

Kleinfelder Australia Psychosocial Hazards Policy and Management Plan

Management of Psychosocial Hazards at Kleinfelder Australia will fall under 3 key categories, Promotion, Protection and Support.

- **Promotion** activities help to empower staff and leaders with the tools, knowledge, capabilities, and frameworks that help them thrive
- **Protection** activities seek to prevent harm from occurring through identifying, managing, and monitoring risks to mental health and
- **Support** systems provide employees to get the assistance they need when recovering from a psychological illness.

PROMOTION

LEADERSHIP COMMUNICATION

- Regular messages from leaders emphasising the importance of psychological safety
- Leaders modelling healthy behaviours: reasonable hours, respectful communication, openness to feedback
- Including psychosocial risks in toolbox talks, team meetings, and WHS briefings.

TRAINING AND DEVELOPMENT

- Practical training for managers on identifying early psychological hazard warning signs and having supportive conversations with their teams
- Employee training on recognising psychosocial hazards such as unreasonable job demands, poor support, or conflict, and how to get support when needed.

DOCUMENTED PROCEDURES AND PRACTICES

- Integrating psychosocial risk checks into existing WHS inspections and risk assessments
- Including wellbeing and workload discussions in project team planning and performance reviews
- Ensuring policies on bullying, harassment, flexible work, and workload management are aligned and easy to understand.

COMMUNICATION, CONSULTATION, AND VISIBILITY

- Share Posters, Mental Health Matter SharePoint page, and quick-reference guides explaining common psychosocial hazards and how to report them
- Sharing stories or case studies (anonymised) that show how issues were raised and resolved
- Promoting Employee Assistance Programs (EAP) and internal support channels.

CREATING A SPEAK-UP CULTURE

- Encouraging early reporting of concerns without fear of blame or retaliation
- Providing multiple reporting options: anonymous, direct to manager, HR, WHS, or digital channels
- Recognising teams or individuals who contribute to a positive, respectful environment.

PROTECTION

Kleinfelder Australia will identify psychosocial hazards by actively monitoring the work being performed, the work environment, and the way work is designed and managed.

PSYCHOSOCIAL HAZARD MANAGEMENT AND RISK CONTROLS

Psychosocial hazards will be managed using Kleinfelder’s WHS risk management framework, including hazard identification, risk assessment, implementation of control measures, and regular review of effectiveness. Kleinfelder Australia will implement and maintain a Psychosocial Risk Register to record and track risk associated with the organisation.

Project Psychosocial Risk Control Measures will include:

- clear project roles and reporting lines
- project planning and managing project workloads
- planning resources for field programs and major project delivery
- managing fatigue risks, travel, and remote work

SETTING OUR EMPLOYEES UP FOR SUCCESS

We will strengthen understanding of roles and responsibilities by providing regular communication, training, and development opportunities. Employees will receive clear position descriptions and defined objectives or targets, enabling them to understand organisational needs while also recognising potential psychosocial hazards in their work.

ROUTINE MONITORING AND OBSERVATION

- Managers will regularly observe work practices, team interactions, workload patterns, and environmental factors that may contribute to psychosocial risks
- WHS personnel will include psychosocial factors in workplace inspections, audits, and safety walk arounds
- Conduct regular surveys to monitor psychosocial factors and identify emerging risks.

EMPLOYEE INPUT AND CONSULTATION

- Consultation will occur through team meetings, toolbox talks, surveys, mental health initiatives and wellbeing check-ins to identify emerging issues such as workload pressures, unclear roles, or interpersonal conflict
- Employees will be encouraged to raise concerns directly with their manager, HSEQ Manager, or HR.

REPORTING SYSTEMS

- Psychosocial hazards may be identified through formal WHS reporting systems, including good catch hazard reports, incident notifications, and anonymous reporting channels
- All reports will be reviewed promptly to determine whether a psychosocial risk is present.

SUPPORT

Supporting psychosocial hazard claims is not only a legal requirement; it is a core part of building a respectful, high-performing workplace. When employees trust the process, they raise issues early, risks are reduced, and the organisation benefits from healthier teams and stronger culture. Kleinfelder Australia has implemented support services to assist our employees including:

EMPLOYEE ASSISTANCE PROGRAM (EAP) PROVIDED BY ASSURE

The EAP is a confidential, short-term counselling service provided by Assure to assist employees and their families with work or personal issues impacting on their performance. Details of how to contact assure can be found through our Mental Health Matter site.

MENTAL HEALTH MATTER TEAM SITE

Kleinfelder Australia has developed a SharePoint page accessible to all employees, providing information on internal and external systems, processes, and support services related to psychosocial hazards.

PEER SUPPORT THROUGH OUR EXTERNALLY TRAINED MENTAL HEALTH FIRST AIDERS

- Providing externally trained Mental Health First Aiders to facilitate peer support and help guide employees toward appropriate resources and treatment, ensuring they feel supported throughout any mental health challenge
- Regular promotion of R U OK? Day conversations to encourage all employees to look out for one another and foster a supportive, connected workplace culture.

KLEINFELDER AUSTRALIA HR HANDBOOK

Our HR Handbook outlines a formal, step-by-step grievance process to address employee concerns, complaints, or disputes. Providing a clear pathway for raising issues to ensure they are managed fairly, consistently, and transparently.

RETURN TO WORK POLICY

Our return-to-work policy is designed to support employees recovering from either physical or psychological injuries. The aim is to facilitate a safe and sustainable return to work by collaborating with medical professionals, documenting suitable duties in line with their guidance, and ensuring appropriate adjustments are in place.