



Psychosocial Hazards Procedure

Horizon Facilities Group Pty Ltd

Applies to	Level 3, 118 Parramatta Road, Camperdown NSW 2050, and all client sites serviced by Horizon crews
Industry	Other / general workplace
Jurisdiction	New South Wales — SafeWork NSW
Workforce size	20-49 workers
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Prepared for Horizon Facilities Group Pty Ltd and designed to support its obligations under Work Health and Safety Act 2011 (NSW). Structured around NSW Code of Practice: Managing psychosocial hazards at work. This document is not a certification and does not replace advice about your specific circumstances.

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Document control

Version	Date	Prepared by	Summary of change	Next review
1.0	06/09/2026	Danielle Reyes	Initial issue	06/09/2027

Related documents

Related document	Relationship to this procedure
Code of conduct	Sets the behavioural standard this procedure enforces.
Incident reporting records	Where reports made under this procedure are recorded.
Consultation records	Evidence of consultation required by this procedure.

Scope and method

This procedure sets out how Horizon Facilities Group Pty Ltd identifies, reports, responds to, investigates and controls psychosocial hazards at Level 3, 118 Parramatta Road, Camperdown NSW 2050, and all client sites serviced by Horizon crews. It applies to workers, contractors and labour hire. It is written to align with NSW Code of Practice: Managing psychosocial hazards at work and is structured around the hazard categories in that instrument.

Work arrangements taken into account: Shift work or night work; Client, patient or public facing; Remote, isolated or lone work.

Specific matters raised by Horizon Facilities Group Pty Ltd: About 40 staff. Cleaning and maintenance crews work alone on client sites, often after hours, and front-of-house staff deal with building tenants directly.

Roles and responsibilities at a glance

Who does what under this procedure. The narrative for each role is in the Roles and responsibilities section.

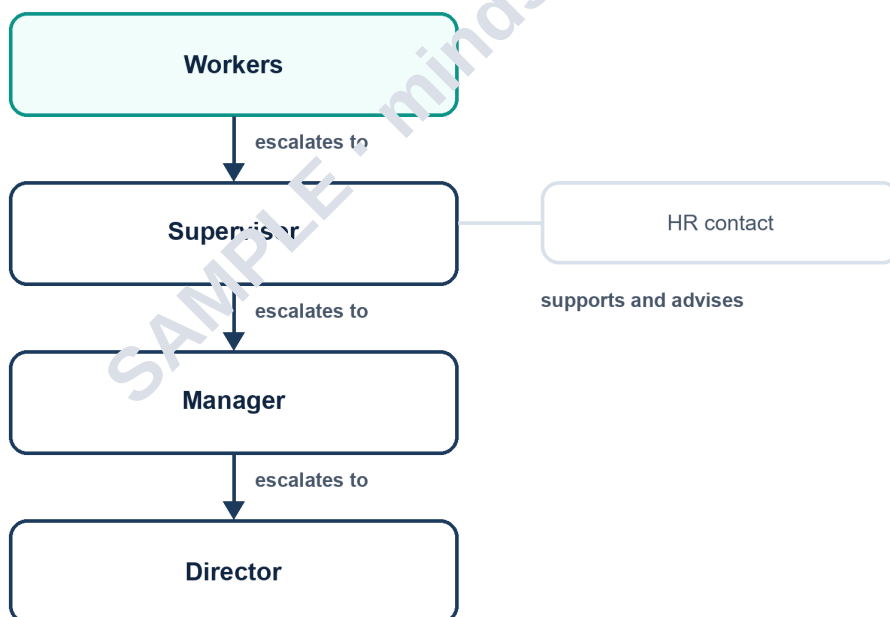
Role	Identify	Reports	Respond	Investigate	Control	Support	Consult	Records
Director	●				●		●	
Manager	●	●	●	●	●	●	●	●
Supervisor	●	●	●			●	●	
HR contact				●		●	●	●
Workers	●	●					●	

● indicates the role carries that responsibility. **Identify** = Identify hazards **Reports** = Receive reports **Respond** = Initial response **Control** = Control and review **Support** = Support workers

Reporting line

Who a worker at Horizon Facilities Group Pty Ltd reports to, and who supports that line.

Reporting line



Purpose and scope

This procedure sets out how Horizon Facilities Group Pty Ltd manages psychosocial hazards at work to protect the health and safety of all personnel. It ensures compliance with SafeWork NSW requirements and the NSW Code of Practice: Managing psychosocial hazards at work.

This procedure is designed to outline the steps Horizon Facilities Group Pty Ltd takes to identify, report, and control psychosocial hazards in the workplace. Its purpose is to ensure that all workers, regardless of their role or location, are protected from risks to their mental health and wellbeing while at work. The procedure supports a safe and respectful working environment in line with our legal obligations under New South Wales work health and safety laws.

This procedure applies to all Horizon Facilities Group Pty Ltd workers, including contractors, labour hire staff, casuals, volunteers, and any other person engaged to carry out work for the company. It also extends to visitors who may be present at our main office or at any client site where Horizon crews are operating. Everyone covered by this procedure is expected to follow its requirements and participate in maintaining a safe workplace.

The scope of this procedure includes all work carried out at Level 3, 118 Parramatta Road, Camperdown NSW 2050, as well as any client sites serviced by Horizon cleaning and maintenance crews. It also applies to shift work, night work, remote, isolated or lone work, and any situation where our workers are in direct contact with clients, building tenants, or members of the public. The procedure covers both on-site and off-site work, ensuring that psychosocial risks are managed wherever Horizon workers perform their duties.

This procedure does not cover physical safety hazards, injury management, or return to work processes, which are addressed in the Horizon Facilities Group Work Health and Safety Policy and the Injury Management Procedure. Matters related to discrimination, harassment, or bullying that fall outside psychosocial risk management are covered by the Horizon Equal Employment Opportunity and Anti-Bullying Policy. For issues not addressed here, workers should refer to the relevant policy or speak with their supervisor or the HR contact for further guidance.

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Definitions

This section explains the key terms used in the Horizon Facilities Group Pty Ltd psychosocial risk procedure. Understanding these definitions is essential for all workers, contractors, and labour hire staff, whether working at Level 3, 118 Parramatta Road, Camperdown or at client sites.

A psychosocial hazard is anything at work that could cause psychological harm, such as stress, bullying, harassment, or exposure to traumatic events. Psychosocial risk refers to the likelihood that a psychosocial hazard will cause harm and how severe that harm could be. Psychological injury is the harm that results, including conditions like anxiety, depression, or post-traumatic stress, which can occur if psychosocial hazards are not properly managed. At Horizon Facilities Group Pty Ltd, these hazards can arise from working alone at night on client sites, dealing with aggressive building tenants, or facing unreasonable work demands.

A worker at Horizon includes all employees, contractors, and labour hire staff who perform work for the company, whether at the main office or at client sites. The PCBU (Person Conducting a Business or Undertaking) is Horizon Facilities Group Pty Ltd as the legal entity responsible for ensuring health and safety. An officer, such as the Director, is a senior person who makes decisions that affect the whole business and must exercise due diligence to make sure psychosocial risks are managed, as required by SafeWork NSW.

Reasonable management action is when supervisors or managers take appropriate steps to direct and control how work is done, such as providing feedback, setting performance goals, or managing rosters. This is not bullying if it is done in a fair, respectful, and reasonable way. For example, asking a cleaning crew member to follow safety procedures or discussing work performance is reasonable management action, as long as it is not done in a humiliating or aggressive manner.

Some terms are specific to how Horizon Facilities Group Pty Ltd operates. For example, 'lone work' refers to cleaning and maintenance staff working by themselves at client sites, often after hours. 'Front-of-house staff' are those who interact directly with building tenants and the public. The procedure also refers to 'the immediate supervisor' as the first point of contact for reporting psychosocial hazards and to the 'Employee Assistance Program' as a confidential support service available to all workers.

Glossary of Key Terms for Horizon Facilities Group Pty Ltd

Term	What it means here
Psychosocial hazard	Anything at work that could cause psychological harm, such as working alone, dealing with aggressive tenants, or unreasonable workloads.
Psychosocial risk	The chance that a psychosocial hazard will cause harm and how serious that harm could be.
Psychological injury	Mental health harm like anxiety or depression resulting from workplace hazards.
Worker	Anyone working for Horizon, including employees, contractors, and labour hire staff.
PCBU	Horizon Facilities Group Pty Ltd as the business legally responsible for health and safety.
Officer	A senior decision-maker, such as the Director, who must ensure risks are managed under SafeWork NSW requirements.
Reasonable management action	Fair and respectful actions by managers or supervisors to direct work or address performance, which is not bullying.
Lone work	Cleaning or maintenance work done alone at client sites, often after hours.
Front-of-house staff	Workers who interact directly with building tenants and the public.
Immediate supervisor	The first person to contact for reporting psychosocial hazards or incidents.

Roles and responsibilities

This section sets out the specific responsibilities for each role at Horizon Facilities Group Pty Ltd under the psychosocial hazard management procedure. It explains reporting lines, risk register ownership, and officer-level decision-making, ensuring compliance with SafeWork NSW requirements.

