplification should be undertaken in controlled experimental conditions

[1] Rae, A. J., Provan, D. J., Weber, D. E., & Dekker, S. W. (2018). Safety clutter: the accumulation and persistence of 'safety' work that does not contribute to operational safety. *Policy and practice in health and safety*, *16*(2), 194-211.
[2] Rasmussen, J. (1997). Risk management in a dynamic society: a modelling problem. *Safety science*, *27*(2-3), 183-213.

The decluttering safety project was undertaken in two phases.

Phase one: Identifying the attributes, sources and consequences of safety clutter

The first phase involved interviewing a diverse group of construction industry stakeholders in Australia and New Zealand to explore:

- What are the attributes of clutter that can accumulate in safety management systems, i.e. what makes something clutter?
- What are the sources of safety clutter? and
- What are its consequences?

During this phase, 24 interviews were conducted in Australia. Table 1 shows the stakeholder groups interviewed.

Stakeholder group	Number of participants
Contractor WHS Directors/Managers	9
Trade union WHS leaders	3
Client WHS Directors/Managers	2
WHS Regulators	4
Independent consultants/legal specialists	4
Employer association	1
Australian (Commonwealth) Government agencies	1

Table 1: Stakeholder groups interviewed in the first phase of the project

These interviews were followed by a further eight interviews with work health and safety (WHS) professionals working in the New Zealand construction industry to test whether the attributes, sources and consequences of safety clutter observed in Australia were also relevant in New Zealand.

These interviews resulted in the development of a position paper presenting thematic analysis of stakeholders' views.

Attributes of safety clutter

Safety clutter manifests through three major attributes:

1. **Mis-intended practices:** safety activities that do not meaningfully reduce risk or enhance protection but persist in practice, i.e. functioning as tick-box exercises or compliance demonstration rather than safety prevention.

2. **Excessive practices**: potentially valuable safety activities that are implemented to such an extreme degree that they become counterproductive, manifested through excessive documentation length and complexity, redundancy and duplication, and over compliance to meet third party requirements.

3. **Irrelevant practices**: safety activities that are disconnected from workplace realities, persist due to legacy and outdated requirements, and arise from a lack of worker engagement.

Sources of safety clutter

Sources of safety clutter operate across three interconnected levels:

1. **The contextual environment**, which is characterised by multiple regulatory and certification requirements, inconsistent client requirements and a fragmented industry structure.

2. **System-response interactions**, where companies respond to external pressures through defensive documentation and blaming shift.

3. **Implementation practices**, through which safety clutter emerges within organisations as a result of misinterpretation of intent, accumulation of documentation without review, self-justification processes used by WHS professionals, day-to-day operational pressures, and ineffective worker consultation.

It was noteworthy that the analysis revealed a high level of similarity about the attributes and the consequences of safety clutter between the Australian context and the New Zealand context, but the sources of clutter are highly context-specific due to different regulatory landscapes and industry environments.

Consequences of safety clutter

The consequences of safety clutter are multi-faceted, including:

1. **Operational consequences**, which are related to resource misallocation by diverting safety professionals from field work to administrative tasks, procedural ineffectiveness primarily due to disconnect between paperwork and practice, and risk management degradation.

2. **Worker-related consequences**, which are manifested through disengagement from safety, negative psychological impacts (e.g., frustration and job dissatisfaction), and the devaluation of worker expertise when documentation is prioritised over practical knowledge.

3. **Business consequences**, which include financial impact due to increased resource requirements and productivity loss, damaged safety reputation, and superficial compliance issues.

4. **Workplace culture consequences**, which arise when safety clutter erodes trust between workers and management, causes ineffective communication by creating volume of safety documentation, and distorts leadership and accountability.

Based on the analysis, a theoretical model of sources and attributes of safety clutter was developed as shown in Figure 1.

