

Guide to psychosocial risk management

in the Queensland resources industry



Resources
Safety & Health
Queensland

Copyright

© Resources Safety & Health Queensland 2026

Licence



RSHQ supports and encourages the dissemination and exchange of its information. The copyright in this publication is licensed under a Creative Commons Attribution 4.0 Australia (CC BY) licence.

Under this licence you are free, without having to seek permission, to use this publication in accordance with the licence terms. You must keep intact the copyright notice and attribute the State of Queensland as the source of the publication.

Note: Some content in this publication may have different licence terms as indicated. For more information on this licence, visit <https://creativecommons.org/licenses/by/4.0/>.

The information contained herein is subject to change without notice. The Queensland Government shall not be liable for technical or other errors or omissions contained herein. The reader/user accepts all risks and responsibility for losses, damages, costs, and other consequences resulting directly or indirectly from using this information.

Interpreter Statement



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you require support interpreting or translating this document, you can contact the Queensland Government on the details provided at this site: <https://www.qld.gov.au/contact-us> to arrange for someone to communicate this Guide to you.

Contents

| | | |
|------------|--|-----------|
| 1.0 | ABOUT THIS GUIDE | 2 |
| 2.0 | APPROACH TO PSYCHOSOCIAL RISK MANAGEMENT | 2 |
| 2.1 | Step 1: Identify hazards | 3 |
| 2.2 | Step 2: Analyse and assess risks | 3 |
| 2.3 | Step 3: Controls risks | 3 |
| 2.4 | Step 4: Monitor and review | 3 |
| 3.0 | CONSULTATION AND COMMUNICATION WITH WORKERS | 4 |
| 3.1 | Effective consultation and communication | 4 |
| 4.0 | RISK CONTROL MEASURES | 5 |
| 4.1 | Preventative and mitigating risk control measures | 5 |
| 4.2 | Developing and implementing risk controls | 9 |
| 5.0 | INVESTIGATING PSYCHOSOCIAL INCIDENTS | 9 |
| 5.1 | Key principles | 9 |
| 6.0 | FURTHER INFORMATION | 12 |
| | APPENDIX A: CASE STUDY | 13 |

1.0 About this guide

Psychosocial risks are prevalent in the Queensland resources industry and can significantly impact workers' mental health, safety and overall wellbeing.

The *Guide to psychosocial risk management in the Queensland resources industry* (guide) is designed for coal mines, mineral mines and quarries, petroleum and gas operations and associated accommodation facilities. It provides a structured framework to help obligation holders and industry professionals proactively identify, assess and manage psychosocial risks, fostering safer and healthier workplaces.

The guide supports obligation holders to effectively manage psychosocial risk in their workplaces. By implementing the strategies outlined in this guide, meaningful steps can be taken to safeguarding workers and foster a resilient and supportive workplace culture.

To assist with practical application, a case study is included in **Appendix A** offering additional guidance and illustrating how psychosocial risk management practices can be applied in real-world scenarios.

The information contained in the guide is educational and does not constitute legal advice. This guide is not a Guideline as defined in the *Mining and Quarrying Safety and Health Act 1999* or a Recognised Standard as defined in the *Coal Mining Safety and Health Act 1999*. Refer to relevant resources safety and health legislation to ensure legislative obligations are met.

2.0 Approach to psychosocial risk management

In the Queensland resources industry, obligation holders must manage safety and health risks to an acceptable level, including risks associated with exposure to psychosocial hazards.

Regular communication and consultation with workers are essential to the success of the psychosocial risk management process. Creating a psychologically safe environment ensures workers feel comfortable sharing their views and contributing to the development of appropriate and effective tailored controls.

A safety and health management system (SHMS) or safety management system (SMS) must include risk management procedures to effectively identify psychosocial hazards, analyse and assess risk, determine and implement necessary controls, and monitor the effectiveness of those controls.