Each role at Horizon Facilities Group Pty Ltd has defined duties under this procedure. The Director, currently Tomas Ilic, is responsible for exercising due diligence by understanding psychosocial risks, ensuring resources are available, and verifying that controls are implemented and maintained. The Manager, currently Danielle Reyes, manages this procedure day to day, receives and actions reports, assigns controls and due dates, and escalates matters to the Director as required. Supervisors are the first point of contact for most psychosocial hazard reports, make the situation safe, provide immediate support, record the report, and escalate where necessary. The HR contact supports investigations, manages confidentiality, arranges access to support services, and maintains all related records.

Workers, contractors and labour hire at Horizon Facilities Group Pty Ltd must report psychosocial hazards or incidents to their immediate supervisor as the first point of contact. If the supervisor is involved in the issue or if a worker prefers not to report to them, the worker may instead report to the Manager, Danielle Reyes, or use the anonymous reporting option provided by the company. Workers can also submit a written report by email or through the incident form. These multiple channels ensure that all workers, including those working alone or after hours on client sites, have a safe and confidential way to raise concerns.

The Manager, Danielle Reyes, owns the psychosocial risk register for Horizon Facilities Group Pty Ltd and is responsible for maintaining it and ensuring it is regularly reviewed. The Manager sets the review cycle, updates the register with new hazards or incidents, and tracks the implementation of controls and their effectiveness. This includes overseeing risks identified both at the main workplace (Level 3, 118 Parramatta Road, Camperdown), and at all client sites serviced by Horizon crews. The Manager is also responsible for reporting on the risk register and review outcomes to the Director.

Certain decisions under this procedure may only be made at officer level, specifically by the Director, Tomas Ilic. These include approving significant changes to psychosocial risk controls, allocating resources for major interventions, and authorising reports to SafeWork NSW or external authorities where required. The Director is also responsible for verifying that the procedure is effective and that Horizon Facilities Group Pty Ltd meets its legal obligations under New South Wales work health and safety laws. Officer-level approval is required for any changes that could materially affect the health and safety of workers, contractors or labour hire at any Horizon site.

Who does what

Role	Responsibility
Director	Exercises due diligence by understanding psychosocial risks, ensuring resources are available, verifying controls are in use, approving major control changes, and authorising reports to SafeWork NSW.
Manager	Owns this procedure, receives and actions reports, maintains the psychosocial risk register, sets the review cycle, assigns controls and due dates, and escalates to the Director as required.
Supervisor	Acts as the first point of contact for psychosocial hazard reports, makes the situation safe, provides immediate support, records and escalates reports, and ensures workers know alternative reporting options.
HR contact	Supports investigations, manages confidentiality, arranges access to support services, and maintains records of psychosocial hazards and incidents.
Workers	Report psychosocial hazards and incidents, participate in consultation, follow assigned controls, and treat others in line with the behavioural standard at Horizon Facilities Group Pty Ltd.

Hazard identification

Horizon Facilities Group Pty Ltd uses a combination of consultation, surveys, walkarounds, incident data, and review of absence and turnover patterns to identify psychosocial hazards before harm occurs. These methods ensure that hazards such as violence and aggression, job demands, poor support, traumatic events, and bullying are identified and managed across all worksites and shifts.

Routine hazard identification at Horizon Facilities Group Pty Ltd relies on several key methods. Supervisors and the Manager regularly consult with workers, contractors, and labour hire staff during toolbox talks and team meetings to gather feedback about psychosocial risks. Anonymous surveys are distributed to all staff every six months to capture concerns such as exposure to violence, unreasonable workloads, or lack of support. Walkarounds are conducted by supervisors at both the Camperdown office and client sites, with a focus on after-hours and lone work, to observe conditions and talk directly with workers about any issues. Incident and near-miss reports are reviewed monthly to identify patterns or emerging risks, such as repeated exposure to aggressive behaviour from building tenants.

Each method has a set frequency and a designated person responsible. Consultation through toolbox talks and team meetings occurs at least monthly and is led by the Supervisor, while the Manager oversees the distribution and analysis of the biannual anonymous survey. Walkarounds are scheduled weekly for the Camperdown office and at least monthly for each client site, with the Supervisor responsible for conducting them. Incident and near-miss data are reviewed by the Manager every month, who also checks absence and turnover patterns quarterly to identify psychosocial risks that may not be reported directly, such as stress-related absences or high staff turnover.

Hazards are also identified whenever there is a significant change in work arrangements, such as new client contracts, changes to shift patterns, or the introduction of new tasks or equipment. The Manager is responsible for initiating a review of psychosocial hazards in consultation with affected workers and supervisors whenever such changes occur. This includes assessing whether new risks are introduced, for example, if a cleaning crew is assigned to a site with a history of aggressive tenants or if workload expectations change without additional resources. Any new or changed hazards are documented and discussed with the relevant teams.

Once a psychosocial hazard is identified—whether through routine methods or following a change in work—the Supervisor records it and notifies the Manager. The Manager then ensures the hazard is entered onto the risk register, which is maintained for all Horizon Facilities Group sites and crews. The HR contact supports this process by ensuring confidentiality and proper record keeping, and by arranging support services if needed. The risk register is reviewed regularly and is available for inspection by SafeWork NSW if required, ensuring compliance with the NSW Code of Practice: Managing psychosocial hazards at work.

Steps

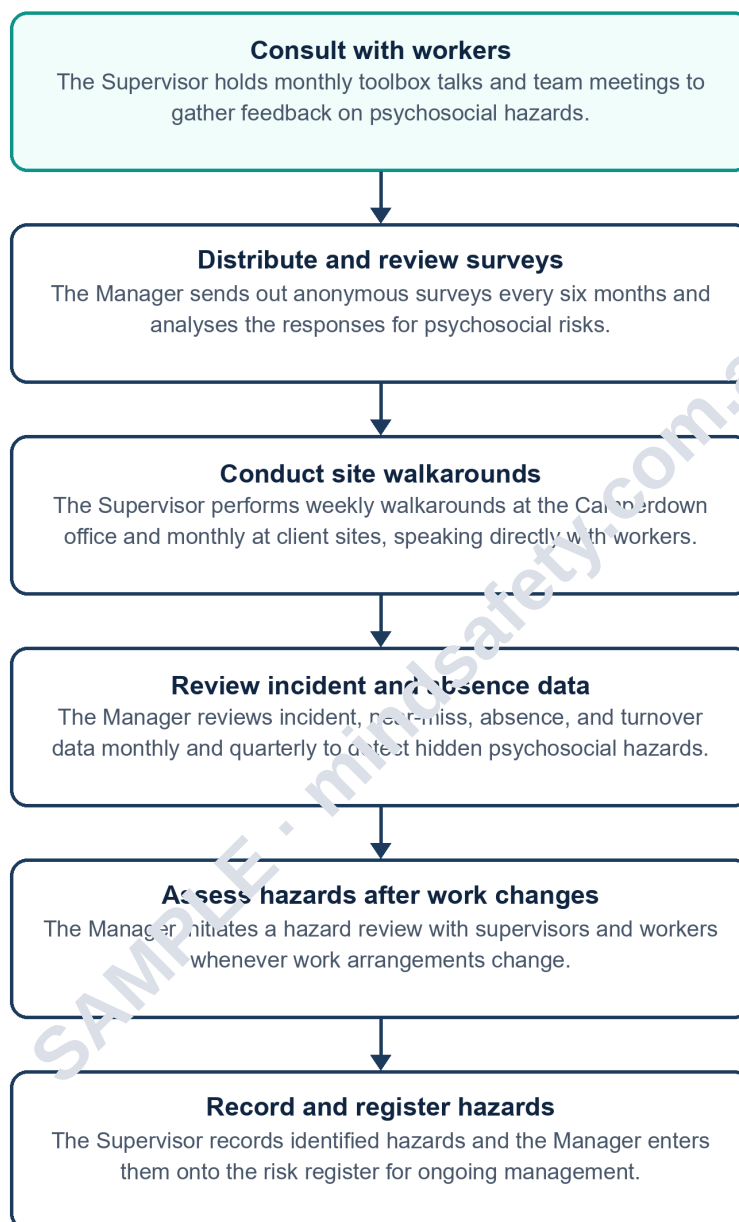
	Step	What happens
1	Consult with workers	The Supervisor holds monthly toolbox talks and team meetings to gather feedback on psychosocial hazards.
2	Distribute and review surveys	The Manager sends out anonymous surveys every six months and analyses the responses for psychosocial risks.
3	Conduct site walkarounds	The Supervisor performs weekly walkarounds at the Camperdown office and monthly at client sites, speaking directly with workers.
4	Review incident and absence data	The Manager reviews incident, near-miss, absence, and turnover data monthly and quarterly to detect hidden psychosocial hazards.
5	Assess hazards after work changes	The Manager initiates a hazard review with supervisors and workers whenever work arrangements change.
6	Record and register hazards	The Supervisor records identified hazards and the Manager enters them onto the risk register for ongoing management.

