

Decision Maker Personas

These are the people who buy ReFresh. Understanding their priorities and pain points helps you identify good introductions and position the conversation effectively.

- 1 Head of WHS / Safety Manager
- 3 CEO / COO / General Manager
- 2 HR / People & Culture Leader
- 4 Typical deal cycle

Primary buyers: Head of WHS/Safety and HR Leaders are the main people to connect with. They typically own the budget and the problem.



1 Head of WHS / Safety Manager



PRIMARY BUYER

Titles: Head of Safety, WHS Manager, Health & Safety Director, Chief Safety Officer

What they care about:

- Meeting WHS obligations and avoiding regulator scrutiny
- Having defensible evidence if something goes wrong
- Demonstrating due diligence to the board
- Structured processes that don't rely on spreadsheets

Pain points:

- Psychosocial risk is newer than physical safety, less established processes
- Struggling to identify and document hazards systematically
- No good way to track controls and demonstrate they're working
- Worried about being personally liable if there's an incident

What resonates: Audit-ready evidence, regulator-aligned workflows, defensible records, structured risk registers, the 17 psychosocial hazard categories.

2 HR / People & Culture Leader



PRIMARY BUYER

Titles: CHRO, Head of People, HR Director, People & Culture Director, VP People

What they care about:

- Employee wellbeing and psychological safety
- Reducing turnover and absenteeism
- Managing complaints and incidents professionally
- Meeting legal obligations without adding admin burden

Pain points:

- Psychosocial issues are sensitive and hard to handle
- No clear process for when someone raises a concern
- Engagement surveys don't meet compliance requirements
- Unclear on what "good" psychosocial risk management looks like

What resonates: Confidential reporting pathways, structured incident management, clear workflows, supporting employees while meeting legal duties.

3 CEO / COO / General Manager



INFLUENCER / APPROVER

Titles: CEO / COO / General Manager

What they care about:

- Personal liability as an officer under WHS legislation
- Protecting the organisation's reputation
- Demonstrating due diligence to the board
- Having visibility into organisational risk

What resonates: Board-ready reports, governance visibility, due diligence evidence, officer liability protection.

4 Typical deal cycle

ReFresh is an enterprise sale.

Typical deal cycle is 2-7 months depending on organisation size and procurement processes.



Smaller orgs
(100–500 employees): 1–2 months



Mid-market
(500–2,000 employees): 2–3 months



Enterprise/Government
(2,000+ employees): 6+ months