While specific risk management processes may vary across different sectors of the resources industry, as required by legislation, the following key steps provide an overview of how to manage psychosocial risks effectively.

2.1 Step 1: Identify hazards



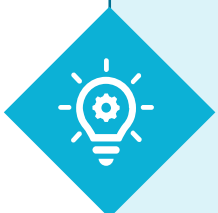
- Observe work design and tasks to identify potential sources of harm.
- Consult with workers and their representatives to identify all relevant psychosocial hazards.
- Review records and data related to psychosocial hazards and incidents, such as unplanned leave, hazard reports and incident reports.

2.2 Step 2: Analyse and assess risks



- Explore the nature of hazard exposure – how it occurs, with whom and in what setting.
- Evaluate likelihood and consequence of exposure to each hazard.
- Consider key risk factors such as frequency, duration and severity of exposure, as well as effectiveness of existing controls.
- Understand how hazards may interact, potentially increasing, altering, or creating new risks.

2.3 Step 3: Controls risks



- Develop and implement controls in consultation with workers to eliminate, minimise, or mitigate identified risks.
- Ensure that adopted controls will effectively reduce risks to an acceptable level.
- Update the SHMS/SMS to reflect the implemented controls.

2.4 Step 4: Monitor and review



- Conduct ongoing monitoring and review of hazards, risks and the effectiveness of controls, particularly when workplace changes occur.
- Continue worker consultation and engagement to ensure risks remain at an acceptable level and as low as reasonably achievable.
- Promptly review and take corrective action, including adjusting or introducing new controls, in response to psychosocial incidents.

3.0 Consultation and communication with workers

Effective consultation and communication with workers are essential steps in managing psychosocial risks. By actively seeking feedback from workers, obligation holders can identify potential psychosocial hazards, implement new or improved controls to prevent and reduce exposure to these risks, and effectively monitor if controls are working. Regular communication also keeps workers informed and engaged in psychosocial risk management processes. This combined approach of consultation and communication enables psychosocial risks to be managed effectively and fosters a safer, healthier and more productive work environment.

There are various methods to consult with workers about psychosocial risk management, including:

- anonymous surveys – a confidential way for workers to share concerns and experiences
- toolbox talks – facilitates regular open team discussions on psychosocial risks
- focus groups – encourages collaborative brainstorming and exploration of specific issues
- team or individual meetings / interviews – allows for personalised feedback and one-on-one conversations
- safety and health representative meetings – allows worker representation in discussions to address site risks and solutions.

3.1 Effective consultation and communication

To ensure consultation and communication with workers is meaningful and effective, there are several key considerations to be addressed.

3.1.1 Education and awareness

- Increase workers' understanding of psychosocial hazards and their potential impacts.
- Build awareness of ongoing psychosocial risk management activities.
- Communicate progress and outcomes at every stage of the risk management process.
- Use consultation arrangements, regular worker communication (e.g. newsletters and team meetings, professional development and training to educate and increase awareness).

3.1.2 Leadership commitment and visibility

- Leaders should actively encourage and participate in consultation activities.
- Leaders must take an active role in communicating important information on the psychosocial risk management process.

3.1.3 Availability of workforce

- Ensure sufficient opportunities for workers and safety and health representatives to participate in consultation, considering rostering schedules and leave arrangements.

3.1.4 Utilising existing data

- Collaborate across the organisation to gather and analyse de-identified data relevant to psychosocial hazards to inform the risk management process.
- Relevant data sources may include unplanned leave records, exit interviews, hazard reports and incident and injury reports.

3.1.5 Varied consultation opportunities

- Engage early with workers and safety and health representatives to understand their preferred forms of consultation.
- Provide a variety of consultation options to encourage high participation and inclusivity.

3.1.6 Trauma-aware approach

- Demonstrate sensitivity to workers' lived experience, particularly those who may have been affected by psychosocial hazards.
- Provide information and resources to help affected workers access appropriate support.