- Surveys and consultations allow for anonymous reporting of bullying or poor support.
- Walkarounds focus on lone and after-hours work, where risks may be higher.
- Incident data is reviewed for trends in violence or traumatic events.
- Absence and turnover reviews can reveal unreported psychosocial issues.
- All identified hazards are documented and tracked in the risk register.
- SafeWork NSW may inspect the risk register as part of compliance checks.

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Identifying hazards

Identifying hazards



Reporting a psychosocial hazard or incident

Horizon Facilities Group Pty Ltd provides several reporting options for psychosocial hazards or incidents, ensuring all workers, contractors and labour hire can raise concerns safely. These routes include informal, formal and anonymous options, each suited to different situations and needs.

The informal reporting route at Horizon Facilities Group Pty Ltd is suitable for psychosocial hazards or incidents that can be resolved directly and quickly, such as minor interpersonal issues or misunderstandings. Workers, contractors or labour hire staff can approach their immediate supervisor to discuss the concern and seek a prompt, practical solution. This approach is often effective for issues that do not require formal investigation or escalation, and fosters open communication within teams. If the matter is resolved, the supervisor will make a brief note for awareness but no formal record is created. Workers are encouraged to use this route when they feel comfortable and the issue does not pose ongoing risk.

For more serious or ongoing psychosocial hazards or incidents, or where informal resolution is not possible, the formal reporting route should be used. Workers should submit a written report by email or through the incident form, or report directly to their supervisor or the manager responsible for this procedure. The supervisor or manager will record the details, including the nature of the hazard or incident, people involved, location, and any immediate actions taken. The HR contact supports the process by managing confidentiality, arranging support services, and ensuring accurate record keeping. Formal reports are necessary for issues requiring investigation, follow-up, or where there is a risk to health and safety.

Horizon Facilities Group Pty Ltd also offers an anonymous reporting route for workers who prefer not to be identified. Reports can be made without naming the person, using the anonymous option provided. While this protects the worker's identity, it may limit the ability to investigate fully or provide feedback, especially if further details are needed. Anonymous reports are still taken seriously and will be acted on as far as possible, but some outcomes—such as direct resolution or follow-up support—may not be possible without further information. Workers are encouraged to use this route if they feel unsafe or uncomfortable being identified.

All reports of psychosocial hazards or incidents, whether informal, formal or anonymous, will be acknowledged within two business days by the supervisor or manager. A formal response, including any planned actions or investigations, will be provided within five business days. These timeframes ensure that concerns are addressed promptly and workers are kept informed. If the issue is complex or requires more time, the worker will be updated about the expected timeframe for resolution. Horizon Facilities Group Pty Ltd is committed to timely and transparent communication throughout the process.

If the person a worker would normally report to—such as their supervisor or manager—is the subject of the report, the worker should escalate the matter to the next level, such as the manager responsible for this procedure or the HR contact. Workers can also use the anonymous reporting option or seek support from the nominated contact outside the direct reporting line. This ensures that all reports are handled impartially and without conflict of interest. Where necessary, the Director will be informed to ensure due diligence and oversight. If a worker believes the issue is not being addressed appropriately, they may contact SafeWork NSW for further assistance.

Steps

	Step	What happens
1	Identify and assess concern	The worker, contractor or labour hire staff member notices a psychosocial hazard or incident and considers the appropriate reporting route.
2	Select reporting route	The worker chooses to report informally to their supervisor, formally via email or incident form, or anonymously if preferred.
3	Supervisor or manager receives report	The supervisor or manager acknowledges receipt of the report within two business days and records the details if formal or anonymous.

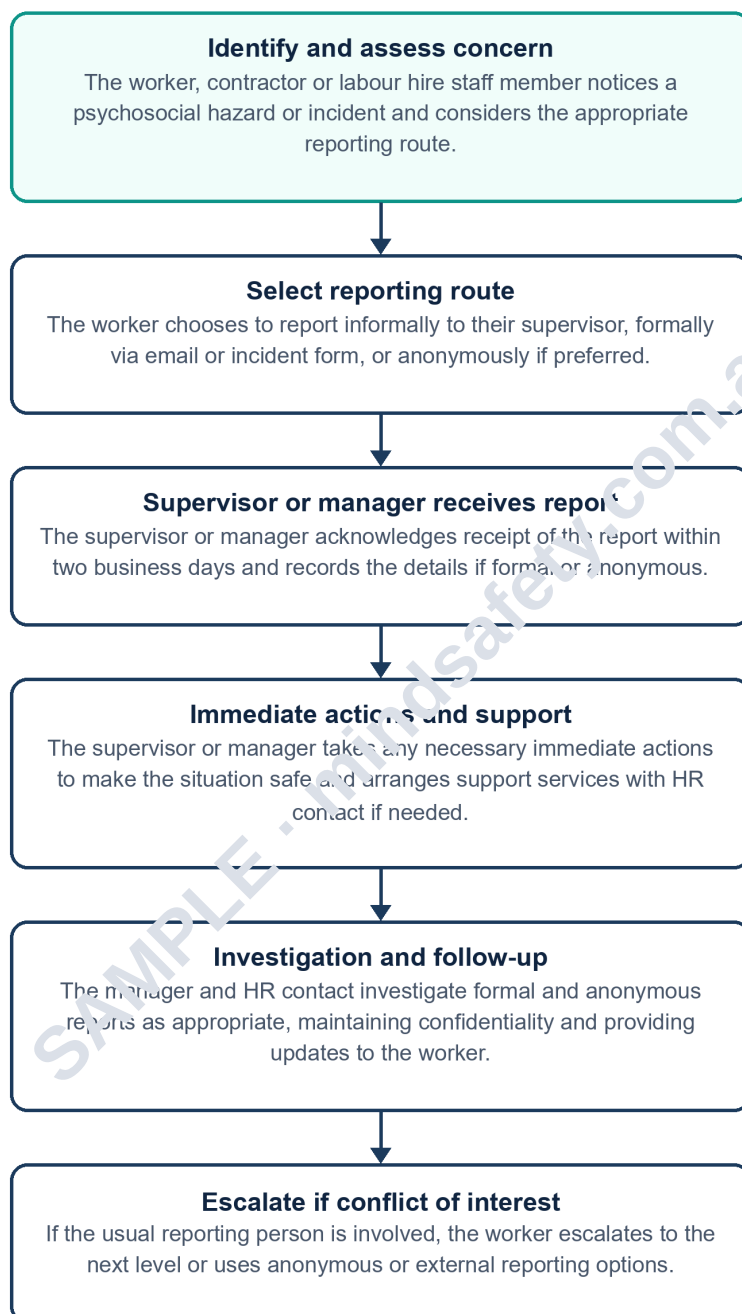
4	Immediate actions and support	The supervisor or manager takes any necessary immediate actions to make the situation safe and arranges support services with HR contact if needed.
5	Investigation and follow-up	The manager and HR contact investigate formal and anonymous reports as appropriate, maintaining confidentiality and providing updates to the worker.
6	Escalate if conflict of interest	If the usual reporting person is involved, the worker escalates to the next level or uses anonymous or external reporting options.

- Informal reporting is best for minor, resolvable issues.
- Formal reports are recorded and may trigger investigation.
- Anonymous reports protect identity but may limit outcomes.
- All reports are acknowledged within two business days.
- Escalation options exist if the supervisor or manager is involved.
- SafeWork NSW can be contacted if internal processes do not resolve the issue.

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Reporting and escalation

Reporting and escalation



Initial response

This section describes the immediate actions required in the first hours after a psychosocial hazard or incident at Horizon Facilities Group Pty Ltd. It covers making the situation safe, providing support, recording key details, escalation, and regulatory notification.

When a psychosocial hazard or incident occurs at Horizon Facilities Group Pty Ltd, the Supervisor must act quickly to make the situation safe. This may include separating individuals involved in an incident, such as removing a worker from a client area if they have been threatened or exposed to violence, or relocating staff after a traumatic event. The Supervisor should ensure that any immediate risks, such as ongoing aggression from the public or unsafe work conditions, are controlled before proceeding.

Immediate support must be provided to the person affected, whether they are a worker, contractor, or labour hire staff. The Supervisor should offer reassurance, check for any urgent health or psychological needs, and ensure the person is not left alone if they are distressed. The Employee Assistance Program can be offered, and where a critical incident has occurred, follow-up support and referral to external counselling should be arranged as needed.

On the day of the incident, the Supervisor is responsible for recording key details. This includes the time, location, people involved, description of the hazard or incident (such as aggression from a building tenant or exposure to distressing material), and any immediate actions taken. The record must be made in writing, either by email or using the incident form, and can be submitted anonymously if the worker prefers. The Supervisor must also notify the Manager, Danielle Reyes, of the incident and the actions taken.

