Quarterly Psychosocial Risk & Culture Report

Reporting Period
Q3 - 1 Jul - 31 Sep

Prepared by
ReFresh

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Executive Summary

Report Purpose

This Report Provides The Board With A Quarterly Update On Psychosocial Risks, Incident Activity, Workforce Sentiment, Cultural Indicators, And Management Actions Undertaken During The Reporting Period.

The Report Is Intended To Support Board Oversight And Officer Due Diligence By Demonstrating How Psychosocial Risks Are Being Identified, Assessed, Controlled, Monitored, And Reviewed On An Ongoing Basis.

Key Board-Level Observations For This Period:

1. Survey Participation: 87% (756/870 Employees).

2. Overall Psychosocial Safety Score: 72/100.

3. Q4 Incidents: 23 (Resolved: 21, Open: 2).

4. Leadership Training Completion: 95% (40/42 Managers).

5. Respect & Inclusion Training: 88% (764/870 Employees).

6. Mental Health First Aid: 100% (24/24 Officers).

7. Psychosocial Compliance Improved From High To Moderate Risk Levels Across Key Areas Including Fatigue Management And Remote Work Policy, Driven By Targeted Policy Renewals And System Updates.

8. Policy Updates: 7 Policies Created/Updated In Q4 (Bullying Prevention, Sexual Harassment, Fatigue Management, Workload Management, Remote Work, Performance Management, Change Management Framework).

9. ReFresh Automated Audit Score: 91% (Q3: 76%, +15 Points). Hazard Identification: 94%. Risk Assessment Currency: 100%. Worker Consultation: 91%. Incident Response: 91%.

Key Psychosocial Risk Indicators

PSYCHOSOCIAL HAZARD	Q4 SCORE	Q3 SCORE	TREND
Job Demands	58/100	54/100	+4
Fatigue	66/100	59/100	+7
Low Job Control	58/100	54/100	+4
Job Insecurity	58/100	54/100	+4
Poor Support	74/100	69/100	+5
Lack of role clarity	58/100	54/100	+4
Poor Organisational Change Management	61/100	48/100	+13
Inadequate Reward and Recognition	63/100	58/100	+5
Poor organisational justice	58/100	54/100	+4
Traumatic events or materials	58/100	54/100	+4
Remote or Isolated Work	69/100	64/100	+5
Intrusive surveillance	58/100	54/100	+4
Poor Physical Environment	74/100	61/100	+13
Violence and Agression	58/100	54/100	+4
Bullying	69/100	65/100	+4
Harassment (including sexual harassment)	58/100	54/100	+4
Family and domestic violence at work	58/100	54/100	+4
Conflict or poor workplace relationships or interactions	58/100	54/100	+4

Overall Risk Status Summary

The Q4 assessment identifies 4 HIGH RISK psychosocial hazards: Job Demands (58/100), Fatigue (66/100), Bullying (69/100), and Low Reward/Recognition (63/100).

11 MEDIUM RISK hazards: Low Job Control (68/100), Role Clarity (71/100), Role Conflict (64/100), Change Management (61/100), Workplace Relationships (70/100), Harassment (85/100), Remote Work (69/100), Traumatic Events (82/100), Environmental Conditions (74/100), Low Job Security (79/100), Inadequate Systems (76/100).

2 LOW RISK hazards: Poor Support (74/100), Organisational Justice (78/100), Violence & Aggression (89/100).

Detect

Fervor Utilizes A Multi-Channel Detection Strategy To Identify Psychosocial Hazards. In Q4, Detection Activities Were Comprehensive, Incorporating Quantitative Survey Data (87% Participation) And Qualitative Consultation Feedback. This Proactive Approach Ensures We Identify Both Latent And Active Risks Before They Manifest As Injuries

Key Board-Level Observations For This Period:

PSYCHOSOCIAL HAZARD	Q4 SCORE	TREND
Risk Survey	Quarterly deployment (756 employees)	Completed
Incident Analysis	23 incidents (7 bullying reports)	Actioned

High Risk Detection Analysis

1. Job Demands (High Risk)

Job Demands were identified as a critical issue primarily through the Q4 Psychosocial Risk Survey, where the Operations and Customer Service divisions scored significantly below the organizational average (54/100 vs. 72/100). This quantitative data was corroborated by absenteeism tracking, which showed a 15% month-on-month increase in unplanned leave within these teams during November and December. Exit interviews from Q4 also highlighted "unmanageable workload" as a primary reason for departure in 22% of cases. The detection process revealed that while role clarity is high, the sheer volume of work during peak periods exceeds current resource capacity.