4.0 Risk control measures

In the Queensland resources industry, obligation holders are required to manage and control psychosocial risks to an acceptable level. Consultation with workers and their representatives plays a critical role in identifying appropriate control measures to address identified psychosocial risks effectively.

4.1 Preventative and mitigating risk control measures

4.1.1 Preventative risk controls

Preventative risk controls focus on addressing the source of the psychosocial hazards (e.g. how work is designed or managed) to eliminate or reduce the likelihood of harm to workers before exposure occurs. These controls should be prioritised as they provide the highest level of protection and are most effective in achieving an acceptable level of risk.

The following table provides examples of preventative risk control measures for the different psychosocial hazards.

| Psychosocial hazard ¹ | | Example preventative risk control ² |
|----------------------------------|---|--|
| Primary hazard | Secondary hazard | |
| All psychosocial hazards | | Develop and implement a workplace psychosocial risk management plan, including regular reviews and updates. |
| | | Establish anonymous and trauma-aware reporting options and educate workers on reporting and support pathways. |
| | | Train leaders to identify early signs of psychological stress and respond appropriately. |
| Remote or isolated work | Poor workplace relationships including interpersonal conflict Poor support | Redesign work to promote increased collaborative working and reduced isolation, enabling greater teamwork and support. |
| | | Implement communication tools and platforms to connect remote workers with their teams. |
| | | Schedule regular check-ins with remote workers to monitor their wellbeing. |
| High and/or low job demands | Low job control | Identify and remove unnecessary or repetitive tasks where possible. |
| | | Provide workers with opportunities to contribute to decision-making about their tasks and schedules. |
| | | Implement flexible work arrangements where feasible. |
| | Poor support | Dedicate allocated time for leaders to engage and support workers as part of their role. |
| | | Provide regular training for leaders on effective communication and support strategies. |
| | | Establish peer support programs to foster a culture of mutual assistance. |
| | | Conduct regular reviews of workforce demands across crews to ensure workload is distributed proportionately. |
| | | Introduce measures to address vacant positions promptly. |
| | | |
| Low role clarity | | Develop clear and detailed job descriptions for all roles. |
| | | Provide regular feedback and performance reviews to clarify expectations. |
| | | Ensure workers receive adequate training and resources to perform their roles effectively. |

| Psychosocial hazard ¹ | | Example preventative risk control ² |
|--|------------------|--|
| Primary hazard | Secondary hazard | |
| Low reward and recognition | | Implement formal recognition programs to celebrate worker achievements. |
| | | Provide regular feedback and positive reinforcement for good performance. |
| | | Offer opportunities for career development and progression to reward effort and commitment. |
| Poor organisational change management | | Communicate organisational changes clearly and transparently, including the rationale and expected outcomes. |
| | | Involve workers in the change process through consultation and feedback opportunities. |
| | | Provide training and support to help workers adapt to changes in their roles or work environment. |
| Poor workplace relationships including interpersonal conflict Poor organisational justice Bullying Harassment Sexual harassment and sex or gender-based harassment ³ Violence and aggression | | Develop a strategy to assess leadership capability and provide professional development opportunities to foster a safe and respectful work environment. |
| | | Implement regular worker education on diversity, workplace behaviour and sexual harassment via face to face engagement, micro-learning and targeted learning. |
| | | Implement a zero-tolerance policy for bullying, harassment and violence, supported by clear reporting and disciplinary procedures. |
| | | Establish worker resource groups, with wellbeing, diversity and safety champions and Respect at Work champions. |
| | | Ensure recruitment practices are inclusive. This may involve diverse hiring panels, blind recruitment techniques, eliminating biased language and collaborating with diverse networks and communities. |
| | | |
| Traumatic events | | Develop and implement a crisis response plan to address traumatic events. |
| | | Provide training for workers and leaders on how to identify and respond to potentially traumatic events. |
| | | Conduct risk assessments for high-risk tasks or events to prevent exposure to trauma. |
| Poor environmental conditions | | Ensure site conditions meet relevant safety and comfort standards. |
| | | Conduct regular inspections and maintenance of equipment and facilities. |
| | | Provide workers with appropriate personal protective equipment (PPE) and training to manage environmental risks. |

4.1.2 Mitigating risk controls

Mitigating risk controls aim to minimise the severity or impact of harm after exposure to psychosocial hazards has occurred. These controls should only be relied upon exclusively when preventative risk controls cannot be implemented.