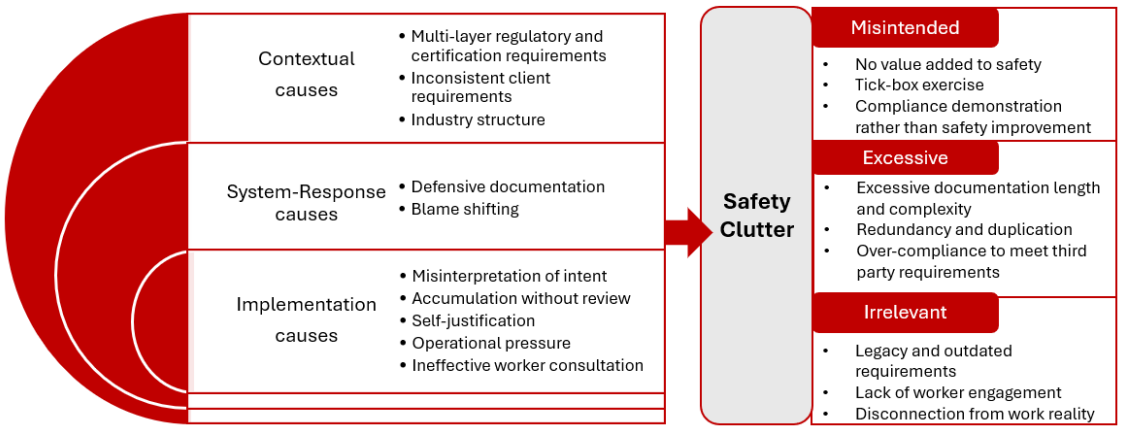


Figure 1: The multi-level accumulation of safety clutter and its attributes

A key message conveyed by this model is that the sources of safety clutter do not operate in isolation; instead, they interact and reinforce each other across levels. For example, regulatory complexity at the industry level can drive defensive documentation at the system-response level, which in turn leads to documentation accumulation without review at the implementation level. Therefore, addressing safety clutter requires coordinated interventions at all three levels, with particular attention to the connections between them.

Another key message from this model is that there is a need for a multi-stakeholder approach to decluttering safety systems. This model shows that regulators, clients, industry associations, contractors and safety professionals all contribute to the clutter problem in different ways. Consequently, effective decluttering requires collective and collaborative actions from these diverse stakeholders.

Dissemination of project findings

On 16th September, Scott and Rita presented the findings of this position paper at the 2025 Australian Institute of Health and Safety (AIHS) Victorian Safety Symposium at Marvel Stadium, Melbourne. This event was attended by more than 90 AIHS members and industry representatives.

Scott McMillan and Associate Prof. Rita Peihua Zhang presenting at AIHS Victoria Safety Symposium

Phase two: Development and testing of participatory process mapping method to support decluttering

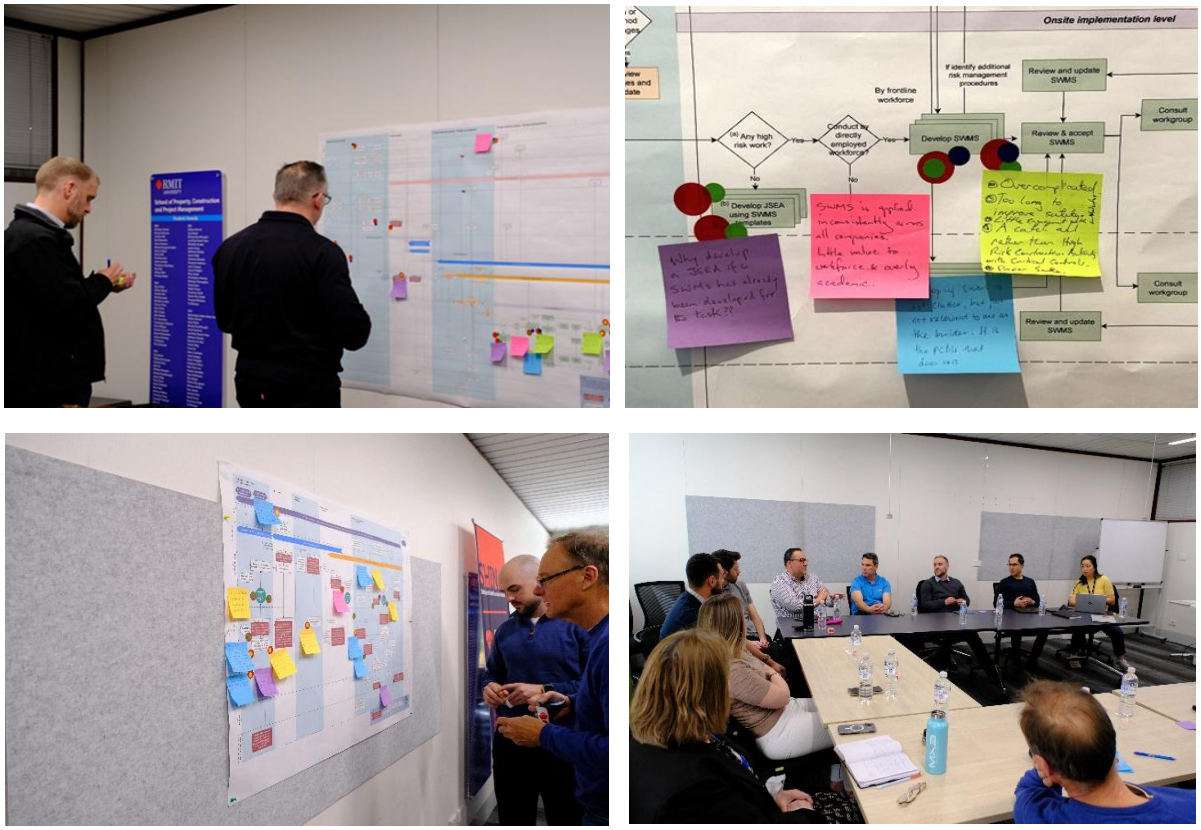
Phase two of the project involved the development and implementation of a participatory process-mapping exercise to understand, in considerable detail, the safety-related management activities that construction organisations undertake, and the reasons why these activities are performed.

