



Qube Psychosocial Hazard Risk Management Standard and Plan

QH-HR-ST-009

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1. Background, purpose and application

1.1 Background and purpose

Qube Holdings Limited and its subsidiaries (**Qube**) are committed to our Values of Integrity, Reliability and Inclusion, and to providing and maintaining a safe and healthy work environment for all its workers. This includes both physical and psychological health and safety.

The purpose of this Standard is to increase understanding of psychosocial health in the workplace, outline Qube's risk management approach to eliminate, or if that is not reasonably practicable, reduce, psychosocial hazards in the workplace which may impact our people.

This Standard is intended to be read and applied together with Qube's workplace policies and procedures. It does not override or replace any Qube policy, procedure, Enterprise Agreement, Award or other industrial instrument, nor any statutory obligation. Where there is any inconsistency the applicable policy, procedure, industrial instrument, or law prevails.

1.2 BE SAFE

'Be Safe' is inherently a part of Qube and the way we work. We need everything we do to be safe. Whether we drive a truck, train, forklift or the business, this means being fit and ready for the job, knowing correct procedures and understanding the hazards (including psychosocial hazards). It also means being willing to call out safety issues or unsafe behaviours and respectfully listening to others to protect the safety and wellbeing of ourselves and our team members.

Every person at Qube has the right to work in a safe environment; both physical and psychological. At Qube, our approach to safety and wellbeing of our people begins with our Values and our Be Safe program, both informing how we go about our work. Our physical and psychological safety matter above all else.

A commitment to psychologically safe workplaces is a shared responsibility, as we all contribute through positive safety behaviours and showing care for ourselves and others. This approach is central to enabling psychosocially safe workplaces, free from physical and psychosocial hazards.

All workers have a responsibility for workplace health and safety, specifically ensuring reasonable care for the health and safety of themselves and others. This obligation includes the protection of psychological wellbeing where there is a work-related risk to their own health and safety, and that of others.

1.3 Application

This Standard applies to all Qube workplaces across Australia and extends to the behaviour of Qube workers, contractors, visitors and customers. This Standard has been prepared to ensure a consistent approach to identifying psychosocial hazards in our workplaces, assessing the risks of identified psychosocial hazards, eliminating and/or reducing the risks so far as is reasonably practicable and reviewing risk control measures the risks and responding to reports and incidents of psychosocial hazards in the workplace.

2. What are psychosocial hazards?

Psychosocial hazards are factors in how work is designed or managed that may cause psychological harm. They may not always be easily seen, but can have a real impact on psychological and physical health.

Psychosocial hazards can include:

- Social Factors – behaviours, practices and culture within a workplace such as:
 - inappropriate (unacceptable) behaviours such as workplace aggression or violence;
 - bullying and harassment;
 - sexual harassment; and
 - conflict or poor workplace relationships.
- Organisational Factors – relating to how work is organised or jobs are designed such as:
 - high job demands;
 - low job demands;
 - low job control;
 - poor job support;
 - poor role clarity;
 - poor organisational change management;
 - inadequate recognition and reward; and
 - poor organisational justice.
- Workplace Factors – relating to the physical environment work is undertaken such as:
 - remote or isolated work;
 - poor physical environment (temperature or noise);
- Traumatic events – exposure to one-off or repeated traumatic events such as:
 - unplanned exposure to traumatic events or material; and
 - exposure to other traumatic experiences.

2.1 Potential impacts of psychosocial hazards

The potential impacts of a psychologically unsafe workplace can include:

- poor individual health, including fatigue and/or reduced functioning;
- increased absenteeism;
- high staff turnover;
- low morale and motivation;
- lost productivity;
- inability to deliver objectives;
- increase in incident reporting; and
- increase in worker's compensation claims.

3. Legal framework

3.1 Qube is committed to complying with its legal obligations as follows:

- (a) Victoria: *Occupational Health and Safety (Psychological Health) Regulations 2025* (Vic) and the Victorian WorkSafe Compliance Code: Psychological Health;
- (b) New South Wales: *Work Health and Safety Regulation 2017 (NSW)* amended by the *Work Health and Safety Amendment (Psychological Risks) Regulation 2022 (NSW)* and the SafeWork NSW Code of Practice: Managing Psychosocial Hazards at Work;
- (c) Queensland: *Work Health and Safety (Psychosocial Risks) Amendment Regulation 2022* (QLD) and the Managing the Risk of Psychosocial Hazards at Work Code of Practice 2022;
- (d) Northern Territory: *Work Health and Safety (National Uniform Legislation) Regulations 2011* (NT) and the Model Code of Practice: Managing Psychosocial Hazards at Work;
- (e) Western Australia: *Work Health and Safety Act 2020 (WA)*, the *Work Health and Safety Regulations 2022* (WA) and the Code of Practice: Psychosocial Hazards in the Workplace;
- (f) South Australia: *Work Health and Safety (Psychosocial Risks) Amendment Regulations 2023* (SA) and the Managing Psychosocial Hazards at Work Code of Practice; and
- (g) Tasmania: *Work Health and Safety Regulations 2022* (Tas) and the Model Code of Practice: Managing Psychosocial Hazards at Work.

4. Managing psychosocial hazards and risks

Psychosocial hazards and the appropriate control measures vary between workplaces and between groups of workers, depending on the location, work environment and business operations. Qube's leaders, managers and supervisors will manage psychosocial risk in accordance with Qube's risk management approach framework, related documents and in line with applicable WHS regulations.

A risk management approach includes:

- (a) identifying psychosocial hazards and risks;
- (b) assessing psychosocial hazards and risks;
- (c) controlling psychosocial hazards and risks; and
- (d) maintaining and reviewing control measures.

