

**EXAMPLES OF PSYCHOSOCIAL HAZARDS AND CONTROL MEASURES  
TO SUPPORT HEADS OF SCHOOLS/DIVISIONS, MANAGERS AND SUPERVISORS**

[Psychosocial hazards](#) can cause psychological and physical harm. In accordance with the [WHS Regulations 2012 \(SA\)](#) Chapter 3, Part 1, and the [Hazard Management Procedure](#), risks including those arising from [psychosocial hazards](#) must be managed so far as [reasonably practicable](#) in accordance with the [hierarchy of control](#).

In determining the control measures to implement, you must have regard to all relevant matters including:

- a) the duration, frequency and severity of the exposure of workers and other persons to the psychosocial hazards; and
  - b) how the psychosocial hazards may interact or combine; and
  - c) the design of work, including job demands and tasks; and
  - d) the systems of work, including how work is managed, organised and supported; and
  - e) the design and layout, and environmental conditions, of the workplace, including the provision of—
    - i. safe means of entering and exiting the workplace; and
    - ii. facilities for the welfare of workers; and
  - f) the design and layout, and environmental conditions, of workers' accommodation; and
  - g) the plant, substances and structures at the workplace; and
  - h) workplace interactions or behaviours; and
  - i) the information, training, instruction and supervision provided to workers.
- (WHS Regulations 2012, Regulation 55D)

**Examples of psychosocial hazards and risk control measures**, excerpt from [Managing Psychosocial Hazards at Work – SafeWork SA](#)

Some of these examples of hazards may not create psychosocial risks on their own, but may do so if combined, and when severe. Consider all hazards present and the circumstances to determine what is reasonably practicable to manage the risks. Some control options for consideration are as follows:

Hazard	Examples of control measures
<b><a href="#">Psychosocial hazards</a> arising from <a href="#">unacceptable behaviour</a> (reportable to the Integrity Unit)</b>	
<p><b>Violence and aggression</b></p> <p>(e.g. Violence, or threats of violence from other workers, students, patients, visitors or others.</p> <p>Aggressive behaviour such as yelling or physical intimidation.)</p>	<ul style="list-style-type: none"> <li>• Security systems such as fixed and portable alarm or duress systems, patrols from Security personnel, signed video surveillance (CCTV), communication systems (such as phones).</li> <li>• Access – limiting and controlling access to areas (swipe-card access), design of reception areas.</li> <li>• Set, model and enforce acceptable behaviour standards.</li> <li>• Foster a positive and respectful work culture where violence, aggression, harassment and bullying are not tolerated.</li> <li>• Respond immediately to behaviours that are not respectful.</li> <li>• Encourage workers to report incidents and behaviours of concern.</li> </ul>
<p><b>Bullying</b></p> <p>(e.g. Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. This includes bullying by workers, students, patients, visitors or others.)</p>	<ul style="list-style-type: none"> <li>• Clearly communicate that any form of harassment or bullying is not tolerated.</li> <li>• Set, model and enforce acceptable behaviour standards.</li> <li>• Foster a positive and respectful work culture where violence, aggression, harassment and bullying are not tolerated.</li> <li>• Respond immediately to behaviours that are not respectful.</li> <li>• Encourage workers to report incidents and behaviours of concern.</li> </ul>