The table below provides examples of mitigating risk control measures for the different psychosocial hazards.

| Psychosocial hazard ¹ | Example mitigating risk control ² |
|---|---|
| All psychosocial hazards | Ensure availability of an Employee Assistance Program (EAP) to all workers with specialised support for issues such as sexual harassment. |
| | Provide access to counselling and mental health support services. |
| Poor support | Establish a buddy or mentoring system to provide additional support for workers in need. |
| Traumatic events | Provide immediate access to counselling and support services for affected workers. |
| | Conduct debriefing sessions with workers following traumatic incidents to address concerns and provide reassurance. |
| | Offer ongoing psychological support for workers impacted by traumatic events. |
| Poor workplace relationships including interpersonal conflict Poor organisational justice Bullying Harassment Sexual harassment and sex or gender-based harassment³ Violence and aggression | Establish robust trauma-aware processes to investigate and address harmful workplace behaviours through human resources and safety and health frameworks. |
| | Respond promptly to all reports of harassment to prevent further incidents, manage immediate risks and ensure timely, impartial investigations. |
| | Provide immediate support and counselling for affected workers. |
| | Offer mediation services for interpersonal conflicts. |
| | Establish escalation pathways for workers experiencing interpersonal conflict or isolation. |

1. A full list and definition of each psychosocial hazard is available on [Workplace Health and Safety Queensland's psychosocial hazards website](#).
2. These are example controls only. Implemented controls must be relevant to the assessed risks and consultation feedback received from the site's workers and their representatives.
3. [RSHQ's Guide to managing the risks of workplace sexual harassment](#) provides further information on sexual harassment and a comprehensive list of example control measures.

4.2 Developing and implementing risk controls

When developing and implementing psychosocial risk controls, it is important to consider the following factors to ensure their effectiveness:

- **Prioritise preventative measures:** Ensure the combination of adopted risk controls reduce risk to an acceptable level by implementing preventive measures as a priority.
- **Address multiple hazards:** Recognise the intersecting nature of psychosocial hazards, as a single risk control may help to address multiple hazards simultaneously.
- **Tailor controls for higher-risk groups:** Adapt control measures to suit the specific needs of groups identified in the risk assessment as being at higher risk of exposure (e.g. young workers, new workers or workers in high-stress roles).
- **Communicate with the workforce:** Inform workers of newly adopted or revised controls and provide education and training as needed to ensure understanding and implementation.
- **Engage contracting organisations:** Share information regarding revised or new psychosocial risk controls to contractors, ensuring they are integrated into the site's SHMS or SMS.

5.0 Investigating psychosocial incidents

Effectively responding to and investigating psychosocial incidents is a critical component of comprehensive psychosocial risk management. Industry obligation holders must notify Resources Safety and Health Queensland (RSHQ) of incidents suspected to have been caused by exposure to psychosocial hazards, in accordance with statutory notification requirements. All sites are required to investigate psychosocial incidents and implement corrective actions, regardless of whether the incident is reportable to the regulator. Any corrective actions should be integrated into the SHMS or SMS where applicable.