5. Identifying psychosocial hazards

Psychosocial hazards can be identified through, but not limited to;

- (a) consultation feedback from WHS working groups including surveys of workers;
- (b) regular workplace safety inspections and auditing;

- (c) Be Safe Leader engagements that involve discussions and consultation with workers;
- (d) consultation around planned and unpanned changes to work practices or conditions;
- (e) observations of worker behaviour, workplace culture;
- (f) analysis of workgroup leave patterns and turnover rates;
- (g) analysis of data relating to complaints and grievances raised; and
- (h) analysis of injury data, incident reports.

6. Assessing psychosocial hazards and risks

- 6.1 Qube will examine psychosocial hazards it has identified in its workplace to assess both the likelihood of harm occurring and consequences for affected employees and other workplace participants.
- 6.2 Qube will ensure that it takes reasonably practicable steps to ensure that its knowledge and understanding about any psychosocial hazards it has identified is current.
- 6.3 Qube will also assess whether a single risk assessment is appropriate to assess an identified psychosocial hazard that is common to all of its operating divisions or alternatively, whether multiple risk assessments are needed in circumstances where the identified psychosocial hazard is specific to an operating division, for example a specific team, location or work group.

7. Controlling psychosocial hazards and risks

- 7.1 Qube will use a number of control measures to eliminate and/or reduce the identified psychosocial risks in its workplace including by altering the management of work, plant, systems of work, work design and workplace environment.
- 7.2 Where it is not reasonable and practicable for Qube to utilise any of these control measures, it will use information, instruction or training to reduce the risks. Information, instruction or training will also be used with other risks controls but not as the predominate control without considering other control measures.

8. Maintaining and reviewing control measures

- 8.1 Qube will in consultation with its workers, review the effectiveness of control measures to ensure such control measures eliminate or if that is not reasonably practicable, reduce the risk of harm from psychosocial hazards so far as is reasonably practicable.

- 8.2 Qube has processes in place to consider reports of psychosocial hazards made through the appropriate channels, to assess if risk controls are working effectively. There are a number of ways our people can make reports or raise concerns, these are set out in this Standard.
- 8.3 If the outcome of a review identifies that risk control measures are not eliminating (or reducing) the risk where applicable, Qube will take steps to revise those risk control measures.

9. Identified risks and control measures at Qube

- 9.1 Through each division and operating location, Qube workplaces may have psychosocial hazards that exist in one location or workgroup that are not present or as prevalent in others. Qube has identified psychosocial hazards that are considered to be common across the organisation in the Plan contained in the Annexure to this Standard. It may be appropriate for operating divisions and other working groups such as support services to prepare separate prevention plans for specific sites or workgroups or review other risk management controls not explicitly mentioned below.
- 9.2 In managing the health and wellbeing of all workers across its workplaces, Qube has identified the risks of psychosocial hazards that may occur (organisation-wide) and sets out the initiatives in place to prevent, control and address these risks in the Plan contained in the Annexure to this Standard. These initiatives are referred to as minimum control measures.
- 9.3 The Plan sets out Qube's (organisation-wide) plan to try to prevent work related illnesses caused by psychosocial hazards in its workplace generally as far as practicable.
- 9.4 The Plan has been developed by Qube in consultation with its workers. In particular, Qube has invited feedback from its workers and has considered the feedback it received when finalising and constantly reviewing the Plan. This Plan may then also serve as a site/group-based template where sites will then further build and consult with local work groups to complete a tailored risk assessment specific to that site/group. The Plan includes hazard prevention opportunities which are control measures available and implemented in some working groups of Qube but not necessarily all.

10. Reporting psychosocial hazards or incidents

Workers are encouraged wherever possible and where they feel comfortable to do so, to raise matters directly with their manager, supervisor or the People & Culture team. If a worker does not feel safe or capable of raising concerns, issues or incidents directly with their manager, supervisor or People & Culture they can report in a number of other ways such as;

- Through the incident reporting procedure by completing and submitting an incident report form; or

- By completing and submitting a complaint form (details contained within section 15 of this Standard); or
- Directly to the People & Culture team via phone on +61 (2) 9005 1100 or email at people.culture@qube.com.au; or
- Through a dedicated contact form located on the Qube Intranet page; or
- Through a dedicated contact form on the Qube Employee app (Qube+); or
- By reporting a complaint to Qube's Whistleblower Hotline (details contained within section 15 of this Standard).

11. Approach to dealing with reports of psychosocial hazards or incidents

- 11.1 Qube takes all concerns or complaints regarding psychosocial hazards seriously.
- 11.2 Qube will seek to take all reasonable steps to address the hazard in a timely manner with all parties involved being kept informed of the process and, where appropriate, the outcome.
- 11.3 Qube will seek to take all reasonably practicable steps to protect the health and wellbeing of any worker impacted by taking a people-centered and trauma-focused approach.
- 11.4 Every circumstance is different with the approach we take vary depending on the nature of the hazards and the process we consider most appropriate in the circumstances.