Hazard	Examples of control measures
<p><b>Harassment including sexual harassment</b></p> <p>(e.g. Sexual harassment or harassment due to personal characteristics such as age, disability, race, nationality, religion, political affiliation, sex, relationship status, family or carer responsibilities, sexual orientation, gender identity or intersex status.)</p>	<ul style="list-style-type: none"> <li>Clearly communicate that any form of harassment or bullying is not tolerated.</li> <li>Set, model and enforce acceptable behaviour standards.</li> <li>Foster a positive and respectful work culture where violence, aggression, harassment and bullying are not tolerated.</li> <li>Respond immediately to behaviours that are not respectful.</li> <li>Encourage workers to report incidents and behaviours of concern.</li> </ul>
<p><b>Conflict or poor workplace relationships and interactions</b></p> <p>(e.g. Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, students or others. Frequent disagreements, disparaging or rude comments. Inappropriately excluding a worker from work-related activities.)</p>	<ul style="list-style-type: none"> <li>Clearly communicate the expectation for respectful behaviours in accordance with the <a href="#">Staff Values and Behaviour Framework</a>.</li> <li>Set, model and enforce acceptable behaviour standards.</li> <li>Foster a positive and respectful work culture where violence, aggression, harassment and bullying are not tolerated.</li> <li>Provide information and instruction that aims to encourage communication to prevent or resolve disputes between parties.</li> <li>Respond immediately to behaviours that are not respectful.</li> <li>Encourage workers to report incidents and behaviours of concern.</li> <li>Engage as an individual and team in the <a href="#">Human Resources Staff Wellbeing Program</a>.</li> </ul>
<p><b><a href="#">Psychosocial hazards</a> arising from <a href="#">work design</a> (supervisor to manage with support from Human Resources through reporting in the <a href="#">on-line reporting system</a>)</b></p>	
<p><b>Job demands</b></p> <p>(e.g. Intense or sustained high mental, physical or emotional effort required to do the job.</p> <p>Unreasonable or excessive time pressures, high workload or role overload.</p> <p>Not having opportunities to use leave entitlements.</p> <p>Sustained low levels of physical, mental or emotional effort for the job.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>Schedule tasks to avoid intense or sustained low or high job demands (e.g. schedule non-urgent work for quieter periods).</li> <li>Program and plan work activity to avoid large fluctuations in demand.</li> <li>Plan work activity to allow adequate rest and recovery, annual leave, particularly between periods of high demand.</li> </ul> <p><b>Physical work environment</b></p> <ul style="list-style-type: none"> <li>Design the workplace to eliminate demanding tasks or jobs (e.g. plan and design activities to reduce double handling).</li> <li>Provide quiet spaces for workers doing mentally demanding work.</li> <li>Implement systems to reduce human error (e.g. use IT systems to capture important information and generate reminders).</li> <li>Provide appropriate break areas (e.g. air-conditioned or shady areas for physically demanding work or staff-only areas for workers dealing with customers).</li> </ul> <p><b>Modifying job demands</b></p> <ul style="list-style-type: none"> <li>Plan your work and workforce to optimise the number of appropriately skilled staff available to do the work and such that the tasks utilise their skills.</li> <li>Rotate workers through demanding or repetitive tasks.</li> <li>Reschedule non-urgent tasks if demand is unexpectedly high or low.</li> <li>Provide additional support during periods of high demand (e.g. provide more workers, better equipment or outsource tasks).</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>Have regular conversations about work expectations, workloads, deadlines and instructions to ensure job demands are understood and can be managed including a minimum of twice yearly <a href="#">Planning, Development &amp; Review (PDR)</a>.</li> <li>Have systems for escalating problems and getting support.</li> </ul>