This technique was developed in meetings held between the research team and staff at Melbourne Park between mid-April and late May 2025. On 29th May.

In June and July 2025, detailed ‘swimlane’ process maps were developed for two areas in which the project team members perceived safety clutter to be particularly problematic:

- multiple levels of risk assessment requirements; and
- subcontractor onboarding.

On 8th August and 19th September 2025, decluttering workshops were held in which different stakeholder groups were invited to review the process maps and identify safety clutter ‘hotspots’. Participants were then asked to explain why the activities they identified were safety clutter hotspots, what could be done to declutter these activities, and which stakeholders would need to be involved to enable this to happen.



Various stakeholders participating in the decluttering workshops

Key findings from the decluttering workshop conducted to look at multi-layered risk assessments

Safety clutter hotspots identified:

- **Multi-layered WHS requirements from government agencies (State and Commonwealth) and other client organisations**

The WHS requirements government agencies can create duplication of effort that is further compounded by additional client-specific requirements, leading to significant administrative burden. Such overlapping demands not only complicate compliance but also discourage innovation and participation, particularly among smaller contractors.

- **Auditing processes**

The way auditing processes are currently conducted contributes to safety clutter by prioritising paperwork over genuine safety outcomes and innovation, and through inconsistencies in auditing quality across auditors. Multiple and overlapping auditing requirements from different stakeholders, combined with frequent client auditing, create significant administrative burden that reduce the practical value of audits.

- **Multiple risk assessment tools**

The way that various risk assessment tools, including Safe Work Methods Statements (SWMSs), Job Safety and Environmental Assessments (JSEAs), Take 5s and Start Cards, are implemented often contributes to safety clutter through creating duplication and confusion. SWMSs have become overly complex and lengthy, involve little worker engagement, and require extensive review efforts. Alternative tools such as Take 5s and Start Cards have been introduced to compensate for the ineffective SWMSs; however, the implementation of these tools was also observed to provide limited safety value.

Potential solutions suggested:

- **Unified and centralised WHS requirements framework**

Stakeholders highlighted the need to better align WHS requirements between government agencies (State and Commonwealth) to reduce duplication and streamline compliance. Principal contractor representatives proposed mapping and standardising requirements to create a unified framework, while the regulator representative suggested exploring a centralised framework with adaptable project-specific add-ons, supported by coordination across all authorities.

- **Improving auditing through enhanced quality and coordination**

Stakeholders emphasised the need to improve auditing quality and coordination to address duplication, inconsistency, and administrative burden. Suggestions included consistent auditor nomination to ensure quality, and better coordination of multiple audits across federal, state, and client requirements to reduce frequency and improve efficiency. Both client and regulator representatives supported a collaborative approach to streamline audit processes and free up organisational resources.

- **Returning to original regulatory intent**

Stakeholders agreed that reforming SWMSs requires restoring its original regulatory purpose. They emphasised consistent messaging, shared responsibility, and regulator support to ensure SWMSs are used as intended, i.e. focusing on effective risk control instead of paperwork. In addition, principal contractor representatives unanimously suggested eliminating Start Cards and Take 5 activities, which was also supported by the regulator representative. The elimination will be feasible with effective SWMSs implemented.

Key findings from the decluttering workshop on subcontractor onboarding

Safety clutter hotspots identified:

- **Multiple different vendor management systems**

The operation of multiple different vendor management platforms by principal contractors can contribute to safety clutter. While intended to streamline prequalification, each platform imposes repetitive as well as different requirements, adding bureaucracy, cost, and administrative burden for subcontractors. Competitive differentiation among principal contractors and clients, often manifested through unique prequalification requirements, further leads to duplications and results in inefficient use of resources for subcontractors.