12. Consultation

- 12.1 Qube is committed to consulting with its workers, Health and Safety Representatives and other duty holders at all stages of managing psychosocial risk.
- 12.2 Where psychosocial hazards are identified, Qube consults with workers to identify control measures to eliminate or minimise such risks and give genuine consideration to workplace feedback, incident trends and learnings.
- 12.3 Consultation at Qube happens in a number of different ways with the following scheduled and/or have taken place in respect to psychosocial hazards and risk management:
- standing agenda item on the Executive Committee: Safety, Health & Sustainability is psychosocial hazards and risk management;
 - consultation via ERC meeting/s;
 - consultation via site-based workplace health & safety committee meetings;
 - periodic People and Culture Committee discussions on psychosocial hazards and risk management and measures in the workplace at a Group and divisional level;

- (e) periodic discussions about psychosocial hazards and risk management amongst the Culture Reference Group;
- (f) periodic discussions about psychosocial hazards and risk management amongst the Gender Strategy Working Group;
- (g) periodic discussions about psychosocial hazards and risk management during Toolbox Talks and Pre-Start Meetings;
- (h) education and awareness content posted on the Qube employee engagement app (Qube+); and
- (i) periodic discussions about psychosocial hazards and risk management during Townhall meetings at Qube offices.

13. Responsibilities

13.1 Responsibilities of Qube's executive leadership team

- Fulfill work health and safety requirements in order to provide for a safe work environment.

13.2 Responsibilities of Qube generally

- Develop and support the psychosocial risk assessment and management program.
- Connect workers with resources on psychosocial health.
- Provide for awareness on workplace psychosocial health.
- Maintain an incident reporting system.
- Maintain a dispute resolution system.
- Keep up to date regarding workplace psychological hazard legislation.

13.3 Responsibility of leaders, managers and supervisors

- Promote a positive team culture and build positive team relationships in an environment free from hostility, harassment or discrimination of any kind.
- Lead and support the Standard and prevention Plan/s.
- Keep workers and working groups informed of change that may impact them.
- Lead by example promoting a culture of care, including speaking up if something isn't right or there is a better way of doing something.
- Listen to the concerns or incidents raised by team members and respond appropriately, encourage teams to raise concerns without fear of retaliation.
- Understand clearly Qube's procedures for making complaints and resolutions of concerns raised.
- Keep up to date on psychosocial policies and risks.

- Refer complaints to another appropriate person or team if there is a conflict of interest.
- Escalate to your manager or People & Culture if you are unsure of what action to take.

13.4 Responsibilities of all workers

- Speak up and actively raise or communicate all concerns, physical and psychosocial hazards or incidents (such as injuries, illnesses, near misses and actual events).
- Participate in Be Safe leadership engagements.
- Participate in hazard identification activities and risk assessments undertaken at your workplace by reporting any hazard or incident. Depending on the incident or hazard identified this may be verbally or in writing through:
 - incident and hazard report form;
 - a complaint form (refer to the Qube Workplace Behaviour Procedure);
 - reporting protocols set out in the Qube Sexual Misconduct Prevention Plan;
 - reporting methods listed in section 15 of this Standard;
 - directly to a supervisor or manager;
 - a General Manager; or
 - People & Culture.
- Prioritise physical and psychological safety and wellbeing of you and others in your team.
- Follow Qube's health and safety standards, policies and procedures, including acting in alignment with this Standard and prevention Plan/s.
- Support a respectful, collaborative workplace and contribute to a culture that promotes wellbeing.
- Seek assistance where required and raise concerns appropriately.

14. Evaluation and Ongoing Monitoring

This Standard will be regularly reviewed (initial review will be annual). Irrespective of this, it is at Qube's discretion to amend this Standard and Plan as and when required.

15. Resources and other Qube documents that relate to this Standard

- [Qube Safety, Health & Sustainability Policy](#);
- Qube Fatigue Management Policy;
(available on the [Qube Intranet](#), Qube+, People & Culture Team, all Managers);
- [Qube Workplace Behaviour Policy and Procedure](#);
(available on the Qube Intranet, Qube+, People & Culture Team, all Managers)

- [Qube Code of Conduct and Ethics](#);
- [Qube Statement of Values](#);
- [Qube Diversity Policy](#);
- [Qube Employee Handbook](#);
- Qube Employee Assistance Program: <https://members.sonder.io/>;
- [Ethical Conduct](#) at Qube;
- [Diversity and Inclusion at Qube](#);
- Qube Fitness for Work (FFW) Standard
(available on the [Qube Intranet](#), Qube+, People & Culture Team, all Managers);
- Qube Sexual Misconduct Prevention Plan
(available on the [Qube Intranet](#), Qube+, People & Culture Team, all Managers);
- [Whistleblowing at Qube](#);
- [Qube Intranet – Contact Us](#); and
- Qube Employee App, Qube+ downloadable via;
 - [Apple App Store](#)
 - [Google Play Store](#).

16. Annexure – Psychosocial Hazard Prevention Plan (Organisation-wide)

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
Social Factors				
<u>Violence and aggression</u> Workplace violence and aggression is when a person is abused, threatened or assaulted at the workplace or while they're working. <i>Examples</i> • Spitting, shoving, tripping, grabbing, hitting or punching. • Eye rolling and sneering. • Yelling, swearing, calling names. • Standing over someone. • Threats of physical violence.	Medium	• Aggression or violence from clients, suppliers and the public. • Aggression or violence from colleagues.	• Preventing public access to Qube's premises without authorisation by site security protocols including security fobs, CCTV, activated door lock and security systems and other technologies where practicable (such as turnstiles) – as appropriate to the site. • Vehicles fitted with onboard recording systems where possible. • Qube has a dedicated Security Policy in place. • Any events which cause a security risk (at Qube sites) are to be reported immediately to management and will be dealt with in a prompt manner. • Qube's security system for workplaces and sites is regularly maintained, regularly reviewed and tested. • All visitors to sign-in using local site sign-in protocols. • Managing the expectations of clients and customers by clearly communicating the nature of the services offered by Qube, including estimated timeframes and any subsequent delays.	• Site and vehicle closed circuit television (digital recording) to monitor, investigate behaviours including when complaints are received from road users (for example MT Data, Guardian – DSS, HawkEye). • Strengthen site security processes where possible, seek opportunities to implement turnstiles, fobs, swipe cards or other secure access arrangements. • Enable front-line staff such as customer service agents have open and consistent communication protocols to ensure Qube provides its clients with detailed information regarding its services and keeps them updated regarding any unexpected events which could cause service interruptions. • Ensure working groups and sites are aware of the local contact points and complaint raising avenues for workers when handling complaints to guide workers on the appropriate escalation points in the event of any customer/client complaints. • Deliver Trauma-Informed training to local / divisional managers, supervisors and team leaders.