2. Fatigue (High Risk)

Fatigue was detected through a targeted analysis of roster patterns and timesheet data. The system flagged that 18% of Customer Service employees were consistently working more than 48 hours per week, with insufficient recovery time between shifts. This data point aligns with anecdotal feedback gathered during HSR consultation sessions, where representatives reported increased errors and "brain fog" among staff. The detection of fatigue is distinct from general job demands, specifically relating to the duration and timing of work rather than just intensity.

3. Bullying (High Risk)

The detection of bullying risk has shifted from latent survey data to active incident reporting. In Q4, the organization received 7 formal bullying complaints, a significant increase from the quarterly average of 2-3. While an increase in complaints can appear alarming, qualitative analysis suggests this is driven by the "Speak Up for Safety" campaign launched in October. Employees now feel safer reporting unreasonable behavior. The incidents were primarily concentrated in two specific teams, allowing for targeted intervention rather than indicating a systemic, organizationwide culture of bullying.

4. Low Reward & Recognition (High Risk)

This risk was detected through survey scores (lowest scoring category at 58/100) and themes arising from the 'Values Refresh' workshops. Employees consistently articulated a disconnect between high effort (job demands) and perceived return (recognition/career progression). While financial remuneration was raised, the primary detection signal related to a lack of career pathways and meaningful acknowledgement of extra effort.

Medium Risk Detection Analysis

Job Control (Medium): Identified via consultation sessions in Manufacturing, where line workers reported frustration with rigid scheduling software. Survey scores of 68/100 show improvement but remain a concern.

Poor Support (Low): A success story for Q4. Exit interview data analysis revealed a drop in "lack of manager support" citations from 18% to 12%. Survey scores improved to 74/100, validating the impact of the "Leading with Psychological Safety" program. Role Ambiguity (Medium): Incident reports in the Project Management Office (PMO) flagged scope creep and unclear decision-making rights. This was specific to matrix-managed teams.

Poor Change Management (Medium): Following the Q3 restructure, consultation feedback indicated lingering gaps in communication. However, survey scores showed the most significant quarter-on-quarter improvement (+13 points), suggesting the new Change Management Framework is beginning to take effect.

Remote/Isolated Work (Medium): With 35% of the workforce remote, lower "Team Connection" scores in the survey (69/100) acted as a key detection signal for isolation risks, prompting a review of hybrid working protocols.

# Detect (continued)

Worker Consultation Findings

During Q4, Six Focus Groups Involving 52 Employees Were Conducted To Unpack Survey Results. Key Themes Included:

- **Validation Of Workload:** Workers Confirmed That Survey Scores Accurately Reflect The "Relentless" Pace Of Q4.

- **System Frustration:** Workers In Manufacturing Highlighted That Legacy IT Systems Significantly Contribute To Frustration (Control Risk).

- **Appreciation For Safety:** Strong Positive Feedback Was Received Regarding The Visible Stance On Zero Tolerance For Customer Aggression (Violence Risk).