5.1 Key principles

The following key principles are essential for conducting effective investigations into psychosocial incidents:

- **Selecting an investigator:** Ensure investigators are suitably trained, impartial and equipped to handle psychosocial incidents professionally.
- **Maintaining confidentiality:** Maintain and uphold confidentiality throughout the investigation process to protect the privacy of all parties involved.
- **Reducing reprisal:** Reduce fear of reprisal by fostering a safe environment that encourages workers to report incidents.
- **Displaying trauma-aware practices:** Conduct investigations in a trauma-aware manner, avoid requiring multiple accounts of experiences to minimise re-traumatisation and ensure sensitivity to the experiences and wishes of affected individuals.
- **Providing support:** Provide or offer appropriate support to all involved parties, including access to counselling or Employee Assistance Programs (EAP).
- **Enabling integration:** Seamlessly integrate human resources and safety and health processes to ensure a coordinated and efficient investigation.

Selecting an investigator

To ensure investigations are conducted effectively, it is essential for the selected investigator(s) to demonstrate the following qualities:

- **Impartiality and objectivity** – the investigator must approach the investigation without bias or preconceived notions
- **Expertise and competency** – the investigator must have the necessary skills and training to conduct thorough, fair and trauma-aware investigations
- **Transparency** – the investigator must declare any conflicts of interest to maintain the integrity of the investigation.

Example: Robert reports that a colleague made abusive and racist remarks towards him. The site selects a trained investigator who has declared no conflicts of interest. The Human Resources (HR) team is engaged to ensure the investigation aligns with workplace policies and organisation values. HR provides support to Robert and the accused colleague throughout the process.

An impartial and objective investigation is conducted which substantiates the allegation. Based on the findings, the investigator provides recommendations to the Safety and Health team for corrective actions, including the implementation of revised and new controls. The Safety and Health team collaborates with HR to implement these recommendations, such as updating workplace policies and providing training on respectful workplace behaviour. HR ensures appropriate disciplinary actions are taken, if required, and provides ongoing support to both parties.

Maintaining confidentiality

Maintaining confidentiality is critical to protecting workers' privacy and ensuring trust in the investigation process.

Confidentiality can be upheld by:

- clearly defining the scope of confidentiality and any limitations to all involved parties
- seeking written consent from affected workers before sharing information
- communicating obligations to maintain confidentiality to all parties involved
- using secure methods of storing investigation records and sensitive information.

Example: Georgia reports that a male colleague made inappropriate, sexualised comments to her. This investigation is conducted discreetly, with confidentiality maintained by limiting information sharing to only those directly involved in overseeing the investigations.

Private discussions are held in secure settings and records are stored appropriately to protect the identities and concerns of those involved.

Reducing reprisal

Workers must be protected from reprisal (retaliation) to foster a positive reporting culture. Sites can reduce the risk of reprisal by:

- creating a safe and supportive environment for workers to report incidents
- clearly communicating that retaliation is unacceptable, unlawful and will not be tolerated
- emphasising the consequences for anyone found to have engaged in reprisal.

Example: After reporting a superintendent for bullying, Stacey is reassured by the lead contact person that she is protected from reprisal. The superintendent is reminded that retaliation is unacceptable and that there are consequences for engaging in such behaviour.

Stacey later shares her positive reporting experience with close colleagues, encouraging others to report incidents if they arise.

Displaying trauma-aware practices

Psychosocial incidents often involve emotional distress. Adopting a trauma-aware approach during investigations is essential for:

- promoting safety and trust
- empowering affected workers by giving them choice and a sense of control
- avoiding re-traumatisation and minimising further harm.

Example: After experiencing sexual harassment in the workplace, Laura reports the incident to her supervisor. She is offered choices about how she participates in the investigation process, including the option to have a support person present and to select her preferred times and methods of communication.

The investigation is conducted with empathy and sensitivity, ensuring Laura’s sense of control, privacy and psychological safety is maintained.

Providing support

Workers should be continuously supported, informed and involved throughout the investigation process and beyond. This can be achieved by:

- regularly communicating updates and outcomes of the investigation
- facilitating access to appropriate support services, such as counselling or EAP.

Example: Callum reports witnessing a traumatic event on site. While an investigation into the incident is conducted from both a physical and psychosocial perspective, Callum is offered access to a range of support options, including counselling.