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
			• Providing adequate resources and training to workers so they can perform their role confidently and competently. • Qube will continue to set, model and enforce acceptable behaviour standards for all people in the workplace. • Qube Code of Conduct and Ethics. • Qube Thrive Program. • Qube Statement of Values. • Qube Workplace Behaviour Policy and Procedure. • Regular communications in respect to Policy updates. • Qube Employee Handbook. • Various industrial instruments which contain dispute resolution clauses. • People and Culture teams across all operating divisions with contact information published on the intranet and in the Qube+ app. • Data relating to incidents of unacceptable behaviour captured and reported regularly to the Qube Executive Leadership Team. • Workers are to escalate problems with clients to their direct managers. • Confidential mechanisms to report. • Qube has a written Workplace Behaviour	• Schedule regular discussions with working groups in relating to Qube practices and guiding documents relating to the evolving examples of how unacceptable workplace behaviour misconduct can occur for example evolving technology and innovation including the use of deepfakes and other AI generated materials used for harassment and other forms of misconduct relating to behaviours.

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
			Policy and Procedure in place which makes it clear that bullying, discrimination and sexual harassment is unacceptable. • Among other things, the Procedure contains a complaints resolution procedure to be followed in the event workers feel they have been subjected to bullying. • Qube issues its Workplace Behaviour Policy and Procedure to all workers upon commencement of employment and ensures a copy of the Policy is readily accessible to all staff. • Trauma-Informed certified training delivered to all People & Culture Team members, a selection of managers, Safety representatives and those managers that lead people investigations. • Qube practices and guiding documents are updated to consider increased avenues by which unacceptable workplace behaviour misconduct can occur for example evolving technology and innovation including the use of deepfakes and other AI generated materials used for harassment and other forms of misconduct relating to behaviours.	
<u>Bullying</u> Workplace bullying is repeated, unreasonable behaviour directed at a worker (or a group	Medium	• Workers are at risk of bullying by their colleagues, other workers on site or at the	• Qube leaders and Qube Management personnel are to always model respectful behaviour towards others. • Qube has a written Workplace Behaviour Policy and Procedure in place which makes it clear that bullying is unlawful and unacceptable.	• Qube mentors and supports managers and workers to help facilitate teamwork, consultation and co-operation (for example through toolbox talks, WHS Committee meetings, site lunches or other site-based events). • Qube offers cultural awareness briefings,

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
of workers). Unreasonable behaviour means behaviour that a reasonable person, having regard to all the circumstances, would expect to victimise, humiliate, undermine or threaten. Bullying does not include reasonable management action such as performance management, disciplinary action or allocating work in accordance with reasonable business processes. Examples • Verbal abuse, insults, threats and sarcasm. • Constant unconstructive criticism. • Physical assault. • Malicious teasing or practical jokes. • Excluding or isolating. • Racism including taunts, insults or exclusion		workplace, clients or suppliers.	• Among other things, the Procedure contains a complaints resolution procedure to be followed in the event workers feel they have been subjected to bullying. • Qube has a written Diversity Policy in place which makes it clear that any behaviour amounting to racism is unlawful and unacceptable. • Qube issues its Workplace Behaviour Policy and Procedure to all workers upon commencement of employment and ensures a copy of the Policy is readily accessible to all staff via the Qube+ app, Qube intranet, Safety teams, People & Culture teams and managers. • All employees complete a mandatory induction relating to 'acceptable workplace behaviour' which specifically educates and sets standards in relation to bullying repeated every 2 years. • All employees complete a mandatory induction relating to Respect@Work which is completed annually. • Regular communications in respect to Policy updates via toolbox talks, Qube+, notice boards, WHS and ERC Committee meetings, system alerts, emails. • Confidential reporting mechanisms that allow workers to raise concerns without fear of reprisal. • Widely publicised and communicated contact	workshops and educational sessions on a regular basis and in various locations across the Qube group. • Qube Be Safe Leader training which includes positive culture building and teamwork elements to be completed and/or minimum KPI's set in regards to divisional completion against manager, supervisor and team leader numbers.

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
based on race. Unreasonable pressure or work demands.			information for workers to contact the People & Culture team to raise concerns.	

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
<u>Harassment, including sexual and gender-based harassment</u> Harmful behaviours are both a psychosocial and physical hazard. Exposure can cause psychological and physical harm. <i>Examples</i> - physical conduct, such as pinching, touching, grabbing, kissing or hugging; - suggestive comments about a person's body or appearance; - sexual jokes or comments or sexual innuendo; - displaying offensive material such as posters, screen savers, and photos; - Racism including taunts, insults or exclusion based on race; and - sending rude or offensive emails, attachments and text messages.	Medium	Workers are at risk of harassment/sexual harassment by their colleagues, other workers on site or at the workplace and clients.	- Qube has a documented Workplace Behaviour Policy and Procedure and in place which makes it clear that sexual harassment is unlawful and unacceptable. - Among other things, the Procedure contains a complaints resolution procedure to be followed in the event workers feel they have been subject to sexual harassment. - Qube issues its Workplace Behaviour Policy and Procedure to all workers upon commencement of employment and ensures a copy of the Policy is readily accessible to all staff via the Qube+ app, Qube intranet, Safety teams, People & Culture teams and managers. - Qube has a published Sexual Misconduct Prevention Plan reviewed and updated regularly. - Published 'spectrum of conduct' to guide fairness in application of Qube standards. - Published support services available for any workers impacted by sexual misconduct. - Regular communications in respect to Policy updates. - Mandatory compliance training for all Qube employees on commencement and repeated every annually in Respect@Work on an annual basis. Both induction packages are reviewed and updated regularly through an external provider and legally reviewed.	Technology and equipment design improvement to attract women to operational roles (where the percentage of women represented is lowest at Qube).