- **The delivery of project induction training**

Ineffective project induction training contributes to excessive and mis-intended forms of safety clutter. Repetitive, generic, and compliance-driven induction trainings lead to '*tick and flick'* rather than meaningful learning or behavioural change. Inconsistent training standards across different principal contractors further create confusion among subcontractors. Contractual requirements and liability concerns perpetuate these ineffective induction practices, which add administrative burden without improving safety outcomes.

- **Plant and equipment mobilisation process**

Workshop participants viewed the ineffective plan and equipment mobilisation process currently operating in the industry as a source of excessive and mis-intended forms of safety clutter. The repetitive verification processes create duplications and burdens for subcontractors. The inconsistent project requirements and sometimes client-imposed changes create waste and inefficacy for subcontractors, who have to make costly modifications to meet varying system demands.

Potential solutions suggested:

- **Industry pre-qualification standardisation**

Participants suggested greater standardisation of contractor pre-qualification process to reduce duplications and inefficiency. Examples such as the Global Wind Organisation (GWO) model illustrate how unified standards can enable cross-industry recognition of pre-qualification. Participants also proposed a state-level solution, potentially with a tired system, to streamline the pre-qualification process.

- **More consistent plant and equipment requirements**

Participants recognised the potential to achieve greater consistency in plant and equipment requirements but also acknowledged significant systemic challenges. While opportunities for achieving consistency exist within major construction programs, fragmented management systems among principal contractors, varying interpretations of client specifications, and inconsistent definitions of terms across organisations would hinder alignment. Participants emphasised the strong leadership and coordination from clients in facilitating the consistency.

- **Client-led streamlining**

Participants emphasised that clients should utilise their authority to drive standardisation and decluttering through their contractual requirements. By simplifying contracts and removing unnecessary contractual requirements, clients can significantly reduce administrative burden along the supply chain.

- **Training and induction reform**

Participants called for fundamental reform of training and induction practices by reconsidering their purpose and delivery process. They advocate for more concise, task-focused and role-specific training that prioritise quality and relevance over volume. The current training evidence collection and auditing practices rely on a documentation-based approach, which does not provide effective safety assurance. Participants suggested shifting from documentation-based compliance to competency-based verification, e.g. practical demonstration of skills. Such a shift requires the regulatory support that changes the auditing expectations.

Next steps

By the end of December 2025, a final report will be produced to document the research findings.

A practical process mapping tool will also be produced to help construction organisations to declutter their safety management activities will be developed. Academic (peer-reviewed) publications will be written for submission in the first quarter of 2026.

Risk control assurance in dynamic project environments

Project details

The risk control assurance project commenced on 18 July 2025.

The project is led by:

- John Beattie, Transgrid, and
- Dr Payam Pirzadeh, RMIT

Research team members are:

- Distinguished Prof. Helen Lingard (Chief Investigator)
- Associate Prof. Rita Peihua Zhang (Chief Investigator) and
- Dr Chenjunyan Sun (Research Fellow)

Project team members include:

- Joel Fraser, Laing O'Rourke
- Campbell Warren, Laing O'Rourke
- Katherine Crowton, Transgrid
- Brodie Cannata, McConnell Dowell
- Alysha Stokoe, Worksafe ACT
- Ashlea Moroney, HammerTech
- Paul Pereira, Hutchinson Builders
- Paul Williams, Simonds Homes
- Cameron Stevens, Pocketknife group

Ensuring the reliability of risk controls in the dynamic construction environment

Ensuring the effectiveness of controls for high energy hazards linked to Serious Injury and Fatality (SIF) outcomes is challenging in construction project environments where physical worksite, composition of workforce, available resources, and nature of work activities are constantly changing. Such changes can undermine the risk controls, create a mismatch between the controls and the onsite context and render the controls ineffective. To ensure that the risk controls remain effective, it is vital to understand:

- Why do high-energy risk control systems fail in construction environments?
    - What conditions lead to failure to effectively control high energy hazards on construction sites?
    - How do these conditions develop? What combinations of factors create these failure conditions? and
    - What are the early signs of failure? How can they be detected?

- How can organisations enhance the capacity of the risk control systems, including through the use of technology, to cope with these failure conditions?

Project scope and methodology

Prior to the first project team meeting, the research team undertook a scan of academic and grey literature on theories and frameworks associated with identifying, defining and managing critical risks in high-risk industries. In addition, technologies currently used to monitor risk controls in construction were identified. This preliminary work informed an initial and high-level framing of the project scope. Subsequently, the project scope and methodology were discussed and collaboratively refined by the project team during two meetings on 18 July and 17 October 2025.