Hazard	Examples of control measures
<p><b>Job demands</b> (continued)</p>	<p><b>The worker</b></p> <ul style="list-style-type: none"> <li>Set achievable performance targets, with consideration for the worker’s experience and skills.</li> <li>Provide training if required to ensure workers have the skills to meet work demands.</li> <li>Engage as an individual and team in the <a href="#">Human Resources Staff Wellbeing Program</a>.</li> <li>Engage in <a href="#">Managing and Developing at Adelaide</a> (development courses supporting effective management).</li> <li>Engage in <a href="#">Staff leadership and development programs</a>.</li> </ul>
<p><b>Low job control</b>  (e.g. Workers have little control over aspects of the work including how or when the job is done, requiring too many approvals and permissions.  Lack of consultation about changes impacting work.  Levels of autonomy are not matched to workers’ abilities.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>Match workers’ level of autonomy to their skills and experience.</li> <li>Implement consultation arrangements to regularly discuss the work, how it is done and any changes impacting workers.</li> <li>Develop governance arrangements and approval processes that balance risks and efficiency to streamline lower risk tasks.</li> </ul> <p><b>Physical work environment</b></p> <ul style="list-style-type: none"> <li>Provide workers with reasonable control over their physical environment (e.g. workers can adjust their workstation).</li> </ul> <p><b>Improving job control</b></p> <ul style="list-style-type: none"> <li>Plan any regular additional work hours or changes to work in advance with workers (e.g. if additional hours are usually required during peak season, plan this in advance with workers).</li> <li>Involve workers in organisational decision-making processes and encourage suggestions for continuously improving work practices.</li> <li>Plan deadlines, performance targets, work allocations and work plans in consultation with workers.</li> <li>Hold regular team meetings and discuss any work challenges with workers and discuss how problems could be solved.</li> <li>Monitor staff in way that is not excessive or punitive.</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>Create an environment where workers feel empowered to raise safety concerns about work requirements.</li> <li>Encourage workers to suggest changes or adopt efficiencies in their work.</li> <li>Provide leadership and supervision that supports workers to take reasonable control over their work.</li> <li>Have regular conversations about work expectations, workloads, deadlines and instructions to ensure job demands are understood and can be managed, including a minimum of twice yearly <a href="#">Planning, Development &amp; Review (PDR)</a>.</li> <li>Have systems for escalating problems and getting support.</li> </ul> <p><b>The worker</b></p> <ul style="list-style-type: none"> <li>Have regular conversations about work expectations, workloads, deadlines and instructions to ensure job demands are understood and can be managed, including a minimum of twice yearly <a href="#">Planning, Development &amp; Review (PDR)</a>.</li> <li>Engage as an individual and team in the <a href="#">Human Resources Staff Wellbeing Program</a>.</li> </ul>
<p><b>Poor support</b>  (e.g. Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools, processes and resources for a task.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>Implement information sharing systems so workers have quick access to the information they need to do their jobs (e.g. ensure databases are kept up to date and are user friendly).</li> <li>Design and manage work (including discussions/consultation) to support supervisors having manageable workloads, sufficient resources and a span of control that allows effective supervision (e.g. supervisors have time to answer questions or assist with challenging tasks).</li> <li>Ensure regular, fair, goal-focused and constructive feedback discussions between workers and supervisors to discuss work tasks, and any support or development needs.</li> <li>Provide clear management structures and reporting lines.</li> </ul>

HSW Handbook	Psychosocial Ris Management	Effective Date:	6 June 2024	Version 1.0
Authorised by	Chief Operating Officer (University Operations)	Review Date:	6 June 2027	Page 3 of 9
Warning This process is uncontrolled when printed. The current version of this document is available on the HSW Website.				

Hazard	Examples of control measures
<p><b>Poor support</b> (continued)</p>	<p><b>Physical work environment</b></p> <ul style="list-style-type: none"> <li>• Provide workers with the things they need to do their jobs properly and safely (e.g. the right tools, equipment, systems and resources) and ensure workers have sufficient access to them.</li> <li>• Provide workers with access to supervisors.</li> </ul> <p><b>Increasing support</b></p> <ul style="list-style-type: none"> <li>• Hold regular team meetings, and discuss any challenges, issues and support needs.</li> <li>• Build a workplace culture that values collaboration and cooperation.</li> <li>• Maintain tools, systems and equipment, and review whether they are suitable for the work.</li> <li>• Schedule meetings to ensure supervisors have availability to meet so workers can raise issues or ask questions.</li> <li>• Increase the level of support during peak periods or challenging tasks.</li> <li>• Backfill roles or redistribute work when workers are out of the office or on leave for significant periods.</li> <li>• Set clear work goals and clearly explain tasks.</li> <li>• Understand the <a href="#">Diversity, Equity and Inclusion</a> strategy and intent to foster an inclusive environment.</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>• Train workers on how to do their jobs and use relevant tools, equipment, systems, policies, or processes.</li> <li>• Establish open communication (e.g. have an open-door policy) and encourage workers to share concerns early (e.g. by taking their concerns seriously and ensure they have safe spaces to raise them).</li> <li>• Encourage and reward workers supporting each other.</li> <li>• Encourage the development of positive working relationships (e.g. invest in team planning and building activities and encourage team discussions).</li> <li>• Build interpersonal capabilities across the team (e.g. emotional intelligence, conflict resolution, or communication and feedback skills).</li> <li>• Encourage supervisors to be empathetic in their leadership, including taking workers' concerns seriously, sensitively managing problems and helping when workers are struggling.</li> <li>• Have regular conversations about work expectations, workloads, deadlines and instructions to ensure job demands are understood and can be managed including a minimum of twice yearly <a href="#">Planning, Development &amp; Review (PDR)</a>.</li> <li>• Have systems for escalating problems and getting support.</li> </ul> <p><b>Ensure supervisors understand their role in supervising workers.</b></p> <ul style="list-style-type: none"> <li>• Encourage supervisors to provide timely, task specific, constructive feedback.</li> <li>• Support provision of <a href="#">injury management, Return To Work (RTW) and reasonable adjustment services for work-related and non-work related injuries and illness</a>.</li> </ul> <p><b>The worker</b></p> <ul style="list-style-type: none"> <li>• Hire supervisors with the skills, experience and training to perform their role and support their team.</li> <li>• Support development activities that improve supervisors' skills.</li> <li>• Ensure inductions, training and mentoring (e.g. buddy programs) for new workers.</li> <li>• Engage in <a href="#">Managing and Developing at Adelaide</a> (development courses supporting effective management).</li> <li>• Engage in <a href="#">Staff leadership and development programs</a>.</li> </ul>