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
<u>Conflict or poor workplace relationships and interactions</u> Harmful behaviours can harm the person they are directed at and anyone who witnesses the behaviour. <i>Examples</i> • Violence and aggression. • Bullying and harassment, including sexual and gender-based harassment. • Racism. • Agism.	Medium	• Workers are at risk of conflict with other colleagues and clients.	• Qube leaders and Qube Management personnel are to always model respectful behaviour towards others. • Qube has a written Workplace Behaviour Policy and Procedure in place which makes it clear which types of behaviour are unacceptable. • Qube has a written Diversity Policy in place which makes it clear that any behaviour amounting to racism is unlawful and unacceptable. • Qube issues these policies to all workers upon commencement of employment and ensures a copy of the policies are readily accessible to all staff via the Qube+ employee app, Qube intranet and available through Safety teams, People & Culture teams and all managers. • Qube has the Qube Workplace Behaviour Policy and Procedure which assists in appropriately managing workers who are found to engage in behaviour that causes conflicts in the workplace. • Training is available for Managers/supervisors regarding conflict resolution in the workplace.	• Implement training for people leaders regarding conflict resolution in the workplace. • Qube Be Safe Leader training which includes positive culture building and teamwork elements to be completed and/or minimum KPI's set in regards to divisional completion against manager, supervisor and team leader numbers. • A values-based recognition program (The Qubies) that reinforces expected workplace behaviours aligned to Qube's core values of Integrity, Reliability and Inclusion.

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
Organisational Factors				
<u>Job demands</u> High job demands means high levels of physical, mental or emotional effort are needed to do the job. <i>Examples</i> High physical job demands include: • working long hours or without enough breaks; and • having too much to do in too little time. High mental demands include: • not having the right skills or training for the task (e.g. junior workers given complex tasks). • not having systems to prevent individual	Medium	• Project and job delivery timeframes. • Client demands • Deadline/delivery timeframe • Cost pressures on jobs and projects. • Client response timeframes. • Conflicting job demands as it relates to projects or jobs. • Workers expected to complete difficult or time-consuming tasks within unrealistic timeframes (e.g completing excavation works in 4 days when it normally takes 6 days of work). • Requirement to perform complex tasks	• Qube will monitor workloads and ensure sufficient staffing levels are available to meet work demands. • Qube leaders and/or P&C are to advise new workers of job expectations and requirements as part of a comprehensive induction process (for example issuing a job description). • Managers monitor leave balances and leave taken reports to ensure workers are utilising entitlements appropriately and prevent fatigue. • Rostering systems in place ensure workers do not exceed legislated maximum hours and hours of work and support fair distribution of working hours across teams. • Workers should be encouraged to raise concerns with job demands. • Qube's management will regularly monitor and assess work demands in order to distribute work, recruit and grant or refuse leave requests accordingly.	• Conduct regular performance reviews with staff and encourages managers to regularly communicate with their team members to have breaks and take annual leave. • Consider conducting trials or assessment programs utilising the wearable technology system to review manual job demands. • Consider engaging technology to gather data in relation to working hours when timesheets or rostering is not utilised.

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
errors, particularly when they may have high consequences (e.g. expecting workers to memorise complex processes, not providing written prompts or appropriate guidance); and - displaying false emotions (e.g. being friendly to difficult clients). Low job demands means sustained low levels of physical, mental or emotional effort are needed to do the job. <i>Examples</i> Low job demands include: - workers unable to maintain their skills e.g. in circumstances where there are insufficient tasks to keep competencies; - long period of insufficient work or		including solving technical problems requiring elevated cognitive abilities. - Workers are required to perform large amount of overtime hours on a regular basis to complete jobs and projects with a tight deadline. - Pressure to avoid penalties associated with delays in completing projects/jobs or not completing them within contractual deadlines. - Requirement to perform physically demanding tasks such as repetitive heavy lifting, operating laborious machinery or working in awkward/tight positions.	- Qube has a Fatigue Management Policy and Qube Safety, Health & Sustainability Policy committing to eliminating any bias system or practice to eliminate or reduce certain risks of fatigue for all workers. - Qube to take appropriate action if workers raise concerns or complaints about their workload. - Grievance processes contained in Qube policy and procedures and industrial instruments (enterprise agreements) in the event a worker raises concerns that they may be subject to high or low job demands. - Qube will regularly review operational needs or alternate methods which deal with the appropriate manual handling techniques and risk mitigation strategies. - Regularly review control measures to mitigate any risks associated with the mental and physical demands do not place workers' health and safety at risk due to fatigue including regular and ongoing review of rostering systems, industrial instrument provisions and other such systems.	