It was decided that the project will adopt a socio-technical system perspective. A risk control system involves social (human) and technical (risk control) elements. Applying a socio-technical system perspective will allow to account for both:

- technical reliability – the robust design and consistent performance of risk controls, and
- social reliability – the consistent and dependable behaviour of human actors who implement, interact with, monitor and maintain the risk controls, and are expected to intervene when they notice signs of failure or degradation.

These two domains are interdependent and failure of either, or any incompatibilities between the two, can jeopardize the overall reliability of risk control systems.

The study will use a qualitative approach and will involve two stages.

In the first stage, the research project team will select a high energy hazard. Interviews with industry experts will be undertaken to understand the key problems and common issues they face in maintaining the effectiveness of their direct risk controls for the selected high-energy hazard. These may include situations where people lose focus on risks, fail to realize/implement risk controls as they were planned, fail to anticipate or notice escalating or emerging risks in the workplace and intervene, or situations where risks are downplayed or normalised leading to bypassing risk controls. The interviews will explore the antecedents and conditions of these situations.

In the second stage, through industry workshops, solutions will be developed to address the conditions identified in stage one. The aim will be to identify solutions that enhance the reliability of risk control systems.

During the second project team meeting (17 October), the project team selected human-plant interaction as the high energy hazard for the project to focus on.

Next steps

The research team has developed and submitted an application to the RMIT Human Ethics Committee. Gaining the committee's approval is required by RMIT and will ensure that data collection and subsequent research activities align with RMIT's ethics requirements.

Subsequently, the research team will commence the interviews for the first stage of the project.

The project will conclude in December 2026.

Expected outcomes

Apart from providing a comprehensive understanding about the reliability of high-energy risk control systems, the findings of this study will be used to develop a framework outlining evidence-informed recommendations about how to monitor the social and technical reliability of high-energy risk controls in construction, i.e. how to detect early signs of change undermining the technical and social reliability of risk control systems.

As part of this, the study will also explore the role that technology can play in monitoring the reliability of the control systems. This will include situations where particular technological solutions, or their combinations, may enhance the ability to detect or intervene when conditions for risk control failure develop.

SHINe Symposium: Advancing safety through collaboration, research and industry leadership

The 2025 SHINe Symposium welcomed a diverse cross section of leaders and practitioners from across the Australian and New Zealand construction, infrastructure and energy sectors. Attendees included chief safety officers, general managers and directors of health, safety, environment and risk from major organisations. Senior representatives from key regulatory and advisory bodies, including WorkSafe Victoria, the Office of the Federal Safety Commissioner and industry associations, also participated. With 120 event registrations from 60 organisations, the inaugural event demonstrated the desire from health and safety professionals to improve practice through evidence-based research, and the potential impact of collaborative research partnerships to strengthen frontline outcomes.

The morning session reinforced the value of strong partnerships in driving evidence informed practice. Professor Ron Wakefield highlighted the team's record of industry-partnered research and the responsibility to translate insights into meaningful change. SHINe Executive Director, Distinguished Professor Helen Lingard and SHINe Board Chair, Dr Dennis Else emphasised the two-way relationship between research and practice. The session also featured the CSRA Foundations segment, where Dr Matthew Hallowell, Brad MacLean and Mike Quashne outlined the CSRA journey in North America and identified further opportunities for collaboration with SHINe to support global improvement in safety outcomes.

The midday program focused on practical system level change. The SHINe project team shared progress from SHINe's first project, Decluttering safety management systems. Industry lead, Scott McMillan presented approaches for visualising and simplifying complex systems, while RMIT researchers, Associate Professor Rita Peihua Zhang and Dr Huey Wen Lim, described the scientific framework underpinning the work. The session concluded with an Industry Landscapes session featuring presentations from David Denney (Office of the Federal Safety Commissioner), Jon Harper-Slade (Construction Health and Safety New Zealand) and John Beattie (Transgrid), each offering perspectives on emerging challenges and opportunities across Australia and New Zealand.

The afternoon showcased examples of research and innovation embedded within real projects and organisations. Dean Riha of Fulton Hogan described the successful adoption of the Culture Standard and a five-day work week at the Brunt Road Level Crossing project, achieved through strong consultation and engagement. Dr Jack Clarke and Helen Lingard introduced the Play It Safe interactive training hub, which uses participatory scenarios to build reflective safety decision making. Professor Michelle Turner closed the program with research on psychosocial hazards and the Sense of Place concept, highlighting opportunities to create workplaces that support mental wellbeing.

Across the day, the Symposium reinforced a consistent message: meaningful system level improvement depends on organisations, researchers and practitioners aligning their efforts, sharing knowledge and committing to long term collaboration. Through ongoing collaboration across regions and disciplines, SHINe and its partners continue to strengthen evidence-informed practice and shape a future where serious harm is prevented, wellbeing is prioritised and workers can thrive.