Hazard	Examples of control measures
<p><b>Lack of role clarity</b></p> <p>(e.g. Uncertainty, frequent changes, conflicting roles or ambiguous responsibilities and expectations.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>• Ensure position descriptions clearly outline all key tasks, responsibilities and role expectations.</li> <li>• Design management structures with clear reporting lines.</li> <li>• Provide workers with a single immediate supervisor.</li> </ul> <p><b>Physical work environment</b></p> <ul style="list-style-type: none"> <li>• Provide a workplace which is compatible with workers’ responsibilities (e.g. seat workers with their teams).</li> <li>• Provide systems, tools and equipment which is compatible with workers’ responsibilities (e.g. IT systems with profiles set up for different users and access to programs they need for their role).</li> </ul> <p><b>Providing role clarity</b></p> <ul style="list-style-type: none"> <li>• Provide clear work instructions and expectations, explain why roles, responsibilities and tasks have been allocated, and ensure workers understand.</li> <li>• Change tasks or processes that frequently create conflict, confusion, or result in frequent mistakes (e.g. provide clearer explanations or redesign the tasks).</li> <li>• Update job descriptions and role expectations following changes.</li> <li>• Implement regular check-ins and encourage open discussion among team members to ensure they are clear about who is doing what.</li> <li>• Provide all workers with an induction and ensure they understand their role.</li> <li>• Implement systems to help workers identify issues or conflicts and resolve them.</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>• Talk to workers to ensure they understand their role, expectations, who they report to.</li> <li>• Encourage feedback on changes that affect workers’ job tasks.</li> <li>• Implement the performance feedback system where employees receive regular feedback and provide them an opportunity to raise concerns about role clarity.</li> <li>• Check with workers to ensure they understand any additional or different responsibilities or duties following an organisational change or restructure.</li> <li>• Have regular conversations about work expectations, workloads, deadlines and instructions to ensure job demands are understood and can be managed including a minimum of twice yearly <a href="#">Planning, Development &amp; Review (PDR)</a>.</li> <li>• Have systems for escalating problems and getting support.</li> </ul> <p><b>The worker</b></p> <ul style="list-style-type: none"> <li>• Encourage workers to talk to their supervisor or manager early if they are unclear about the scope or responsibilities of their role.</li> <li>• Provide a realistic job summary and overview during recruitment and selection processes so applicants are aware of the role, expectations and responsibilities.</li> </ul>
<p><b>Poor organisational change management</b></p> <p>(e.g. Insufficient consultation, consideration of new hazards or performance impacts when planning for, and implementing, change. Insufficient support, information or training during change. Not communicating key information to workers during periods of change.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>• Consult workers who are, or are likely to be, affected by a work health and safety matter.</li> <li>• Modify work plans to allow for a period of change (e.g. adjusting performance targets).</li> <li>• Plan any changes to duties, tasks, objectives and reporting arrangements to ensure they are reasonable and fair.</li> </ul> <p><b>Physical work environment</b></p> <ul style="list-style-type: none"> <li>• Provide practical support for changes in duties, tasks or objectives (e.g. ensure workers have access to the tools and resources they need to perform a new task).</li> <li>• Provide mechanisms to guide workers and managers through the change process (e.g. provide information or feedback sessions to address any concerns).</li> </ul>