The Supervisor must assess whether the situation requires immediate escalation. Incidents involving serious violence or aggression, exposure to traumatic events, or any situation where a worker's safety cannot be guaranteed must be escalated to the Manager without delay. If the Supervisor is unsure, they should err on the side of caution and escalate, ensuring that the Manager is informed as soon as possible to coordinate further action.

If the incident is notifiable under New South Wales requirements, such as a serious injury or dangerous occurrence, the Manager is responsible for notifying SafeWork NSW. The Manager must make the decision to notify based on the facts recorded and the severity of the incident. The HR contact will support this process by ensuring records are complete and confidential, and by arranging any additional support services required for those affected.

Steps

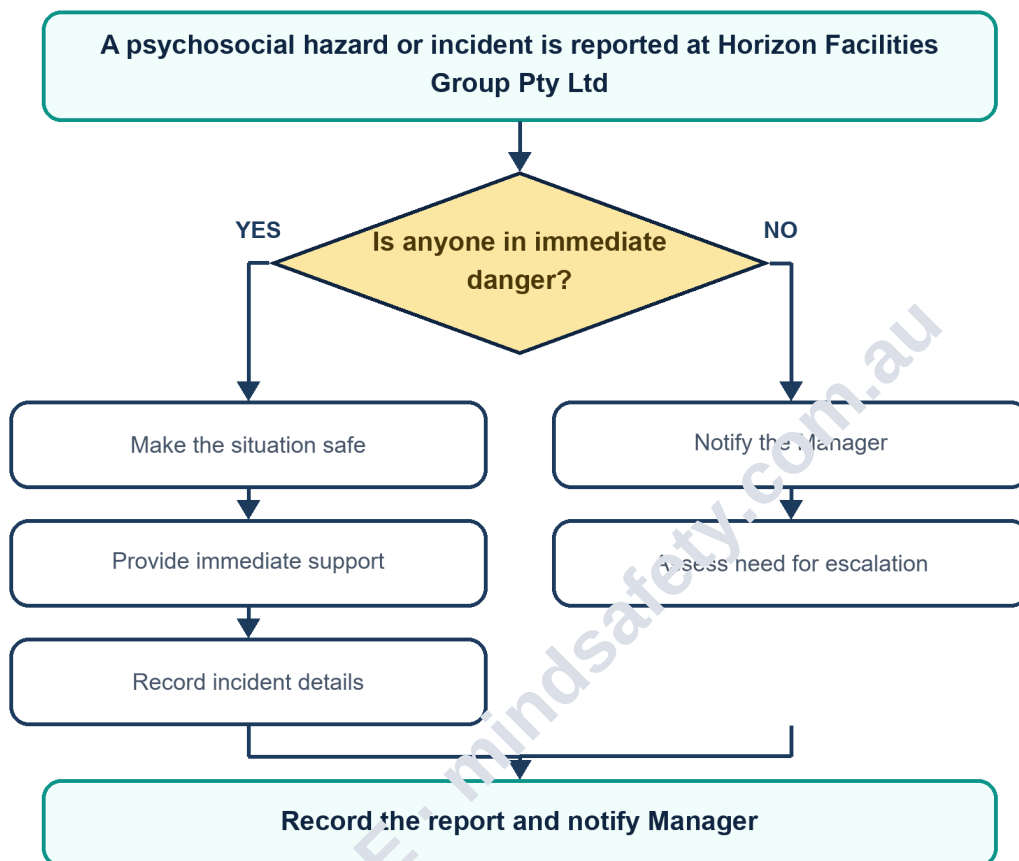
	Step	What happens
1	Make the situation safe	The Supervisor immediately separates people involved and controls any ongoing risks at the scene.
2	Provide immediate support	The Supervisor checks on the affected person, offers reassurance, and arranges for support or company if needed.
3	Record incident details	The Supervisor documents what happened, who was involved, and actions taken, using email or the incident form.
4	Notify the Manager	The Supervisor informs the Manager, Danielle Reyes, of the incident and the steps taken so far.
5	Assess need for escalation	The Supervisor decides if the situation meets the test for immediate escalation and acts accordingly.
6	Manager reviews for notification	The Manager determines if the incident is notifiable to SafeWork NSW and proceeds with notification if required.
7	HR contact arranges follow-up support	The HR contact ensures affected workers receive ongoing support and that records are handled confidentially.

- Examples of hazards: violence from clients, unreasonable workloads, lack of support, exposure to traumatic events, bullying.
- Support services include the Employee Assistance Program and referral to external counselling.
- Anonymous reporting is available for workers who do not wish to be identified.
- Immediate escalation is required for serious violence, trauma, or ongoing safety risks.
- SafeWork NSW must be notified of notifiable incidents by the Manager.

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Initial response

Initial response



Investigation

This section details how Horizon Facilities Group Pty Ltd investigates reports of psychosocial hazards or incidents, in line with the NSW Code of Practice and SafeWork NSW expectations. The process ensures fair, confidential, and timely handling of all reports, with support for everyone involved.

At Horizon Facilities Group Pty Ltd, the Manager, currently Danielle Reyes, is responsible for investigating most reports of psychosocial hazards or incidents. If the report involves a serious allegation, a conflict of interest, or a senior leader, the Manager will escalate the investigation to an independent investigator, either from outside the business or a nominated contact not involved in the matter. This ensures impartiality and maintains trust in the process for all workers, contractors, and labour hire staff, including those working alone on client sites or after hours.

Confidentiality is maintained throughout the investigation to protect all parties. Only those directly involved in managing or investigating the report, such as the Manager, Supervisor, and HR contact, will have access to details. However, confidentiality has limits: information may be shared if required by law, to protect health and safety, or if requested by SafeWork NSW. All participants are informed about these limits at the outset of the process.

Support is available to everyone involved in an investigation, including the person who made the report and the person complained about. The HR contact arranges access to the Employee Assistance Program, offers follow-up support after critical incidents, and can refer individuals to external counselling if needed. A nominated contact outside the direct reporting line is also available for confidential support, ensuring that cleaning and maintenance crews working remotely or after hours are not left unsupported.

Findings from the investigation are documented by the Manager or independent investigator in a confidential report. The HR contact ensures records are securely stored and only accessible to authorised personnel. Outcomes are communicated to the person who made the report and the person complained about, with respect for privacy and only sharing information that is necessary and appropriate. Where required, the Manager will also inform SafeWork NSW of notifiable incidents.

Investigations are normally completed within 10 working days of receiving a report. If more time is needed, the Manager will update all parties on the reasons for the delay and provide a revised timeframe. If timeframes are repeatedly missed or the matter is not progressing, the Director, Tomas Ilic, will review the case and may escalate it further, including seeking external advice or notifying SafeWork NSW if required.

Steps

	Step	What happens
1	Receive and assess report	The Manager reviews the report and decides if an independent investigator is needed.
2	Assign investigator	The Manager or an independent investigator is appointed based on the nature of the report.
3	Inform parties and provide support	The HR contact notifies all involved, explains confidentiality, and arranges support services.
4	Conduct investigation	The appointed investigator gathers information, interviews relevant people, and documents findings.
5	Record and communicate findings	The Manager or investigator finalises the report and communicates outcomes to relevant parties.
6	Monitor timeframes and escalate if needed	The Manager tracks progress, updates parties on delays, and escalates to the Director if timeframes slip.

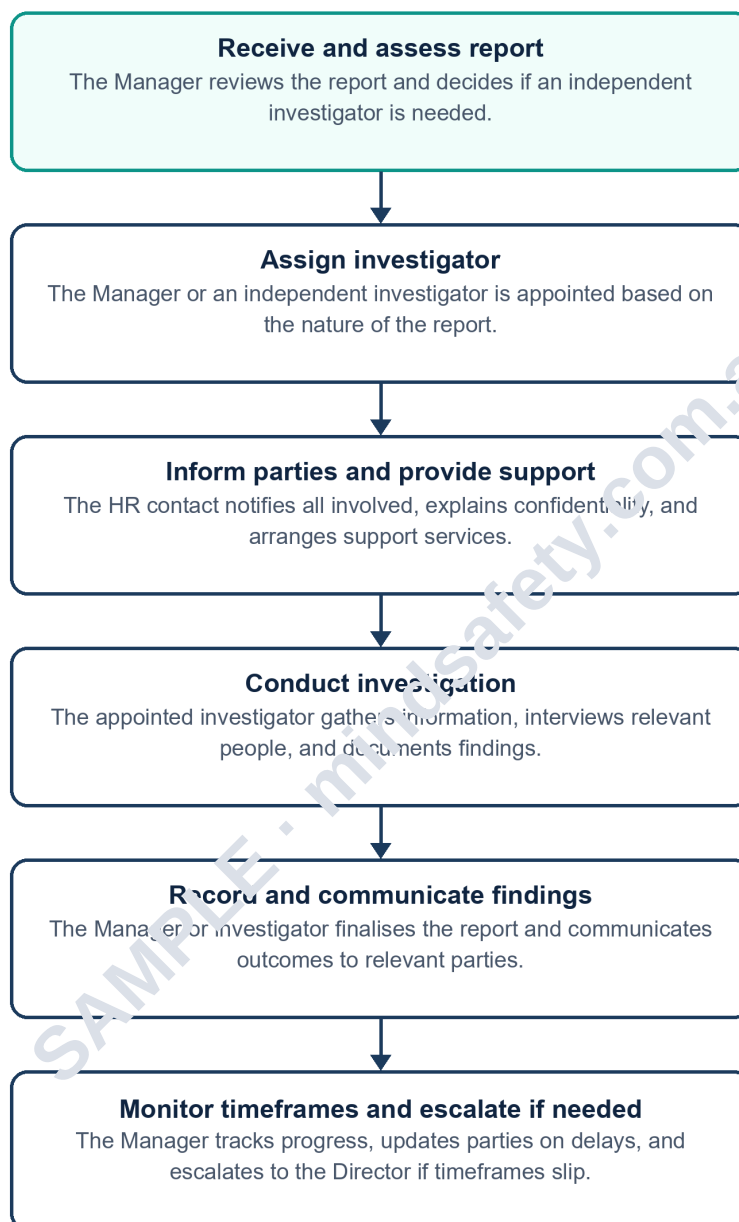
- Independent investigators are used for serious, complex, or sensitive matters.
- Confidentiality is explained to all participants at the start.

