

Psychosocial Hazards Policy

Document Control

Policy owner: CEO

Responsible Committee: People and Culture Committee

Approved by: Board

Effective from: 22 May 2026

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Applies to: Directors, employees, contractors, consultants, volunteers, temporary staff and other workers performing work for, or on behalf of, ASA

Related documents: Code of Conduct; Work Health and Safety Policy; Bullying, Harassment, Discrimination and Victimisation Policy; Sexual Harassment, Sex Discrimination and Sex-Based Harassment Policy; Grievance and Complaint Procedure; Incident Reporting Procedure

Version: 1.01

Introduction

1.1 Australian Shareholders Association (ASA) is committed to providing a safe and healthy work environment and to identifying, assessing and managing psychosocial hazards that may affect the psychological health, safety and wellbeing of workers and others engaged in ASA activities.

1.2 Psychosocial hazards can arise from the design or management of work, the work environment, workplace interactions or behaviours, and exposure to distressing or challenging situations. If they are not appropriately managed, they may cause psychological or physical harm and may adversely affect individual wellbeing, team functioning and organisational effectiveness.

1.3 This Policy forms part of ASA's broader work health and safety framework and should be read together with ASA's other relevant policies, including the Code of Conduct, Work Health and Safety Policy, Bullying, Harassment, Discrimination and Victimisation Policy, and Workplace Sexual Harassment, Sex Discrimination and Sex-Based Harassment Policy.

2. Purpose

2.1 The purpose of this Policy is to:

- (a) set out ASA's commitment to providing a psychologically safe and healthy work environment
- (b) explain what psychosocial hazards are and how they may arise

- (c) outline how ASA will identify, assess and manage psychosocial hazards, so far as is reasonably practicable
- (d) set out the responsibilities of workers, managers, the CEO and the Board in managing psychosocial risks
- (e) explain how psychosocial hazards or concerns may be raised and responded to.

3. Definitions

3.1 For the purposes of this Policy:

ASA activity means any meeting, conference, training session, volunteer activity, work-related travel, social function, online forum, communication platform or other activity connected with ASA.

conduct includes any form of behaviour or communication, whether verbal, non-verbal, written or electronic.

member means a member of ASA.

psychosocial hazard means anything arising from or in relation to the design or management of work, the working environment, plant at the workplace, or workplace interactions or behaviours, that may cause psychological or physical harm.

worker means any person engaged by ASA or performing work for or on behalf of ASA, including an employee, director, office holder, contractor, subcontractor, labour hire worker, apprentice, trainee, work experience student or volunteer.

workplace includes any place where work is carried out for ASA or where a person is present for a purpose connected with ASA work or an ASA activity, including the office, home offices, member meetings, educational events, conferences, site visits, work-related travel and online environments.

4. Scope

4.1 This Policy applies to workers whenever they are performing work for ASA, including when working from ASA premises, from home, while travelling for work, at conferences, meetings and work-related social functions, and in other circumstances where there is a sufficient connection with work.

4.2 This Policy is also relevant to the management of psychosocial risks arising from interactions with members, speakers, guests, suppliers, venue staff and other third parties in connection with ASA activities.

4.3 This Policy applies in online spaces, including email, Microsoft Teams, Zoom or other video conferencing platforms, messaging applications and social media where the conduct is connected with work or an ASA activity.

4.4 This Policy is a policy and guidance document. It does not form part of any contract of employment, engagement, volunteer arrangement or membership terms and does not otherwise create contractual obligations.

5. Psychosocial hazards

5.1 A psychosocial hazard is anything arising from or in relation to the design or management of work, the working environment, plant at the workplace, or workplace interactions or behaviours, that may cause psychological or physical harm.

5.2 Psychosocial hazards may include, but are not limited to:

- (a) high or sustained job demands
- (b) low job control
- (c) poor support
- (d) lack of role clarity
- (e) poor organisational change management
- (f) inadequate reward and recognition
- (g) poor organisational justice
- (h) remote or isolated work
- (i) poor physical environment
- (j) exposure to traumatic events or traumatic material
- (k) violence and aggression
- (l) bullying
- (m) harassment, including sexual harassment and sex-based harassment
- (n) conflict or poor workplace relationships and interactions.

5.3 A psychosocial hazard may arise from a single serious event, but more commonly arises from behaviour, systems or conditions that are repeated, prolonged, cumulative or insufficiently managed.

6. Identifying psychosocial risks

6.1 The presence of a psychosocial hazard will not always create a risk on its own. Risk may arise from the severity, frequency or duration of the hazard, or from a combination of hazards.

6.2 ASA will, so far as is reasonably practicable, identify psychosocial hazards that may affect workers or arise in connection with ASA activities.

6.3 In identifying psychosocial hazards and risks, ASA may consider:

- (a) the design of work and tasks
- (b) workloads, time pressures and competing priorities
- (c) supervision, support and resource levels
- (d) interpersonal behaviours and workplace culture
- (e) grievances, complaints and incident reports
- (f) absenteeism, turnover, withdrawal from participation, performance concerns or other indicators of distress
- (g) survey feedback, consultation and discussions with workers and volunteers
- (h) information obtained from exit interviews
- (i) relevant EAP usage trends or de-identified wellbeing information, where available
- (j) workers compensation claim trends or other relevant WHS data.