PSYCHOSOCIAL HAZARD	LEVEL OF RISK (HIGH, MEDIUM, LOW)	QUBE CONTEXT	MINIMUM CONTROL MEASURES	HAZARD PREVENTION OPPORTUNITIES
being responsible for a low volume of work; - highly monotonous or repetitive tasks such as basic admin or data entry; and - Job demands become a hazard when severe (e.g. very high), prolonged (e.g. long term), or frequent (e.g. happens often).				
<u>Low job control</u> Low job control means workers have little control or say over the work. This includes over controlling how or when the job is done. Low job control is more than being given work to do. It becomes a hazard when it is severe (e.g. very low job control), prolonged (e.g. long term) or frequent (e.g. happens often). <i>Examples</i> Workers have a lack of autonomy with	Medium	- Dictated by ebbs and flows of work coming in and client demands. - Autonomy of role (too much or too little responsibility in a job) is often subject to the worker's seniority within Qube's company structure. - Different management styles could be perceived by some workers as being authoritarian with	- Consultation mechanisms that enable workers to be involved in matters relating to the way their work is performed and provide input (as reasonably practicable). - Ensure workers have control over their workloads where reasonable and practicable. - Formal escalation pathways through established grievance procedures contained in Qube policies, procedures and applicable industrial instruments (enterprise agreements) for unresolved concerns. - Promote flexibility regarding how tasks are completed where reasonable and practicable in line with business operational needs.	- Establish clear communication channels between workers and their managers so any concerns regarding job control can be raised with management. An example of this is regular toolbox, safety, work briefing meetings and briefings within teams that are conducted with workers. - Job security – meetings and regular feedback during probationary period and prior to formal performance reviews. - Qube's performance review process can be used as an opportunity for workers to have input into the way they complete their work. - Encourage communication regarding working hours and current workloads during regular team, safety and toolbox

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little influence regarding how they perform their work or meet job demands. • Micromanagement with unnecessary supervision. • Situations involving workers having excessive responsibility with low authority and decision- making capabilities.		micromanagement tendencies. • Workforce utilisation	• Structured recruitment and vetting processes, including refer checks, to ensure workers are suitably qualified, experienced and capable of performing their role safely.	meetings. • Set working hours, with workers when able to establish defined boundaries. • Qube will attempt to rotate workers through different duties where it is reasonably practicable to do so to ensure the same workers are not performing repetitive tasks and that everyone's skills are being utilised.
Poor support Poor support means not getting enough support from supervisors or other workers, or not having the resources needed to do the job well. <i>Examples</i> • Not having the things needed to do the work well, safely or on time (e.g. limited tools or faulty IT systems). • Not enough supervisor support (e.g.	Low/Medium	• Leadership, support provided to junior workers by Qube leaders may be lacking in circumstances where they are time poor. • Workers may be reluctant to support other colleagues when things are tough as this may detract from their own work, targets and job handover times. • Management/leaders may not always be	• Management and other leaders are to provide assistance when workers undertake challenging tasks, such as new duties or roles ensuring mentoring and training is available and accessible. • Management and other leaders are to promote a supportive culture which encourages teamwork and mutual support with open communication lines. • Accessible IT support arrangements, supported by prominently displayed posters and mousepads to promote awareness of support services, contact details and available assistance. • Qube has adequate technical IT support available to all workers which assists with technical issues to reduce downtime.	• Management and other leaders to prioritise regular catch ups with their team members (this can be by way of regular team, safety and toolbox meetings). • Qube should ensure that team members have robust development plans, so workers have the requisite competencies. • Review worker targets, budgets and KPIs have been set to factor in level of seniority and time required to mentor and provide instruction/support to more junior workers. • Qube will provide all workers with timely updates about changes to jobs, safety

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supervisors aren't available to help, provide unclear guidance, take a long time to make decisions or are unempathetic). A workplace culture that discourages support (e.g. highly competitive or critical workplaces).		available to assist with decisions or offer support.	- Safety engagements and management walk-arounds reinforce the opportunity for team members to express concerns or ask questions. - Backfill roles in a timely manner.	requirements, time constraints and schedule adjustments.
Poor role clarity Lack of role clarity means workers aren't clear on their job, responsibilities or what is expected. This may happen when they aren't given the right information or circumstances keep changing. <i>Examples</i> - Unclear roles and reporting lines (e.g. unclear who is responsible for what or who is working to which manager). - Unclear work priorities (e.g. not knowing	Low/Medium	- Workers may be unsure who they should report to, particularly sites/jobs with multiple contractors, sub-contractors and suppliers. - Workers, contractors and sub-contractors operate independently without any cohesion. - Different managers, supervisors or leaders provide conflicting or unclear instructions regarding a worker's role or the work to	- Maintenance of current organisational structures and job descriptions to ensure workers have a clear understanding of role requirements, responsibilities and reporting lines. - Structured induction processes supported by current, regularly reviewed job descriptions that clearly define role expectations, responsibilities and performance standards to reduce the risk of misaligned expectations. - People & Culture teams exist within each division and shared support service and are available to assist workers with questions or queries in relation to their role. - Clearly communicate performance measures (where appropriate) to support role clarity and fair performance management.	- Issue Position descriptions that reflect the entire scope of the role that the individual performs. - Pre-start meetings and toolbox meetings are appropriately used so workers are clear on their roles and responsibilities. - Ongoing team, safety and toolbox meetings are to be used as an opportunity for workers to clarify the day's tasks, responsibilities and any variations. - All workers are encouraged to talk to their supervisor, leader or manager if they are unclear about the scope or responsibilities of their role. - All supervisors, leaders and managers will undergo appropriate training, so they are equipped to effectively communicate