Investigators provide a clear schedule for the investigation, regularly update Callum on its progress and share the outcomes. Callum feels supported throughout the process.

Enabling integration

Investigations into psychosocial incidents are most efficient and effective when the functions of safety and health and human resources are integrated. This can be achieved by:

- co-ordinating required processes to maximise efficiency and avoid duplication
- collaborating to minimise the number of engagements with the affected person, reducing the risk of re-traumatisation
- focusing on corrective actions to minimise the risk and likelihood of reoccurrence.

Example: Tim reports a threatening altercation at work. The site’s Safety and Health team coordinates with Human Resources to assign a single contact person for Tim and organise one comprehensive interview. This ensures Tim only needs to recount his experience once, protecting his wellbeing.

The integrated approach results in a positive outcome, with recommendations for new psychosocial risk controls that are subsequently implemented.

6.0 Further information

RSHQ have a range of guidance, information and links to support services. Visit RSHQ's 'psychological health' webpages for key information to further support the resources industry in managing psychosocial hazards and psychological health including:

- [Psychological health](#)
- [Reporting industry notifications - psychosocial incidents](#)
- [Guide to managing the risks of workplace sexual harassment in the Queensland resources industry](#)
- [Managing the risk of psychosocial hazards at work Code of Practice 2022, Workplace Health and Safety Queensland](#)
- [Guidance material and support services.](#)

| | |
|---------|--|
| Email | psychosocial@rshq.qld.gov.au |
| Phone | 1300 581 077 |
| Website | www.rshq.qld.gov.au/occupational-health |

Appendix A: Case study

Under Queensland's resources safety and health legislation, all operators are required to manage risks to safety and health, including psychosocial hazards, to an acceptable level. This fictional case study demonstrates how a Queensland resources operation might approach the psychosocial risk management process. It focuses on four common psychosocial hazards to illustrate the key steps involved, while acknowledging that additional psychosocial hazards may be relevant to specific operations.

Safety and health management systems (SHMS) or safety management systems (SMS) must outline how psychosocial risk management will be conducted. There are multiple approaches to managing psychosocial risks, and it is essential for each obligation holder to identify the approach that best suits their specific circumstances while ensuring compliance with relevant legislative requirements.

Case study

GLT Mining is a Queensland company operating a mine in Central Queensland. The site employs approximately 500 workers, comprising a mix of direct employees and labour hire contractors.

During an internal review, the site's SHMS was found to have limited consideration of psychosocial hazards. In response, GLT's site senior executive (SSE), in collaboration with the Safety and Health team, developed and implemented a psychosocial risk management process. This initiative aimed to enhance the SHMS and ensure that risks to workers' safety and health from psychosocial hazards were controlled to an acceptable level.

The process was guided by the following principles:

- **Leadership commitment:** Demonstrating visible and active support for psychosocial risk management.
- **Genuine consultation:** Engaging workers and their representatives early and meaningfully throughout the process.
- **Trauma awareness:** Recognising and addressing the potential impact of psychosocial hazards on workers' mental health and wellbeing.
- **Continuous improvement:** Regularly reviewing controls and refining risk management practices to ensure ongoing effectiveness.

Step 1: Identifying psychosocial hazards

Under the direction of GLT Mining's SSE, the Safety and Health team facilitated initial worker consultation to identify psychosocial hazards relevant to the work performed at the site. A variety of consultation activities were conducted to ensure all workers and site safety and health representatives (SSHRs) had the opportunity to participate during their rostered work cycle. These activities included:

- anonymous site-wide survey to gather confidential feedback from workers
- site safety and health representative meetings to discuss psychosocial hazards and gather insights from SSHRs
- team meetings to encourage open dialogue and identify hazards at the team level
- toolbox talks to raise awareness and provide an opportunity for workers to share their experiences.