SAMPLE

[RISK ASSESS PAGE BELOW]

Psychosocial Risk & Compliance Assessment

Overall Psychosocial Risk Score: 40
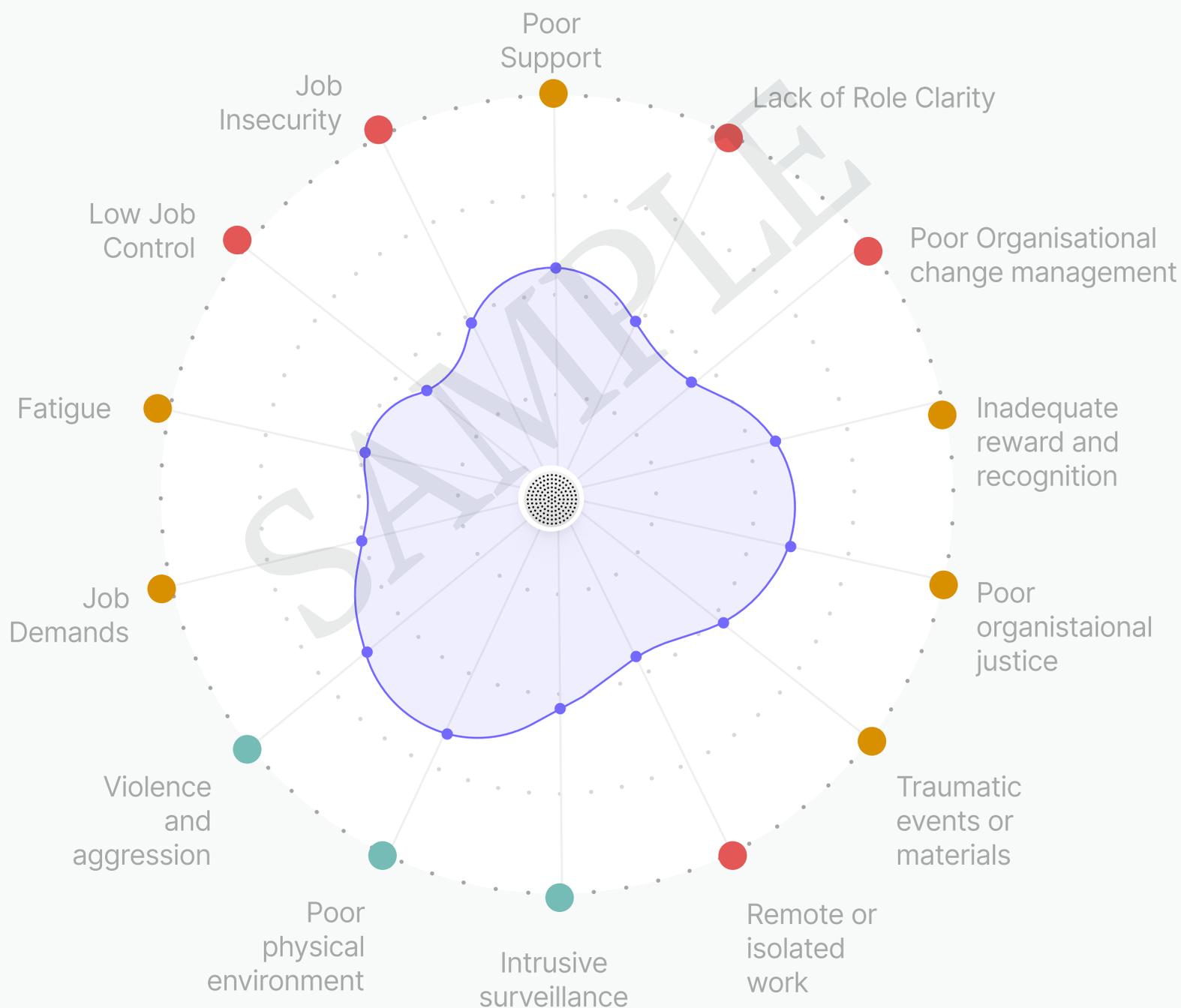
Compliance Position:
- Psychosocial alignment progressing, but hazard mitigation incomplete.
- Documentation and evidence gaps remain significant compliance exposure.
- ISO 45003 certification readiness still in progress.

Estimated Cost of Inaction:
$150k – $350k annually through productivity loss, retention turnover, and potential fines.