Dr Dennis Else (left), morning Q&A session (right)

Participants' reflections: Post-event survey summary

A post-event survey was distributed to symposium participants to gather feedback on their experiences, with respondents asked to rate various aspects using a Likert scale ranging from 1 (Lowest) to 10 (Highest). The overall feedback was overwhelmingly positive, indicating a highly successful symposium.

Quantitative feedback: High satisfaction across the board

The overall satisfaction with the symposium was very high, with an **average rating of 8.79 out of 10** across the 29 respondents. Other key areas also received high average scores as shown in Figure 2 below:

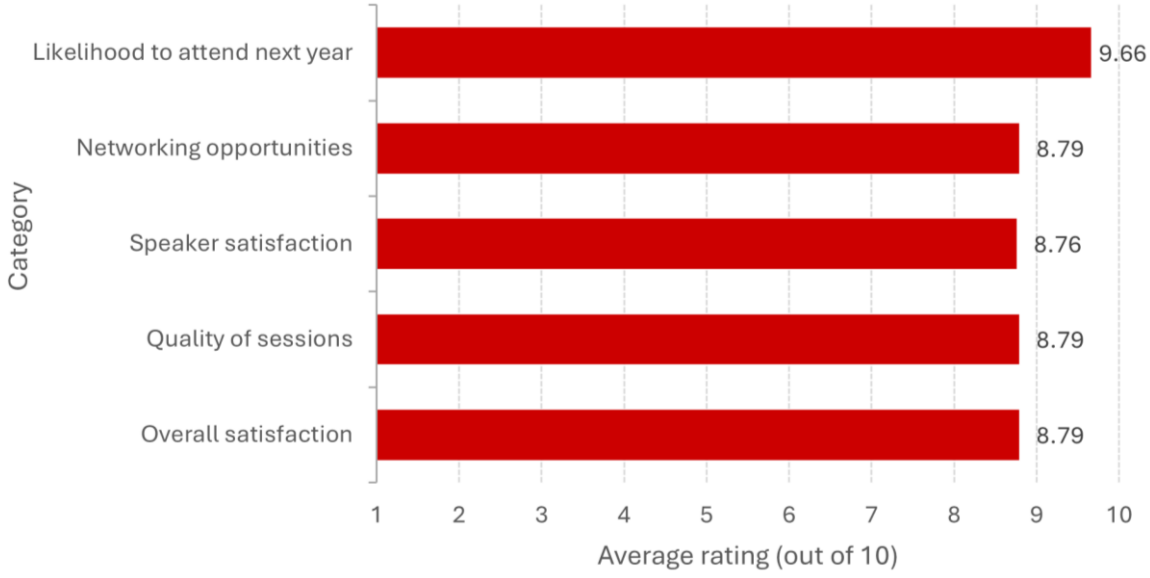


Figure 2: Average participant rating across key symposium aspects

Qualitative feedback: Insights and commendations

The open-ended responses reinforced the high quantitative ratings, praising the quality, applicability, and networking opportunities provided.

Quality of sessions and presentations

Participants consistently valued the high quality of the presentations, noting that the sessions were insightful, evidence-based, and highly relevant to industry practice. The practical application of the research was a frequent theme:

- “Evidenced-based research killing a lot of myths in the industry.”
- “Each presentation had interesting learnings and takeaways - normally would only get something from part of the day for equivalent event.”

The decluttering project session, as SHINe's first project, was a highlight, praised for being engaging, interactive, and a strong example of SHINe’s applied research.

Satisfaction with the speakers

Participants expressed very high satisfaction with the speakers, with an average rating of **8.76 out of 10**. Speakers were highly regarded for their expertise and presentation style:

- “All of the sessions were excellent, all speakers were really engaging and doing high quality work. Very impressed! I learnt heaps.”
- “Hearing from the CSRA team was invaluable in terms of the research and projects they've carried out to date... It was also really good to have the Federal Safety Commissioner in the room and to hear from him.”
- “Dean Riha - Utilised quantifiable data that a 5-day work week is achievable, and contributes to reduction in potential workplace stressors with minimum impacts on deliverables.”

Associate Prof. Rita Peihua Zhang (left), John Beattie (right)

Satisfaction with networking opportunities

The networking opportunities received the highest satisfaction average (excluding event attendance likelihood) at **8.79 out of 10**. Many participants considered this their favourite part of the Symposium, appreciating the chance to connect with like-minded professionals to share ideas and discuss challenges:

- “A couple of people I met were the highlight of my day. Being able to share ideas on improvement possibilities and some struggles shared was extremely helpful.”
- “Meeting like-minded professionals in the safety space and hearing about good practices and learnings from other organisations.”