In addition to consultation activities, the Safety and Health team reviewed existing data sources relevant to psychosocial hazards. These included engagement surveys and de-identified psychosocial hazard reports made by workers to Human Resources and the Safety and Health team. Through this comprehensive hazard identification process, GLT Mining identified 12 psychosocial hazards.

The findings relating to four of the identified psychosocial hazards are provided below.

| |
|--|
| Bullying |
| Unreasonable behaviour that is repeated and targeted at a worker or group of workers. |
| <p>Workers reported a range of bullying behaviours including:</p> <ul style="list-style-type: none"> • spreading rumours • insulting language and cruel jokes • ‘hazing’ of new starters, particularly young workers and trainees. <p>Bullying was reported to be perpetrated at multiple levels, including from leadership and crew members.</p> |
| Sexual harassment |
| Any unwelcome behaviour of a sexual nature that a reasonable person would anticipate could offend, humiliate or intimidate another person. |
| <p>Survey results indicated 15% of the workforce reported experiencing or witnessing sexual harassment within last 12 months. Most common sexual harassment behaviours reported:</p> <ul style="list-style-type: none"> • inappropriate comments about one’s physical appearance (35%) • repeated unwanted requests (23%). |
| Violence and aggression |
| Any incident at work where a worker is threatened, abused or assaulted. |
| Verbal and physical violence and aggression was identified. In severe but less common cases, threats of physical violence were reported towards some junior and trainee-level staff. |
| Poor organisational justice |
| A lack of fairness and consistency in how procedures are followed, information is shared, and how people are treated. |
| <p>Workers reported feeling unsafe to report issues and incidents involving psychosocial hazards. Reasons included:</p> <ul style="list-style-type: none"> • reports being dismissed and not being treated seriously • experience or awareness of confidentiality breaches and reprisal-type action • poor investigation processes, such as inadequate communication and inconsistent outcomes. |

Step 2: Assessing psychosocial risks

GLT Mining defined its approach for assessing psychosocial risks in accordance with its obligations under the relevant resources safety and health legislation. Recognising the complex and dynamic nature of psychosocial hazards, the site emphasised the potential for identified hazards to interact, potentially creating new or elevated risks.

During this phase, the Safety and Health team assessed the risk factors for likelihood and consequence, while also considering the frequency and duration of workers' exposure to each hazard. The team also reviewed the existing psychosocial risk controls to evaluate their effectiveness and identify any gaps.

To ensure a collaborative approach, workers were invited to provide feedback on the initial draft of the completed psychosocial risk matrix, ensuring their insights were incorporated into the assessment process.

Step 3: Controlling psychosocial risks

Following the risk assessment, GLT Mining initiated a further period of consultation to determine the most effective strategies for controlling the assessed psychosocial risks. The Safety and Health team established key guiding criteria to inform the development and implementation of controls including:

- **Likelihood and consequence of exposure:** Prioritising controls that address the most significant risks.
- **Duration and frequency of exposure:** Ensuring controls are tailored to the nature and extent of exposure.
- **Interaction between hazards:** Considering how hazards may combine to create new or heightened risks.
- **Prioritisation of preventative risk controls:** Focussing on controls that address hazards at their source to prevent harm.

The consultation process ensured that workers and their representatives were actively involved in identifying and refining risk control measures.

The following table highlights some of the psychosocial risk controls implemented by GLT Mining.