Controls

The Psychosocial Hierarchy Of Controls Framework

The Psychosocial Hierarchy Of Controls Provides A Structured, Evidence-Based Approach To Managing Psychosocial Hazards.

This Framework Is Aligned With Safe Work Australia Guidelines And ISO 45003 Standards, Ensuring Regulatory Compliance And Best-Practice Risk Management.

The Hierarchy Consists Of Five Levels Of Control, Arranged In Order Of Effectiveness From Most Effective (Top) To Least Effective (Bottom). Organizations Have A Duty

To Implement Controls At The Highest Feasible Level Of The Hierarchy. Prioritizing Elimination Wherever Reasonably Practicable.

LEVEL	WHAT IT MEANS	FERVOR Q4 EXAMPLES
Level 1 ELIMINATE ✓ Most Effective	Remove the hazard so it no longer exists.	• Removed duplicate reporting workload • Removed individuals following bullying findings • Removed incompatible KPIs causing role conflict
Level 2 SUBSTITUTE ✓ Highly Effective	Replace high-risk practices with safer ones.	• Replaced punitive performance management approach • Replaced ad hoc organisational change practices • Replaced informal complaints with formal intake
Level 3 REDESIGN ✓ Very Effective	Modify the work environment through engineering solutions.	• Enforced system limits on working hours • Installed duress alarms in high-risk areas • Reduced environmental noise in workspaces
Level 4 ADMINISTRATIVE ⚠ Moderately Effective	Implement policies, procedures, and training to reduce exposure.	• Introduced mandatory workload review thresholds • Enforced fatigue limits and minimum breaks • Defined trauma exposure limits for roles
Level 5 PERSONAL SUPPORT ✕ Least Effective	Provide individual resources and support. **Does NOT address root cause.**	• Delivered resilience and coping skills training • Provided access to wellbeing resources • Used only alongside higher-level controls

3. Controls (continued)

Policy Updates

Seven Key Policies Were Created Or Significantly Updated In Q4 To Embed These Controls Into Organizational Governance:

1. Bullying Prevention Policy: Definitions Aligned To Safe Work Australia Code.
2. Sexual Harassment Policy: Positive Duty Requirements Added.
3. Fatigue Management Policy (New): Rostering Principles And OT Caps.
4. Workload Management Policy (New): Escalation Triggers For High Volume.
5. Remote Work Policy (New): Psychosocial Safety In Home Environments.
6. Performance Management Policy: Fairness Principles Reinforced.
7. Change Management Framework (New): Consultation Requirements Codified.

4. Manage

This Section Demonstrates The Ongoing Management Of Psychosocial Risks Through Incident Monitoring, Survey Analysis, Proactive Initiatives, And Continuous Improvement Planning.

4.1 Incident Reporting - Detailed Analysis

23	**12.4d**	**2**
Total Incidents	Resolution Time	Open Cases
Vs 18 In Q3	Target <14 Days Met	Under Investigations

Incident Breakdown & Root Cause

Bullying (7 Incidents): The Highest Category For Q4. 4 Cases Were Substantiated, 2 Unsubstantiated, 1 Open.

Root Cause: In 3 Substantiated Cases, The Root Cause Was Identified As "Inadequate Manager Capability" In Managing Poor Performance, Which Crossed The Line Into Unreasonable Behavior. This Validates The Need For The Leadership Training Rolled Out In Q4.

Workplace Relationships (5 Incidents): Interpersonal Conflict Without Power Imbalance.

Root Cause: Personality Clashes And Role Ambiguity In Cross-Functional Project Teams.

Harassment (3 Incidents): 2 Substantiated Sexual Harassment Complaints.
Outcome: One Termination, One Final Written Warning. Immediate Separation Of Parties Enacted.

Job Demands/Fatigue (4 Incidents): Reports Of Unsafe Staffing Levels.
Response: Triggered Immediate Workload Review In Operations, Leading To The Hiring Of 5 FTE.