Daniel McLinden, Ashlea Moroney, Dist. Prof. Helen Lingard and Ben Leach (left), attendees networking (right)

SHINe at the 2025 CSRA Safety Summit: Strengthening global partnerships for safer work

In November 2025, SHINe was proud to participate in the Construction Safety Research Alliance (CSRA) Safety Summit at the University of Colorado Boulder. The Summit is an annual gathering that brings together leading researchers and industry partners who are committed to improving safety outcomes in construction. This year's event again showcased the depth of expertise within the CSRA community that has been built since the Alliance's inception over five years ago, with presentations delivered by CSRA researchers and member organisations whose work continues to shape evidence informed safety practice worldwide.

SHINe was honoured to contribute to the program, with Executive Director Distinguished Professor Helen Lingard presenting an update on SHINe's recent work, including insights from the 2025 SHINe Symposium, and sharing the progress of SHINe's growing collaboration with the CSRA team. This Strategic Partnerships in Action session emphasised the opportunities created when regions and organisations share knowledge and align their efforts toward common goals.

From left to right: Dr Sid Bandhari, Dr Matthew Hallowell, Yaqoob Raheemy, Luke Bowley, Dist. Prof. Helen Lingard, Daniel McLinden, Ayleen Perez

The program opened with engaging sessions on human perception and its influence on hazard recognition, led by CSRA research teams investigating how workers notice or miss visual and auditory changes in their environment. These sessions set the tone for the Summit by demonstrating how foundational research into human performance can translate into practical insights for frontline work.

Another highlight was the introduction of the new Safety Clutter Classification Model (SCCM). This session prompted lively discussion as participants explored how safety

systems can become unnecessarily complex over time. Matthew Hallowell, CSRA's Executive Director, described how the SCCM can help organisations to understand the type of safety clutter they may have. However, it does not identify where it comes from or how to get rid of it. He explained that this is where the process mapping approach developed by SHINe can help. Although the CSRA and SHINe projects on the subject of safety clutter are fundamentally unique in their aims and methods, the projects are complementary and the tools developed can be used in conjunction to help organisations to effectively declutter their health and safety management systems.

The Summit also featured a reflective panel discussion with members of the CSRA Board, who shared insights from the Alliance's first five years. Key themes included the importance of strong partnerships between research and practice, the value of building communities of shared learning, and the patience required for meaningful cultural and system level change. Their reflections highlighted the collective ethos that has allowed CSRA to grow into a respected global leader in construction safety research and offered valuable guidance for SHINe as we celebrate our first full year of operation.

The Summit reinforced the strength of the partnership formalised between SHINe and CSRA in 2024. Through ongoing collaboration, both organisations are expanding their capacity to translate high quality research into practical applications that help prevent serious injuries and fatalities and support improved health and wellbeing across the construction sector, as well as across geographical boundaries.

The 2025 CSRA Safety Summit

Industry and community engagement

In 2025, SHINe team members actively contributed to keynotes, panels, workshops, and industry forums, translating research into practice and shaping policy and workforce development. These engagements strengthened partnerships, enhanced professional capacity, and showcased the breadth of expertise across the centre. By connecting with industry and the wider community, SHINe ensures its research has real-world impact while reinforcing its leadership in innovation, safety, and workforce development in the built environment sector.

Keynotes, conference lectures, panels & symposium contributions

June – Delivered the Dr Eric Wigglesworth Memorial Lecture: Managing Health, Safety and Supply Chains in Construction Projects, AIHS National Health & Safety Conference, Gold Coast.

June – Keynote address at the Thomson Reuters SafeGuard Conference, Auckland.

June – Panellist at Joined-Up Research: Connecting for Impact, Melbourne.

September – Moderator of locknote discussion at the Construction Workforce Summit: Safety & Well-Being – Building a Healthier Construction Workforce, Sydney.

September – Speaker at the AIHS Symposium: Decluttering Management in the Australian Construction Industry, Melbourne.

Workshops, masterclasses & industry training

February – Hosted and presented at an industry workshop jointly organised by SHINe and BodyGuide: From Pain to Progress – Collaborative Pathways to Reduce Body Stress and Improve Worker Health, Melbourne.

March – Delivered a Masterclass on Communication and Culture for frontline construction leaders, Construction Health and Safety New Zealand: Communication and Culture Masterclass, Auckland.

December – Speaker at the Construction Safety Research Alliance CSRA Community of Practice 2025 Series: Safety Through Partnership, Virtual Panel Discussion.