Hazard	Examples of control measures
<p><b>Poor organisational change management</b> (continued)</p>	<p><b>Managing and communicating organisational change</b></p> <ul style="list-style-type: none"> <li>• Provide information on upcoming changes and options being considered, keep workers up to date including the reasons for changes.</li> <li>• Provide emotional support to help workers deal with challenges or frustrations resulting from change and uncertainty.</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>• Encourage workers to engage with the development of new position descriptions and work processes.</li> <li>• Encourage workers to engage with consultation and raise any issues, concerns or suggestions.</li> <li>• Respect individual differences and recognise workers will respond to change in a range of ways and will have different needs in consultation and engagement.</li> </ul> <p><b>The worker</b></p> <ul style="list-style-type: none"> <li>• Provide workers any information, training, instruction and supervision necessary to safely complete their work.</li> </ul>
<p><b>Inadequate reward and recognition</b></p> <p>(e.g. Jobs with low positive feedback or imbalances between effort and recognition.</p> <p>High level of unconstructive negative feedback from managers or customers.</p> <p>Receiving insufficient feedback or recognition.</p> <p>Low skills development opportunity or underused skills.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>• Use fair, transparent and meaningful ways of providing recognition and rewards to reflect workers' efforts (e.g. avoid only recognising the workers doing high profile work; recognise teamwork and corporate contributions).</li> <li>• Ensure performance measures relate to aspects of work within a worker's control and consult workers on performance expectations).</li> </ul> <p><b>Providing appropriate recognition and reward</b></p> <ul style="list-style-type: none"> <li>• Provide recognition or feedback promptly and ensure it is specific, practical, fair and clearly relates to workers' performance.</li> <li>• Consult workers when designing reward and recognition systems.</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>• Develop leaders' abilities to provide constructive feedback and recognise good performance.</li> <li>• Ensure performance management discussions focus on aspects of work that are within the worker's control.</li> <li>• Attribute work correctly and ensure the right workers receive recognition for achievements.</li> <li>• Supervisors skilled in having difficult conversations and managing underperformance in a way that prioritises improvement over blame.</li> </ul> <p><b>The worker</b></p> <ul style="list-style-type: none"> <li>• Implement systems to support performance (e.g. training and mentoring) and provide opportunities for development (e.g. allow workers to take ownership of particular tasks).</li> <li>• Recruit or train supervisors with the skills to provide constructive feedback and recognise the contributions of workers.</li> </ul>
<p><b>Poor organisational justice</b></p> <p>(e.g. Inconsistent, unfair, discriminatory or inequitable management decisions and application of policies, including poor procedural fairness.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>• Uniformly implement workplace processes, policies and procedures.</li> <li>• Consult workers when setting work standards or performance expectations. Ensure they are achievable and within their control.</li> <li>• Support provision of <a href="#">injury management, RTW and reasonable adjustment services for work-related and non-work related injuries and illness</a>.</li> </ul> <p><b>Physical work environment</b></p> <ul style="list-style-type: none"> <li>• Design a workplace environment where private conversations can be held and ensure confidential information is kept secure.</li> <li>• Ensure the workplace accommodates any reasonable adjustment needs of workers (e.g. provide accessible ramps, IT software and equipment, quiet spaces etc).</li> </ul>