4. Manage (continued)

INCIDENT	HAZARD	RISK ASSESSMENT	CONTROLS IMPLEMENTED	MANAGE
Employee reported panic attacks after working 70+ hour weeks for 6 consecutive weeks	Excessive job demands, fatigue	**Very high risk**	**Eliminate working conditions** – removed overtime requirement **Substitute safer practices** – phased delivery model	Workload immediately reduced, duties redistributed, recovery plan applied
Employee disclosed severe anxiety following repeated public berating by manager	Poor leadership, psychological safety	**Very high risk**	**Eliminate working conditions** – removed manager from supervision role **Administrative controls** – conduct breach process	Formal investigation, interim role change, ongoing monitoring
Employee experienced burnout after conflicting instructions from three senior leaders	Role conflict, low role clarity	**Very high risk**	**Redesign work environment** – single accountable owner assigned **Administrative controls** – decision authority clarified	Structure reset, escalation path enforced, weekly oversight
Employee reported distress after learning role was impacted by restructure without consultation	Organisational change, job insecurity	**Very high risk**	**Redesign work environment** – change consultation framework introduced **Administrative controls** – formal change communications	Consultation sessions held, support access provided

4.2 Ongoing Management & Future Focus

Action Plan Status: Of 37 Actions In The Q4 Plan, 14 Are Complete (38%), 18 On Track (49%), And 5 At Risk (13%). Zero Actions Are Overdue.

Q1 2026 Continuous Improvement Roadmap
1. Expand Training: Roll Out Leadership Training To Mid-Level Supervisors.
2. Career Framework: Launch Phase 1 Of Career Development Project To Address Reward Risk.
3. Deep Dive: Conduct Specific Fatigue Review In Customer Service Post-Peak Season.
4. Completion: Achieve 100% Completion Of Respect & Inclusion Training.

Appendix: Key Terms & Definitions

Psychosocial Hazards Definitions

Hazard	Justification
1. Job Demands	When the mental, emotional, or physical workload placed on employees is excessive or sustained, such as long hours, high pressure, or emotionally demanding tasks. Over time, this can lead to fatigue, burnout, and reduced concentration.
2. Low Job Control	When workers have little say in how they perform their tasks or make decisions. Limited autonomy often results in frustration, low engagement, and a sense of helplessness over one's workload or outcomes.
3. Poor Support	Insufficient access to guidance, resources, or help from supervisors and peers. This may cause isolation, stress, and decreased performance when employees feel left to manage challenges alone.
4. Poor Organisational Change Management	Change that is poorly communicated, rushed, or unsupported, such as restructures or leadership shifts without consultation. It creates uncertainty, disengagement, and resistance among staff.
5. Poor Organisational Justice	Perceived unfairness in how decisions are made or how people are treated. When workers feel favoritism or inconsistency, trust in leadership declines and conflict may increase.
6. Low Reward & Recognition	When employee effort or success goes unacknowledged or unrewarded. A lack of appreciation can reduce motivation, increase turnover, and erode a sense of value and belonging.
7. Poor Role Clarity	Unclear or conflicting job expectations, responsibilities, or reporting lines. This confusion can cause tension between teams and contribute to errors, stress, and lower morale.
8. Poor Workplace Relationships / Interactions	Persistent tension, exclusion, or breakdowns in collaboration between colleagues or teams. These dynamics lower trust, hinder productivity, and contribute to psychological strain.