- Support is available to all parties, including those working remotely or after hours.
- Records are securely stored by the HR contact.
- SafeWork NSW is notified if required by law.
- Delays are communicated and escalated if unresolved.

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Investigation sequence

Investigation sequence



Risk control and review

This section outlines how Horizon Facilities Group Pty Ltd controls psychosocial risks by focusing on job and system design, not just individual worker resilience. It details the assignment of ownership and due dates for controls, links the process to the workplace's risk assessment, and explains how residual risk is reviewed after controls are implemented.

At Horizon Facilities Group Pty Ltd, the hierarchy of control is applied to psychosocial risks with a strong emphasis on job and system design, rather than relying on individual worker resilience. For example, to address violence and aggression faced by front-of-house staff, system controls may include redesigning client-facing procedures or installing physical barriers, rather than simply providing de-escalation training. When managing job demands, the focus is on setting realistic workloads and deadlines based on available resources, not just encouraging workers to be more resilient. Controls for poor support may involve ensuring all workers, including cleaning and maintenance crews working alone or after hours, have access to the right tools and information before each shift. This approach aligns with the NSW Code of Practice: Managing psychosocial hazards at work and the expectations of SafeWork NSW.

Every control identified through this procedure is assigned a clear owner and a due date. The Manager, currently Danielle Reyes, is responsible for assigning these tasks to the appropriate Supervisor or worker, ensuring accountability and timely completion. For example, if a control involves updating lone worker check-in procedures, the Supervisor who oversees the relevant shift is named as the owner, with a specific date for implementation. This ensures that controls for hazards such as bullying or exposure to traumatic events are not left unresolved or delayed. The Manager tracks progress and follows up on overdue actions to maintain compliance and worker safety.

This procedure is directly connected to Horizon's risk assessment process. When a psychosocial hazard is identified—such as unreasonable job demands or poor support—the risk assessment is updated to reflect the hazard, its current controls, and any new controls proposed. The Manager ensures that all controls chosen through this procedure are documented in the risk register, and that workers, contractors, and labour hire staff are consulted on the effectiveness of these controls. This integration ensures that risk management is not a one-off activity, but an ongoing part of daily operations across all Horizon sites, including remote and client locations.

Once a control is in place, the Supervisor and Manager work together to re-rate the residual risk. This involves consulting with affected workers to check if the control has reduced the psychosocial risk, such as whether support has improved or incidents of aggression have decreased. The Manager updates the risk register with the new risk rating and determines if further action is required. If the risk remains high, additional controls are considered and the process repeats. This review step is essential for meeting SafeWork NSW requirements and ensuring that controls are genuinely effective in Horizon's varied work environments.

Steps

	Step	What happens
1	Identify psychosocial hazard	The Supervisor or worker identifies a psychosocial hazard, such as violence, unreasonable job demands, or poor support, and reports it through the available channels.
2	Assess and select controls	The Manager consults with the Supervisor and affected workers to apply the hierarchy of control, prioritising job and system design solutions.
3	Assign owner and due date	The Manager assigns each control to a specific Supervisor or worker, with a clear due date for implementation.
4	Update risk assessment	The Manager records the new control and its owner in the risk register, ensuring the risk assessment reflects current actions.
5	Implement and monitor control	The assigned Supervisor ensures the control is put in place and checks in with workers to confirm it is working.

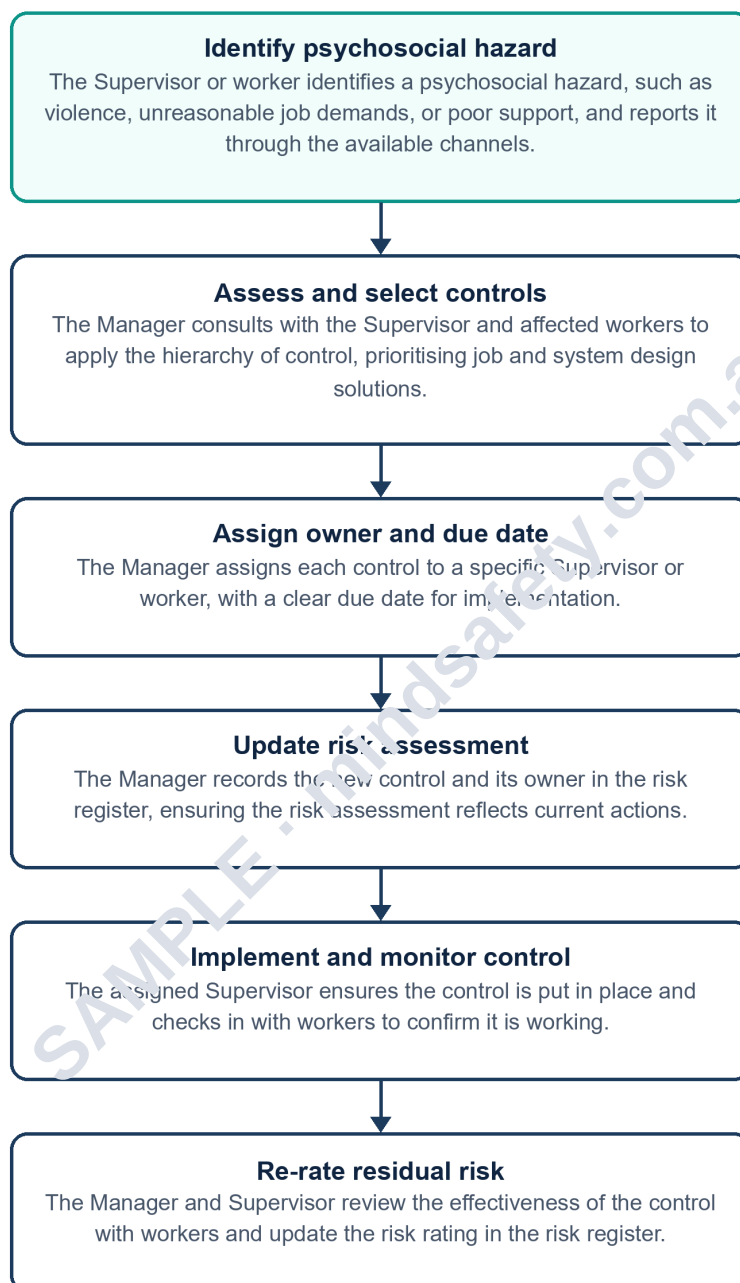
6	Re-rate residual risk	The Manager and Supervisor review the effectiveness of the control with workers and update the risk rating in the risk register.
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- Controls focus on system and job redesign, not just training or resilience.
- Every control must have a named owner and a due date.
- All actions are recorded in the risk register and linked to the risk assessment.
- Residual risk is reviewed after each control is implemented, with further action taken if needed.
- Consultation with workers is required at each stage, especially for controls affecting lone or remote work.
- SafeWork NSW may review this process during inspections or after notifiable incidents.

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Choosing and reviewing controls

Choosing and reviewing controls



Worker support and consultation

Horizon Facilities Group Pty Ltd provides a range of support services to help workers manage psychosocial hazards, including confidential counselling and access to support after critical incidents. Workers are actively consulted on psychosocial risks, and all consultation is formally recorded to ensure continuous improvement and compliance with SafeWork NSW requirements.

Horizon Facilities Group Pty Ltd offers several support options for workers, contractors, and labour hire staff experiencing psychosocial hazards, stress, or workplace concerns. All workers have free access to the Employee Assistance Program (EAP), which provides confidential counselling and advice. The EAP can be accessed directly by contacting the provider, or through referral by the HR contact or supervisor. There is no cost to the worker for using these services, and workers may also request support anonymously if they prefer not to be identified. In addition, a nominated contact outside the direct reporting line is available for those who wish to discuss concerns privately.