University engagements, sponsorships & academic partnerships

August – Massey University delegation visit and guest presentation: Massey University–RMIT Knowledge Exchange Session, Melbourne.

October – Research Award Sponsor at the RMIT Property, Construction and Project Management Awards: Best Student Research in Health and Safety Innovation, Melbourne.

November – Speaker at the Construction Safety Research Alliance 6th Annual Summit: Strategic Partnerships in Action, Boulder, Colorado.

Industry events, forums & leadership engagements

March – Invited speaker at the Wellness in Infrastructure International Women's Day Breakfast, Melbourne.

March – Invited speaker at the Transgrid Safety Management Planning Event, Sydney.

May – Recorded a WorkSafe ACT podcast: Safety is Good for Business, Canberra.

August – Invited participant, Australian Constructors Association Leaders' Exchange: Foundations and Frontiers 2025, Brisbane.

October – Invited speaker at the Incolink World Mental Health Day Industry Leaders' Luncheon, Melbourne.

October – Presented at the Multiplex Safe Work Month Subcontractor Breakfast: Safety Clutter, Melbourne.

Construction Workforce Summit: Dist. Prof. Helen Lingard presenting (left), Daniel McLinden and Dr Dennis Else (right)

Dist. Prof. Helen Lingard presenting at the Safeguard National Health and Safety Conference

Dist. Prof. Helen Lingard facilitating at the CHAZNZ Frontline Leadership Masterclass (left), the SHINe team at the AIHS National Health & Safety Conference (right)

SHINe Advisory Board

The guidance of the SHINe Advisory Board has been absolutely instrumental in the establishment and early success of SHINe. Drawing on a passionate and engaged cross-section of industry stakeholders, the Board has helped shape SHINe's research priorities, ensure relevance to real-world construction challenges, and foster strong connections between academic researchers and industry partners. We are honoured to have such a committed group, whose expertise, oversight, and vision continue to drive SHINe forward. The photos below showcase the growth, engagement, and partnerships that SHINe has cultivated in its first 12 months, reflecting the strong foundation built with the support of our Advisory Board.

October 2024 Inaugural SHINe Advisory Board Meeting

From left to right: Erin Mellencamp, Daniel McLinden, Dr Dennis Else, Dist. Prof. Helen Lingard, Shane Mitchell, Nicole Rogers, Joel Fraser, Tony Page, Ben Leach, Jon Harper-Slade, Jack Ball

October 2025 SHINe Advisory Board Meeting + CSRA Guests

Back row, from left to right: Dr Dennis Else, Jon Harper-Slade, Paul Breslin, Tony Page, John Beattie, Shane Mitchell, Dist. Prof. Helen Lingard, Paul Williams, Ashlea Moroney, Daniel McLinden. Front row, from left to right: Brad MacLean, Scott McMillan, Nicole Rogers, Ben Leach, Mike Quashne, Dr Matthew Hallowell, Katherine Crowton, Paul Pereira, Joel Fraser

SHINe students

Julie Gratton

Julie Gratton is the recipient of the Multiplex Masters by Research Scholarship. This research project will investigate the causes of high potential safety incidents to inform effective risk control and prevention.

High potential incidents, such as objects falling from height, are those that, in other circumstances, could have resulted in one or more fatalities or life-changing injuries. The project will apply systems theory-based models to map the factors contributing to high potential incidents. The analysis will produce critical evidence to inform prevention of work-related death and serious injury in the construction industry.

As the Safety, Health, Environment & Wellbeing Director of AECOM (Aus & NZ), Julie brings over two decades of experience in health and safety, and her extensive knowledge and leadership in the engineering, mining and construction industries will contribute to delivering a high-quality research outcome, under the joint supervision of Helen Lingard, Payam Pirzadeh, Dennis Else and Paul Breslin.

Sabrin Gautam

Sabrin Gautam is the recipient of the McConnell Dowell Built Environment Scholarship. This research project will explore the use of AI as a means of enhancing construction safety by assisting in identifying hazards and risks, specifically to prevent collisions involving mobile plant machinery and construction workers.

Collisions being one of the most common hazards in the construction environment, this research aims to find innovative solutions to the critical safety issues faced by industry-leading companies by using AI technologies.

Combining a Bachelor's in Civil Engineering from Tribhuvan University, Nepal, with six years of construction industry experience, and a Master of Science in Construction Management from Texas State University, USA, Sabrin is interested in real-life solutions from a user-centric perspective and will be embarking on this research project under the joint supervision of Helen Lingard, Rita Peihua Zhang and Payam Pirzadeh.

Julie Gratton (left) and Sabrin Gautam (right)