6.4 Workers and volunteers are encouraged to raise psychosocial hazards or concerns as soon as reasonably practicable.

6.5 A concern may be raised with the person's manager, supervisor, volunteer lead or the CEO.

6.6 If the concern involves the CEO, it should ordinarily be raised with the Chair of the Board. If the concern involves the Chair, it should ordinarily be raised with the Deputy Chair or another independent director nominated by the Board.

7. Responding to psychosocial risks

7.1 ASA will, so far as is reasonably practicable, eliminate identified psychosocial risks. Where elimination is not reasonably practicable, ASA will minimise those risks so far as is reasonably practicable.

7.2 In determining what controls or responses are appropriate, ASA may consider:

- (a) the nature of the hazard
- (b) the frequency, duration and severity of the risk
- (c) the likelihood of harm occurring
- (d) the number of people affected or potentially affected
- (e) whether particular persons may be at greater risk
- (f) whether multiple psychosocial hazards are interacting
- (g) the design of work and systems of work
- (h) the adequacy of supervision, information, training and support
- (i) the availability and suitability of control measures.

7.3 Control measures may include, depending on the circumstances:

- (a) changes to workload, work allocation, deadlines or priorities
- (b) clearer role descriptions or reporting lines

- (c) improved supervision, support or communication
- (d) training or education
- (e) behavioural directions or performance management
- (f) changes to team arrangements, volunteer arrangements or event practices
- (g) updates to policies, procedures or escalation pathways
- (h) wellbeing support measures.

7.4 ASA will monitor the effectiveness of any measures it takes and review and, where necessary, revise those measures:

- (a) when a psychosocial hazard report, complaint, incident or psychological injury indicates they may not be effective
- (b) when new information becomes available about a psychosocial hazard or risk
- (c) before significant changes are made to work, systems of work, staffing, reporting arrangements or ASA activities that may affect psychosocial risk
- (d) after any significant work-related incident or event involving psychosocial risk
- (e) at such other times as ASA considers appropriate.

7.5 ASA will, so far as is reasonably practicable, consult with workers, and any health and safety representatives where applicable, in identifying and managing psychosocial risks.

8. Roles and responsibilities

8.1 All workers and volunteers are expected to:

- (a) comply with this Policy and the Code of Conduct
- (b) take reasonable care for their own health and safety, including psychological health and safety
- (c) take reasonable care that their conduct does not adversely affect the health and safety of others
- (d) participate in relevant training, learning or consultation processes
- (e) raise psychosocial hazards or concerns where safe and appropriate to do so
- (f) cooperate with reasonable measures put in place to manage psychosocial risks.

8.2 Managers, supervisors and volunteer leaders are expected to:

- (a) promote a respectful and safe environment
- (b) identify and respond to psychosocial risks in their area of responsibility
- (c) support workers and volunteers who raise concerns
- (d) escalate concerns appropriately and promptly
- (e) implement reasonable control measures.

8.3 The CEO is responsible for:

- (a) overseeing the implementation of this Policy

(b) ensuring appropriate processes are in place to identify and manage psychosocial risks

(c) responding to reports or concerns raised under this Policy

(d) reporting relevant WHS and psychosocial risk matters to the Board as appropriate.

8.4 The Board is responsible for oversight of psychosocial risk as part of ASA's broader WHS governance framework, including by receiving appropriate information about psychosocial hazards and risks, satisfying itself that ASA has appropriate resources and processes to identify and manage those risks, and monitoring whether those processes are operating effectively.

9. Confidentiality and privacy

9.1 ASA will handle concerns raised under this Policy as confidentially as reasonably practicable.

9.2 All persons involved in a matter under this Policy are expected to respect privacy and confidentiality, subject to the need to investigate, respond to risks, comply with legal obligations, or take appropriate action.

9.3 Any personal or sensitive information will be handled in accordance with applicable privacy obligations, including the Privacy Act 1988 (Cth) where applicable.

10. Process and reporting

10.1 Where a psychosocial hazard, incident or concern arises in connection with ASA work or an ASA activity, the matter should be reported as soon as reasonably practicable through the appropriate reporting pathway.

10.2 ASA may require an incident report or other written record where appropriate, having regard to the seriousness and nature of the issue.

10.3 Where a concern indicates an immediate risk to health and safety, prompt action should be taken to protect affected persons while the matter is assessed.

11. Legislation

11.1 This Policy is intended to operate consistently with applicable work health and safety legislation in the jurisdictions in which ASA operates, including model work health and safety laws and equivalent legislation in Victoria and Western Australia.

11.2 This Policy should also be read together with other relevant laws, including privacy, anti-discrimination and employment legislation, where applicable.

12. Non-compliance

12.1 Non-compliance with this Policy or related procedures may result in disciplinary or other appropriate action, up to and including termination of employment, termination of engagement, removal from volunteer duties, or other action permitted by law or ASA policy.

12.2 Where inappropriate conduct involves a member or third party, ASA may take steps available to it under the Code of Conduct, membership terms, event conditions, the Constitution or other applicable arrangements.

13. Variation

13.1 ASA may vary, replace or rescind this Policy from time to time.

13.2 The current version of this Policy will be made available through ASA's usual policy distribution channels.