After a critical or traumatic incident, such as workplace violence, a medical emergency, or a serious confrontation with a tenant, immediate support is provided to the affected worker. The supervisor ensures the worker's safety and arranges prompt access to the EAP or external counselling if required. Follow-up support is coordinated by the HR contact, who checks in with the worker in the days and weeks following the incident to assess ongoing needs. If additional support is needed, referrals to external counselling services are arranged at no cost to the worker. This process ensures that workers are not left to manage the aftermath of critical incidents alone.

Workers and their representatives are consulted regularly on psychosocial risks, including during toolbox talks, safety meetings, and one-on-one discussions. The Manager, Danielle Ryan, leads these consultations, ensuring that input is sought from cleaning and maintenance crews working alone on client sites, as well as from front-of-house staff dealing with building tenants. Workers are encouraged to raise concerns, suggest improvements, and participate in discussions about workplace controls and risk management. Consultation may also occur through anonymous feedback channels, especially for those working remotely or after hours.

All consultations on psychosocial risks are formally recorded by the Manager or Supervisor, depending on the setting. Records include meeting minutes, feedback forms, and summaries of one-on-one discussions, and are stored securely by the HR contact. This documentation ensures that Horizon Facilities Group Pty Ltd can demonstrate compliance with SafeWork NSW requirements and track the effectiveness of controls over time. Workers are informed about how their feedback is recorded and can request access to consultation records relevant to their work. Regular review of these records helps identify trends and informs future risk management actions.

Steps

	Step	What happens
1	Access support services	The worker contacts the EAP directly or requests support through their supervisor or HR contact.
2	Immediate response to incidents	The Supervisor ensures the affected worker is safe and arranges immediate support after a critical or traumatic incident.
3	Arrange follow-up support	The HR contact checks in with the worker after a critical incident and arranges further counselling if needed.
4	Consult workers on risks	The Manager leads regular consultations with workers and their representatives about psychosocial hazards and controls.
5	Record consultation outcomes	The Manager or Supervisor documents all consultation activities and stores records securely with the HR contact.

Support Directory for Horizon Facilities Group Pty Ltd

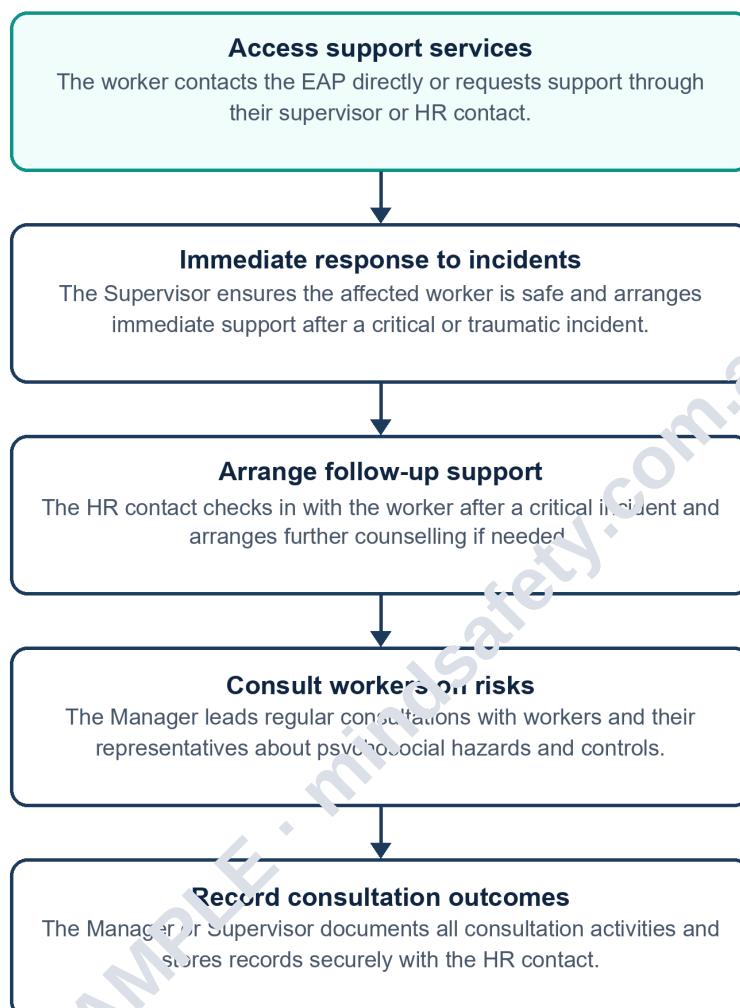
Support	What it is for	How to access it
Employee Assistance Program (EAP)	Confidential counselling and advice for work or personal issues	Contact the EAP provider directly or request referral via HR contact or supervisor
Immediate Supervisor	First point of contact for reporting psychosocial hazards or incidents	Speak to your supervisor in person, by phone, or email
Nominated Contact (outside reporting line)	Private discussion of concerns if worker prefers not to use direct line	Contact details available on the staff noticeboard and intranet
Support after Critical Incident	Immediate and follow-up support following traumatic events	Supervisor arranges initial support; HR contact manages follow-up and referrals
Anonymous Reporting Option	Reporting psychosocial hazards or incidents without revealing identity	Submit a written report via email or incident form, marking it as anonymous

- Support is free and confidential for all workers.
- Critical incident support includes both immediate and follow-up care.
- Workers can provide feedback anonymously if preferred.
- Consultation records are maintained for compliance and review.
- External counselling is available where needed at no cost.

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Getting support

Getting support



Training and communication

Horizon Facilities Group Pty Ltd ensures all workers, contractors, and labour hire are trained to recognise and manage psychosocial hazards, in line with the NSW Code of Practice and SafeWork NSW requirements. This section details the induction, ongoing training, refresher schedule, and communication methods for this procedure.

All new workers, contractors, and labour hire at Horizon Facilities Group Pty Ltd receive a comprehensive induction before commencing work, whether at Level 3, 118 Parramatta Road, Camperdown or on client sites. The induction covers psychosocial hazards relevant to cleaning, maintenance, and front-of-house roles, the process for reporting issues, available support services including the Employee Assistance Program, and expected workplace behaviours. Special attention is given to lone work, after-hours shifts, and public-facing interactions. Induction materials are tailored to the risks present in remote, isolated, and client-facing settings. Attendance and completion of induction are recorded before any worker begins unsupervised duties.

Supervisors and managers at Horizon Facilities Group Pty Ltd receive additional training specific to their responsibilities under this procedure. This includes recognising early signs of psychosocial risk, responding to reports, escalating incidents, and supporting affected workers. Training also covers SafeWork NSW notification requirements and the use of internal reporting channels, including anonymous options. Supervisors and managers are briefed on how to access and assign support services after a critical incident. This extra training is delivered face-to-face or online, with practical scenarios drawn from cleaning, maintenance, and front-of-house work.

Refresher training is provided to all workers, contractors, and labour hire at least every two years, or sooner if there are significant changes to procedures or identified risks. Supervisors and managers receive annual refreshers to ensure they remain up to date with regulatory requirements and best practice. Completion of all training and refreshers is tracked by the HR contact, who maintains a central training register. Missed or overdue training is flagged to the Manager for follow-up. This ensures compliance and readiness across all shifts and sites.

This procedure is published on the Horizon Facilities Group Pty Ltd intranet and displayed in staff areas at the Camperdown office and on client sites where possible. Any updates or changes to the procedure are communicated directly to all workers, contractors, and labour hire via email and toolbox talks. The Manager is responsible for briefing supervisors on updates, who then cascade information to their teams. Workers can access the latest version at any time and are encouraged to ask questions or seek clarification from their supervisor or the Manager. Significant changes are highlighted in refresher training and during regular team meetings.

Steps

	Step	What happens
1	Deliver induction to new starters	The Supervisor ensures all new workers, contractors, and labour hire complete the psychosocial hazard induction before starting work.
2	Provide extra training to supervisors	The Manager arranges and delivers additional training for Supervisors and Managers on recognising and managing psychosocial risks.
3	Record and track training completion	The HR contact logs all completed inductions and training sessions in the central register.
4	Schedule and deliver refresher training	The Manager schedules refresher training for all staff and ensures Supervisors and Managers receive annual updates.
5	Publish and update procedure	The Manager publishes the procedure on the intranet and ensures updates are communicated via email and toolbox talks.
6	Brief teams on changes	Supervisors brief their teams on any changes to the procedure during team meetings and toolbox talks.