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which tasks are most important or urgent). Poor explanation of a worker's performance objectives and conflicting job roles.		be performed.		expectations and responsibilities with underlings. Qube will make the workplace/site reporting structure clear to everyone knows to where to report and provide feedback within each of its operating divisions.
<u>Poor organisational change management</u> Poor organisational change management means changes that are poorly planned, communicated, supported or managed. <i>Examples</i> - Not consulting on changes (e.g. not talking to workers or genuinely considering their views). - Poorly planned changes (e.g. changes are disorganised or do not have a clear goal). - Changes are poorly communicated (e.g. information about the changes isn't provided	Medium	- Various structure changes. - Change in a team (i.e. reporting line) that may seem minor but has major impacts for people. - System implementation/s.	- Qube will ensure so far as is reasonably practicable that any major workplace change is reasonable and fair to workers, balancing the genuine operational requirements of the business via a change management risk assessment. - Qube has a Management of Change Procedure (MOC). The MOC focuses on the procedural steps to assess impact of change and sets out how teams should implement new systems of work. - Qube communicates with its workers via: - Qube communication channel (employee app Qube+) - Qube Social Media Channels (LinkedIn, Instagram, Facebook, Tik Tok) - Toolbox talks, townhalls, WHS Committee and other team-based committee meetings such as ERC - Various technology tools and systems utilised to send messaging to workforce (HawkEye, Trapeze, SafeOps)	- Ensure a sufficient amount of information is provided to workers necessary to communicate the change in an efficient and effective manner. - Supervisor and manager training and awareness packages to strengthen capability – on an ongoing basis. - After implementing a change, sufficient support and training to be provided to all workers impacted and a clear communication strategy will be put in place to inform other stakeholders such as clients about the changes. - Mentoring and awareness training for Qube leaders in respect to the skill and importance of change management and good workforce communications.

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or is unclear). Not enough support for the changes (e.g. not training workers on how to use new tools).			- Providing opportunities for workers to take part in the change process as soon as possible to do so. - Providing adequate training as well as additional resources before and during the transition of changes. - Monitor job demands and workload during transition or change periods. - As soon as a change has been identified, Qube will identify different ways of communicating that change to workers based on their needs and the nature of the change. - Workers will be encouraged to participate in a consultation process, providing workers with enough time to consider and respond to the change. - Unlimited access to Qube employee assistance program for all Qube workers and their families.	
<u>Inadequate reward and recognition</u> Inadequate reward and recognition means there is an imbalance between the effort workers put in and the recognition or reward	Low	Difficulties associated with balancing providing workers with constructive feedback and praise/recognition in particular when a manager or supervisor has had to	- Apply fair and impartial decision-making processes based on objective merit, without favouritism, bias or lack of impartiality. - Ensure decisions involving role upgrades or downgrades are made in accordance with applicable industrial agreements or prescribed guidelines. - Ensure policies and procedures regarding	- Qube undertakes regular auditing and benchmarking to ensure workers are paid salaries commensurate with their skills, experience, qualifications, achievements and industry standards. - Management and supervisors to be coached to provide workers with appropriate levels of encouragement,

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they receive. Reward and recognition can be formal or informal. <i>Examples</i> • Recognition and rewards that are unfair or biased (e.g. workers are rewarded for others work). • Not enough feedback or recognition (e.g. workers don't receive feedback on their work or guidance on how to improve). • Limited development opportunities. • Not recognising workers' skills (e.g. micro managing simple tasks)		commence Performance Management processes. • Not providing adequate recognition to support someone feeling valued in the company. • Workers performing similar roles or tasks receive different wages without justification. • Long-term workers are not offered upskilling or promotions despite satisfying the relevant criteria or warranting such recognition.	the making of decisions are unbiased and transparent. • Promotions are merits based, recognising a worker's capability, effort and achievement. • Qube policies and procedures reflect fairness and transparent decision making. • P&C teams within each operating division trained to support and if required, lead performance management processes. • Qube issues clear and concise policy and procedure documents in relation to people management. • Qube Group People and Culture team in place to advise on application of policies and procedures. • Worker access to paid, unpaid leave types appropriate to any distress response to performance management process. • Opportunity for workers to include a support person for any performance management process at their request. • Qubie's Awards held annually and broadcast throughout Qube communication channels identifies, recognises and celebrates Qube high performers in various areas including in demonstrating Qube's values of Integrity, Reliability and Inclusion.	positive comments and other gestures of appreciation when warranted. • Management and supervisors are also trained in the appropriate steps to take during the performance management process with resourcing and guidance available from People & Culture team. • Working groups / divisions to celebrate employee and team achievements in a manner appropriate to their requirements.

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			Qube divisional awards are allocated to high performing employees via divisional processes and channels.	
<u>Poor organisational justice</u> Poor organisational justice means a lack of: - procedural justice (e.g. fair decision-making processes) - informational fairness (e.g. keeping everyone up to date and in the loop); or - interpersonal fairness (e.g. treating people with dignity and respect). <i>Examples</i> - Policies or procedures that are unfair, biased or applied inconsistently (e.g. favouritism when assigning 'good' shifts). - Not accommodating workers' reasonable	Low	- The potential for poor organisational justice could arise in the way Qube appoints people to roles (e.g. Qube's processes do not always open up opportunities to everyone) or the way it manages a worker's performance if they are not performing their role to the required standard. - Unequal/ unfair allocation of resources. - The potential for inconsistent application of performance management processes.	- Established pathways are available for workers to report concerns or appeal decisions. - Qube has a clear grievance processes contained in Qube policy and procedures and industrial instruments (enterprise agreements). - Published 'spectrum of conduct' to guide fairness in application of Qube standards. - People & Culture teams exist within each division and shared support service and are available to assist managers in managing people matters.	- Provision of guidelines and templated correspondence controlled and delivered by P&C team to prevent worker distress through a performance management process. - Supervisors, leaders and managers to receive training on providing useful/constructive feedback and how to make decisions impartially.