| Psychosocial risk controls | |
|--|--|
| Bullying | Sexual harassment |
| <ul style="list-style-type: none"> • Team structure re-design – ensure a more appropriate ratio of permanent to labour hire workforce to foster team cohesion and reduce power imbalances. • Protocols to prevent physical isolation – implement measures to minimise situations where workers may be physically isolated. • Redesign of common areas – adjust the layout of shared spaces to promote greater visibility and encourage interaction among workers. • Training and education – provide training at induction and on a regular basis to educate workers on the nature and impacts of all forms of bullying. • Zero-tolerance policy – implement and enforce a clear zero-tolerance policy on bullying, supported by robust reporting and disciplinary procedures. | <ul style="list-style-type: none"> • Team structure re-design – create more balanced team structures to improve gender diversity, supported by a targeted diversity and inclusion strategy. • Protocols to prevent physical isolation - implement measures to minimise situations where workers may be physically isolated. • Redesign of common areas – modify the layout of shared spaces to enhance visibility and reduce opportunities for inappropriate behaviour. • Respect at Work training – deliver Respect at Work training to all workers and contractors to promote a culture of respect and inclusion. • Specialised training – provide trauma-aware practice training for roles responsible for responding to and investigating reports of sexual harassment. • Awareness of confidential reporting and support services – educate workers on internal and external reporting mechanisms and available support services. |
| High and/or low job demands | Poor organisational justice |
| <ul style="list-style-type: none"> • Identifying and removing unnecessary or repetitive tasks – streamline workflows to eliminate inefficiencies and reduce unnecessary workload, ensuring workers can focus on meaningful and productive tasks. • Providing opportunities for worker input – actively involve workers in decision-making processes related to task allocation, rostering schedules and workload distribution. • Reviewing workforce demands across crews – regularly assess and balance workload distribution across crews to ensure demands are equitable and manageable, reducing the risk of overwork or underutilisation. • Flexible rostering – implement flexible rostering practices to accommodate individual needs and ensure adequate rest and recovery periods. • Leadership training – equip leaders with the skills to identify and address issues related to high or low job demands and gather feedback from workers to identify and address emerging issues promptly. | <ul style="list-style-type: none"> • Collaboration of human resources and safety and health teams – foster collaboration between teams to ensure appropriate information sharing and coordinated responses. • Policies and procedures – develop and implement clear policies and procedures for investigating psychosocial reports, with a strong focus on confidentiality, impartiality, and protection against reprisal. • Training for investigators – provide training on confidentiality and conflict of interest management for those conducting investigations. • Leadership training – train leaders and senior managers on managing conflict and addressing bias to ensure fair and equitable decision-making. • Regular audits and assessments – conduct regular audits of psychosocial investigations to ensure adherence to established policies and procedures. |

Note: Some risk controls listed may address more than one of the identified hazards. Each operator must determine the psychosocial risk controls most appropriate for managing risks to an acceptable level, in accordance with consultation with workers and their representatives.

The proposed controls for revision and implementation were reviewed and approved by the Safety and Health Team and GLT Mining's SSE. The revised and new controls were progressively rolled out and integrated into the SHMS. Additionally, GLT's SSE reviewed the contracting labour hire organisation's safety and health management plan, requiring necessary changes to ensure alignment and integration with the mine's updated SHMS.

Ongoing communication and consultation with the workforce throughout the implementation of controls helped minimise uncertainty and operational disruptions, ensuring a smooth transition to the updated risk management approach.

Step 4: Monitoring and reviewing psychosocial risks

GLT Mining's SSE committed to the ongoing monitoring and review of psychosocial hazards, including taking corrective action to address any residual risk. This commitment was supported by the following actions:

- **Investigating reports:** ensuring all internal psychosocial reports, whether submitted to a supervisor, Human Resources or Safety and Health team, are thoroughly investigated and used to inform changes or additions to psychosocial risk controls.
- **Monitoring control effectiveness:** Routinely assessing the effectiveness of controls through formal and informal engagement with workers and by reviewing relevant data.
- **Updating the SHMS:** Regularly updating the mine's SHMS to reflect changes or additions to the psychosocial risk controls, ensuring it remains current and effective.
- **Adhering to the risk management process:** Following the established psychosocial risk management process, including adhering to identified timeframes and triggers for reviewing the site's risk assessment.
- **Reporting obligations:** Notifying [Resources Safety and Health Queensland \(RSHQ\)](#) of psychosocial incidents, in line with statutory reporting obligations.



Resources
Safety & Health
Queensland