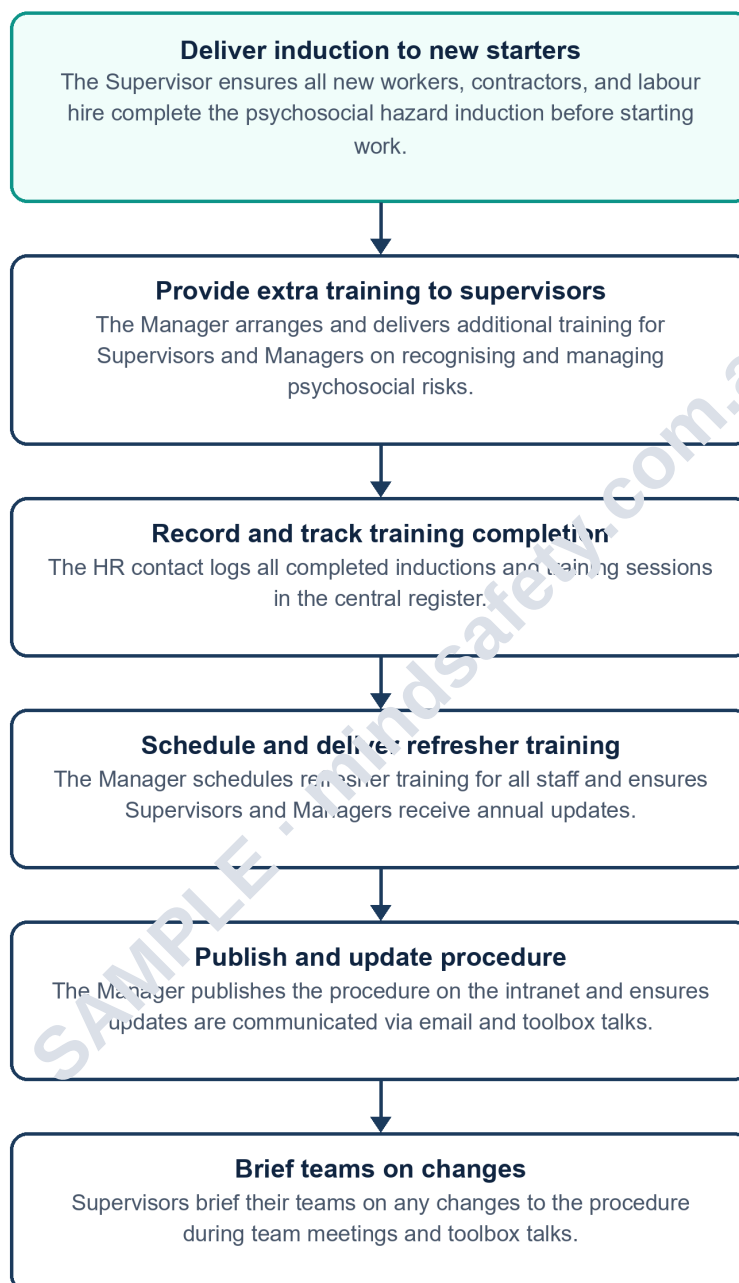
Training Matrix – Horizon Facilities Group Pty Ltd

Who	Training	When	How often
New workers, contractors, labour hire	Psychosocial hazard induction	Before starting work	Once, then refresher
Cleaning and maintenance crews	Site-specific hazard awareness	At induction	Every 2 years
Front-of-house staff	Dealing with tenants and public	At induction	Every 2 years
Supervisors	Recognising and escalating psychosocial hazards	On appointment	Annually
Managers	Managing reports and notifications	On appointment	Annually
All staff	Procedure updates and changes	When updated	As needed

- Induction includes site-specific risks and reporting channels.
- Supervisors receive scenario-based training relevant to cleaning and maintenance.
- Refresher training is mandatory and tracked centrally.
- Procedure updates are communicated promptly and clearly.
- Support services are explained during all training sessions.
- SafeWork NSW requirements are included in supervisor and manager training.

Training and communication cycle

Training and communication cycle



Monitoring and review

Horizon Facilities Group Pty Ltd uses a structured approach to monitor and review the effectiveness of its psychosocial hazard management procedure. Both leading and lagging indicators are tracked, reviewed regularly, and acted upon to ensure continuous improvement and compliance with SafeWork NSW requirements.

Horizon Facilities Group monitors both leading and lagging indicators to assess the effectiveness of psychosocial risk controls. Leading indicators include the number of risk assessments completed, participation in training sessions, and proactive hazard reports from workers, contractors, and labour hire. Lagging indicators include reported incidents, absenteeism linked to psychosocial factors, and feedback from exit interviews. These indicators are specific to the cleaning and maintenance crews working alone after hours, as well as front-of-house staff dealing with building tenants.

The Manager, currently Danielle Reyes, reviews all indicators on a monthly basis, with input from Supervisors and the HR contact. The review process includes analysing trends, identifying recurring issues, and discussing findings in management meetings. Where necessary, the Manager consults with Supervisors who are the first point of contact for reports from workers on client sites or after hours. This ensures that both on-site and remote work arrangements are considered in the review.

This procedure is formally reviewed every 12 months by the Manager, with the Director, Tomas Ilic, exercising due diligence by verifying that controls are effective and resources remain available. An early review is triggered if there is a significant incident, a pattern of reports, a change in work arrangements, or a directive from SafeWork NSW. The HR contact supports the review by providing confidential records and feedback from support services, ensuring all relevant information is considered.

Outcomes from the review are communicated to all workers through toolbox talks, shift briefings, and email updates. For remote or lone workers, the Supervisor ensures information is delivered during scheduled check-ins or via the preferred communication channel. Where changes to controls or procedures are made, the Manager ensures that all workers, contractors, and labour hire are informed and trained as needed. Feedback from workers is encouraged to support ongoing improvement.

Steps

	Step	What happens
1	Collect indicator data	Supervisors and the HR contact gather data on leading and lagging indicators from all work locations and shifts.
2	Monthly review of indicators	The Manager reviews indicator data each month, with input from Supervisors and the HR contact.
3	Identify trends and issues	The Manager analyses data to identify trends or recurring psychosocial risks, consulting with Supervisors as needed.
4	Schedule or trigger procedure review	The Manager conducts an annual review or initiates an early review if triggered by incidents, patterns, or SafeWork NSW requirements.
5	Consult and update procedure	The Manager consults with the Director and HR contact to update the procedure and controls based on findings.
6	Communicate outcomes to workers	Supervisors and the Manager communicate review outcomes and any changes to all workers, including those working remotely or alone.

Indicators tracked for psychosocial risk management at Horizon Facilities Group Pty Ltd

Indicator	Leading or lagging	How often	Who reviews it
Number of psychosocial hazard reports	Leading	Monthly	Manager, Supervisors

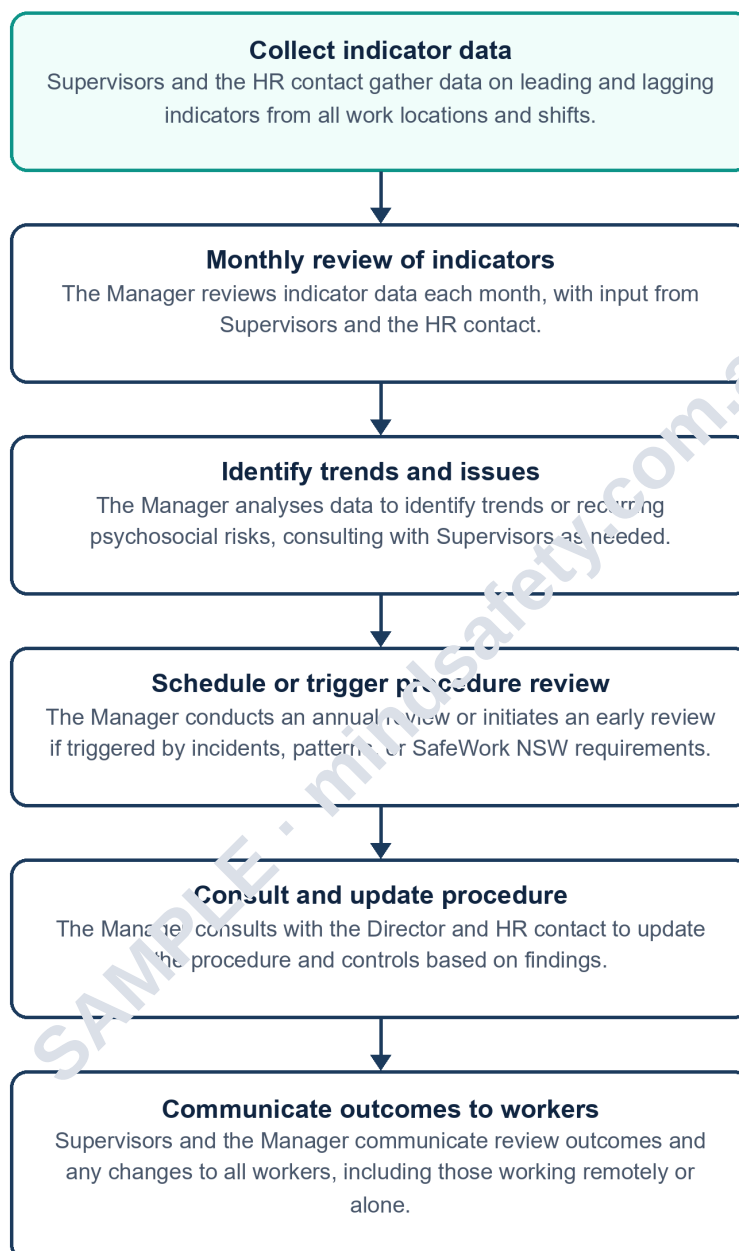
Indicator	Leading or lagging	How often	Who reviews it
Participation in psychosocial risk training	Leading	Quarterly	Manager
Incidents of work-related stress or aggression	Lagging	Monthly	Manager, HR contact
Absenteeism linked to psychosocial factors	Lagging	Monthly	HR contact
Completion of risk assessments for lone work	Leading	Monthly	Manager, Supervisors
Feedback from exit interviews	Lagging	As conducted	HR contact

- Indicators are tailored to cleaning, maintenance, and front-of-house roles.
- Monthly reviews capture both proactive and reactive data.
- Early reviews respond to significant incidents or SafeWork NSW directives.
- Communication methods include toolbox talks, emails, and check-ins.
- Feedback is encouraged to improve controls.
- Confidentiality is maintained throughout the review process.