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needs (e.g. not making the workplace accessible). - Failing to appropriately address (actual or alleged) issues (e.g. underperformance, misconduct, or inappropriate or harmful behaviour such as bullying). - Decision-making processes that are poor or which workers aren't told about.				

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Workplace Factors				
<u>Remote or isolated work</u> Remote or isolated work means work that is isolated from the assistance of others because of the location, time or nature of the work. It often involves long travel times,	Medium	Potential for workers to work in isolation when working in the office after hours, working from home or working remotely when visiting a worksite, workplace or client's premises.	- Access to Qube employee assistance program for all Qube workers which includes a safety check-in feature. - Qube have a 'Working Alone and Isolation' Procedure – this sets out how work in isolated areas is assessed, managed and measured. It sets out the specific control measures to be	- Put in place defined parameters and processes regarding remote work situations. - Review available and emerging technology for when workers perform remote work for example SafeOps. - Education and awareness for managers, supervisors or leaders of hybrid workers.

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poor access to resources, or limited communications. <i>Examples</i> - Workers working by themselves at night in an office building. - Workers working from home alone without any contact or interaction with colleagues. - Workers performing physical or office work alone or in remote areas.		- Workers required to travel far distances to remote sites or workplaces. - Workers performing work in locations with reduced communication capabilities for example poor mobile network coverage.	taken, such as systems of work, information, instruction, training, supervision and means of communication. - Established minimum standards for onsite accommodation camps to support worker safety, wellbeing and security. - Supervisor/ Manager on duty 24/7 at Qube accommodation camps. - Site security (CCTV etc) and other appropriate security measures to manage safety and security risks. - Defined parameters and processes regarding remote work situations. - Appropriate technology is available for when workers perform remote work for example back-up data sources and network arrangements, satellite phone technology.	SafeOps technology which allows workers in remote locations or that commence duty at times where work group toolboxes cannot be attended to receive critical safety and operational information, including viewing recorded toolboxes, accessing safety alerts and viewing short videos.
<u>Poor physical environment</u> A poor physical environment means workers are exposed to unpleasant, poor quality or hazardous working environments or conditions. <i>Examples</i> Conditions which mean that workers are	Low	- Inappropriate workstation/cabin layout and design. - Unsuitable computer-based equipment and/ or office furniture. - Repetitive keying, mouse work or other movements. - Sedentary work.	- Qube has established risk management procedures and processes (SHSMS Risk Management Procedure) to define the process for developing, reviewing, approving and implementing safe systems of work including documents such as; - Risk Assessments - Safe Work Instructions - Job Safety Analysis - Provide staff with ergonomic workstation setup information and where required ergonomic assessment and adjustments.	- Awareness of good keyboard practices and availability of information in relation to good posture and ergonomic habits. - Carry out workstation and machinery assessments and monitor office/cabin temperatures. - Ensure working from home checklists/audits are available to be completed. - Rotation of workers who are required to perform physically

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exposed to hazards when working including conditions which effect concentration such as noise levels, uncomfortable temperatures or poor lighting.		Working in extreme environments with noise and vibrations, extreme weather conditions (heat, cold or wet), poor lighting or visibility, confined workplaces or with poor air quality/dust exposure.	- Provide staff with ergonomic machinery/cabins and consider design of new asset purchases. - Ensure adequate ventilation. - Ensure adequate space. - Allow staff to take regular breaks in line with legislative and best practice guidance. - Conduct regular workplace health and safety inspections of workplaces. - Ensure appropriate lighting is provided appropriate to shift time and conditions. - Ensure appropriate PPE is worn to limit the risk associated with noisy, dusty or poor air quality conditions. - Qube has engaged with wearable technology to collect data to review physical demands of jobs – develop and utilise data for group-wide improvements, education and awareness (project in-flight). - Qube will undertake various health monitoring of its worksites or workplaces, for example air quality and noise level monitoring and put in place measures to issue the correct PPE. - Qube has a manual handling induction and awareness package.	demanding tasks. - Ensure staff are encouraged to move around the office or take regular stretch breaks when operating machinery or vehicles. - Encourage and educate on employees completing regular stretching at workstation to circulate blood flow.

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Traumatic Events				
<u>Traumatic events or material</u> Witnessing, investigating or being exposed to traumatic events or materials is a psychosocial hazard. <i>Examples</i> • Being verbally, physically or sexually assaulted. • Ongoing bullying. • Harassment.	Low	• Witnessing or involvement in an incident or workplace accident. • Many of Qube's workplaces involve high-risk activities and also involve access to shared facilities (such as terminals and port operations) and communal road use.	• Divisions each have appointed and trained emergency responders who are highly experienced in managing incidents and events both off and on site. • Emergency response protocols are documented, routinely tested and reviewed. • Access to Qube employee assistance program for all Qube workers and their families with clear and easily accessible information on how to utilise EAP services. • Trauma-Informed certified training delivered to all People & Culture Team members, a selection of managers, Safety representatives and those managers that lead people investigations. • Use of software systems to automate the identification, categorisation and/or analysis of potentially traumatic content, including automated filtering or flagging tools, to reduce worker exposure.	• High-risk workers (such as train drivers, truck drivers) trained in emergency response protocols. • Working groups / divisions to consider setting minimum numbers of managers, supervisors, team leaders to complete mental health first aid certification. • Working groups / divisions to consider minimum numbers to complete trauma-informed training including ensuring assigned divisional emergency responders are certified.