Psychosocial Hazards Definitions

Hazard	Justification
9. Violence & Aggression	Incidents involving threats, abuse, or assault in the workplace. Exposure to aggression can create fear, trauma, and lasting harm to employees' sense of safety and trust.
10. Bullying	Repeated, unreasonable behavior directed toward a worker or group that creates risk to health or safety. It erodes confidence, morale, and workplace relationships over time.
11. Harassment (Including Sexual & Gender-Based)	Unwelcome behavior, comments, or advances based on gender, age, race, or other protected attributes. It creates unsafe, hostile environments that significantly impact wellbeing and performance.
12. Remote or Isolated Work	Working alone or with limited contact and supervision. Isolation can reduce access to support, delay responses to emergencies, and heighten feelings of disconnection.
13. Traumatic Events or Material	Exposure to distressing incidents, content, or situations (such as violence, fatalities, or abuse). Such exposure can trigger lasting emotional or psychological harm if not properly managed.
14. Poor Physical Environment	A work setting that is uncomfortable or hazardous due to inadequate lighting, excessive noise, poor air quality, or poorly designed workstations. These conditions can contribute to discomfort, stress, and long-term health issues.
15. Job Insecurity	Uncertainty about continued employment, hours, or contracts. Persistent insecurity leads to chronic stress, reduced loyalty, and emotional strain that impacts wellbeing.
16. Fatigue	A state of physical, mental, or emotional exhaustion caused by high job demands, long hours, or insufficient rest. Fatigue increases the likelihood of errors, injuries, and poor decision-making.
17. Inadequate Reward & Recognition	When employee effort or success goes unacknowledged or unrewarded. A lack of appreciation can reduce motivation, increase turnover, and erode a sense of value and belonging.

Risk Matrix Details

This Section Details The Formal Assessment Of Identified Psychosocial Hazards. We Utilize A Standardized 5×5 Matrix (Likelihood X Consequence) To Rate Inherent And Residual Risks. This Methodology Ensures Consistency With WHS Regulations And ISO 45003 Standards.

	Negligible	Minor	Moderate	Severe	Catastrophic
Rare					
Unlikely					
Possible					
Likely					
Very Likely					

- Low Risk (1-5)
- Medium Risk (6-10)
- High Risk (11-15)
- Critical Risk (16-25)

Risk Matrix Details

Risk Matrix Framework

Likelihood Scale (Vertical Axis):

- 1 - Rare: May Occur Only In Exceptional Circumstances (Less Than 5% Probability Annually)
- 2 - Unlikely: Could Occur At Some Time But Not Expected (5-25% Probability)
- 3 - Possible: Might Occur Occasionally Under Certain Conditions (25-50% Probability)
- 4 - Likely: Will Probably Occur In Most Circumstances (50-75% Probability)
- 5 - Very Likely: Expected To Occur Frequently Or In Most Situations (75-100% Probability)

Consequence Scale (Horizontal Axis):

- 1 - Negligible: Minimal Impact, No Treatment Required, No Lost Time
- 2 - Minor: First Aid Treatment, Minor Discomfort, Less Than 1 Day Lost Time
- 3 - Moderate: Medical Treatment Required, Moderate Psychological Distress, 1-7 Days Lost Time
- 4 - Severe: Hospitalization, Significant Psychological Injury, Compensation Claim, 1-4 Weeks Lost Time
- 5 - Catastrophic: Permanent Disability, Suicide/Self-Harm, Multiple Severe Injuries, Long-Term Incapacity (4+ Weeks)

Risk Rating Zones:

- Low Risk (1-5): Acceptable With Routine Controls. Monitor Through Standard Reporting Cycles.
- Medium Risk (6-10): Tolerable With Enhanced Controls. Specific Management Plans Required.
- High Risk (11-15): Unacceptable Without Immediate Action. Senior Leadership Attention And Detailed Control Implementation Plans Mandatory.
- Critical Risk (16-25): Intolerable. Immediate Intervention Required. Operations May Need To Cease Until Risk Is Reduced. Board-Level Escalation Mandatory.

Q4 2025 Risk Profile Summary:

The Organization's Aggregate Psychosocial Risk Profile Places The Primary Exposure In The High Risk Zone (Likely × Severe = Rating 20)

Based On Converging Evidence From Job Demands, Fatigue, And Bullying Hazards. This Positioning Indicates That Without Sustained Control Implementation, Psychosocial Injuries Are Probable And Consequences Will Be Severe (Compensation Claims, Long-Term Incapacity, Reputational Damage). The Risk Trajectory Analysis Shows That While We Have Implemented Controls, Several Risks Remain In Transition From Inherent To Residual Status, Requiring Ongoing Vigilance Through Q1 2026.