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Monitoring and review cycle

Monitoring and review cycle



Related documents and records

This section outlines the related documents and records that support the psychosocial hazard procedure at Horizon Facilities Group Pty Ltd. It details the documents referenced, the records created, retention and access arrangements, and privacy protections for health and personal information.

This procedure works alongside several key documents at Horizon Facilities Group Pty Ltd, including the Horizon Code of Conduct, the Incident Reporting Policy, and the Risk Management Plan. It also references the NSW Code of Practice: Managing psychosocial hazards at work, which guides our approach to psychosocial risk management in all settings, including client sites and remote work. Workers and supervisors should refer to these documents for further detail on behavioural expectations, reporting channels, and risk controls. The Employee Assistance Program (EAP) information sheet and the Critical Incident Response Protocol are also relevant, particularly for support and follow-up after incidents. These documents are available on the shared drive and from the HR contact upon request.

Records created under this procedure include incident reports, hazard notifications, investigation notes, consultation minutes, and records of support provided to workers. All reports, whether made to a supervisor or manager, or via the anonymous channel, are documented and stored securely. Electronic records are kept on the restricted access drive managed by the HR contact, while paper records (where used) are stored in a locked cabinet in the HR office at Level 3, 118 Parramatta Road. Supervisors and managers must ensure all relevant information is forwarded to the HR contact for central record keeping. Access to these records is limited to those with a legitimate need, such as the Manager, HR contact, and, where necessary, SafeWork NSW inspectors.

Each record type has a defined retention period to ensure compliance with New South Wales requirements and Horizon's internal policies. Incident reports and investigation records are retained for a minimum of seven years from the date of the incident. Records relating to support services, such as EAP referrals and critical incident follow-up, are kept for five years. Consultation records are retained for three years. Only authorised personnel, as listed in the table below, may access these records, and any external requests (such as from SafeWork NSW) are managed by the Manager or HR contact.

The privacy of health and personal information is strictly maintained in line with the Privacy Act and Horizon Facilities Group's confidentiality requirements. All personal and sensitive information collected during reporting, investigation, or support processes is handled confidentially and only disclosed to those directly involved in managing the issue. Workers may choose to report anonymously, if preferred, and their identity will not be shared without consent except where required by law. The HR contact is responsible for ensuring that all records containing personal or health information are securely stored and only accessible to authorised persons. Any breaches of privacy must be reported immediately to the Manager for review and, if necessary, escalation to SafeWork NSW.

Records created and managed under this procedure at Horizon Facilities Group Pty Ltd

Record	Kept by	Kept for	Who can see it
Incident report (psychosocial)	HR contact	7 years	Manager, HR contact, SafeWork NSW (if required)
Hazard notification	HR contact	7 years	Manager, HR contact
Investigation notes	HR contact	7 years	Manager, HR contact, Director (if escalated)
Consultation minutes	HR contact	3 years	Manager, HR contact, relevant workers
EAP referral record	HR contact	5 years	HR contact, worker (on request)
Critical incident support log	HR contact	5 years	Manager, HR contact

At a glance

The short version of this procedure. The full detail is in the sections above.

Section	What to do	Who
Purpose and scope	Why this procedure exists and who it applies to	All workers
Definitions	The terms used in this procedure	All workers
Roles and responsibilities	Who does what under this procedure	All workers
Hazard identification	Consult with workers → Distribute and review surveys → Conduct site walkarounds → Review incident and absence data	Manager, Supervisor, Workers
Reporting a psychosocial hazard or incident	Identify and assess concern → Select reporting route → Supervisor or manager receives report → Immediate actions and support	HR contact, Manager, Supervisor
Initial response	Make the situation safe → Provide immediate support → Record incident details → Notify the Manager	HR contact, Manager, Supervisor, Workers
Investigation	Receive and assess report → Assign investigator → Inform parties and provide support → Conduct investigation	Director, HR contact, Manager
Risk control and review	Identify psychosocial hazard → Assess and select controls → Assign owner and due date → Update risk assessment	Manager, Supervisor, Workers
Worker support and consultation	Access support services → Immediate response to incidents → Arrange follow-up support → Consult workers on risks	HR contact, Manager, Supervisor, Workers
Training and communication	Deliver induction to new starters → Provide extra training to supervisors → Record and track training completion → Schedule and deliver refresher training	HR contact, Manager, Supervisor, Workers
Monitoring and review	Collect indicator data → Monthly review of indicators → Identify trends and issues → Schedule or trigger procedure review	Director, HR contact, Manager, Supervisor, Workers
Related documents and records	What sits alongside this procedure, and what is kept	All workers

Appendix A — Hazard categories covered

This procedure applies to every psychosocial hazard category in NSW Code of Practice: Managing psychosocial hazards at work. They are listed here so the scope of the procedure is unambiguous.

	Hazard category	What it covers
	Job demands	Work that is sustained, intense, emotionally taxing, or so undemanding that workers are under-used.
	Low job control	Workers have little control over how, when or in what order they do their work.
	Poor support	Workers do not get the tools, information, training or supervisory backing they need.
	Low role clarity	Responsibilities, priorities or reporting lines are unclear, inconsistent or contradictory.
	Poor organisational change management	Change is poorly planned, poorly explained, or leaves workers uncertain about their future.
	Inadequate reward and recognition	There is an imbalance between the effort workers put in and the recognition, feedback or development they get back.
	Poor organisational justice	Procedures are applied inconsistently, decisions are seen as biased, or policies are not followed.
	Traumatic events or material	Workers witness, investigate, or are told about events involving death, serious injury or abuse.
	Remote or isolated work	Workers are physically or socially isolated, or far from assistance if something goes wrong.
	Poor physical environment	Noise, heat, poor air quality, unsafe conditions or inadequate facilities that wear workers down.
	Violence and aggression	Workers are threatened, abused or assaulted by clients, patients, customers or members of the public.
	Bullying	Repeated unreasonable behaviour directed at a worker or group that creates a risk to health and safety.
	Harassment, including sexual harassment	Unwelcome sexual conduct, or harassment based on a protected attribute, in person or online.
	Poor workplace relationships	Unresolved conflict, incivility, exclusion or breakdowns in communication between workers, teams or managers.

Appendix B — Psychosocial hazard report form

Use this form to record a report made under this procedure. It may be completed by the person reporting or by whoever receives the report.

Date and time of report	
Reported by (name, or 'anonymous')	
Role and work area	
Who received the report	
What happened	
Where and when it happened	
Who else was present or affected	
Is anyone in immediate danger?	
Immediate action taken	
Support offered to the person affected	
Escalated to	
Date escalated	

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Appendix C — Investigation record

Use this record for any report that proceeds to investigation under this procedure.

Report reference	
Investigator	
Date opened	
Scope of the investigation	
People spoken to, and when	
Documents and records reviewed	
What was found	
Contributing work factors (job design, workload, supervision)	
Controls agreed, with owner and on date	
How the outcome was communicated	
Date closed	
Reviewed by	

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Appendix D — Consultation record

Use this record for each consultation about psychosocial risk, including toolbox talks and health and safety committee meetings.

Date	
Who was consulted	
Method (toolbox talk, meeting, survey, HSR)	
What was discussed	
What workers raised	
What was agreed, and by when	
Who is responsible	
Recorded by	

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Consultation record

Record here how workers and their representatives were consulted in preparing and reviewing this procedure.

Date	Who was consulted	Method	Outcome

Approval and sign-off

Role	Name	Position	Signature	Date
Prepared by	Danielle Reyes			
Reviewed by				
Approved by				

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Prepared with Mind Safety.

This is a sample.

Yours would say your name.

Every page of this document was generated for a fictional business, Horizon Facilities Group Pty Ltd, from about three minutes of questions.

Your version would carry your logo, your industry's language, your state's regulator, and the roles that actually exist in your business.

What is in it:

- Twelve sections covering the whole procedure, not a template
- Process flowcharts drawn from your own steps
- A roles and responsibilities matrix and a reporting-line diagram
- Printable report, investigation and consultation record forms
- Document control, contents, and a sign-off page
- A Word version you can edit

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