Hazard	Examples of control measures
<p><b>Poor organisational justice</b> (continued)</p>	<p><b>The worker</b></p> <ul style="list-style-type: none"> <li>Encourage workers to use available processes to raise concerns, issues or complaints early, and use appeal processes when necessary.</li> <li>Report unacceptable behaviour including fraud, corruption, maladministration and conflict of interest to the Integrity Unit.</li> <li>Ensure workers understand expectations and performance targets.</li> <li>Hire and promote workers based on merit using transparent selection methods.</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>Provide mechanisms for workers to report issues and raise concerns.</li> <li>Regularly review policies, processes, procedures, performance expectations and decisions to ensure they are appropriate, fair and reflect the needs of the workplace.</li> <li>Communicate processes and information to workers in a timely and appropriate way (e.g. notify unsuccessful applicants privately before you publicly announce promotion decisions).</li> <li>Protect workers who raise safety concerns from discrimination.</li> <li>Report <a href="#">unacceptable behaviour</a> including fraud, corruption, maladministration and conflicts of interest to the Integrity Unit.</li> </ul>
<p><b>Psychosocial hazards</b> arising from <a href="#">work design</a> (supervisor to manage with support from HSW through reporting in the <a href="#">on-line reporting system</a>)</p>	
<p><b>Traumatic events or material</b></p> <p>(e.g. Reading, hearing or seeing accounts of traumatic events.</p> <p>Supporting or investigating traumatic events.)</p>	<p><b>Job/work design</b></p> <ul style="list-style-type: none"> <li>Design work to minimise the potential number of workers exposed to traumatic events.</li> </ul> <p><b>Physical work environment</b></p> <ul style="list-style-type: none"> <li>Eliminate physical risks to health and safety in the workplace to prevent trauma from a workplace incident or near miss.</li> <li>Remove or secure potentially lethal means of self-harm (e.g. medications or hazardous chemicals) from the workplace or secure them.</li> </ul> <p><b>Minimising exposure to traumatic events or material</b></p> <ul style="list-style-type: none"> <li>Minimise the number of workers exposed to traumatic materials or events.</li> <li>Increase breaks and recovery time after exposure to a traumatic event (e.g. provide time to disconnect from work).</li> </ul> <p><b>Safe work systems and procedures</b></p> <ul style="list-style-type: none"> <li>Provide guidelines and procedures for dealing with incidents, train workers in these procedures and ensure they understand them (refer to the <a href="#">Emergency Management Framework</a> for response to an emergency situation).</li> <li>Implement reporting systems for exposure to traumatic or distressing events.</li> <li>Ensure provision of appropriate de-briefing processes following exposure to traumatic or distressing events.</li> </ul> <p><b>The worker</b></p> <ul style="list-style-type: none"> <li>Monitor the health of your workers following traumatic events, or when dealing with traumatic materials.</li> <li>Provide training to workers who may be exposed to traumatic events or have a role in supporting workers who are exposed, so they can recognise signs and symptoms of stress and ensure they know where and how to access support.</li> <li>Monitor and support workers following traumatic events (e.g. are there any changes to their behaviours or increased absenteeism).</li> <li>Refer to <a href="#">Employee Assistance Provider</a> (EAP) or <a href="#">Critical Incident Debriefing/Counselling</a> and encourage workers to use them.</li> <li>Ensure procedures include appropriate de-briefing processes following exposure to traumatic or distressing events.</li> </ul>

<p><b>Remote or isolated work</b></p> <p>(e.g. Working in locations with long travel times, or where access to help, resources or communications is difficult or limited.)</p>	<ul style="list-style-type: none"> <li>• Manage the risks associated with remote or isolated work, including providing effective communication with the worker carrying out remote or isolated work including:                     <ul style="list-style-type: none"> <li>- workplace layout and design,</li> <li>- communication systems,</li> <li>- buddy systems,</li> <li>- movement records, and</li> <li>- training, information and instruction.</li> </ul> </li> </ul>
<p><b>Poor physical environment</b></p> <p>(e.g Exposure to unpleasant or hazardous working environments.)</p>	<ul style="list-style-type: none"> <li>• Eliminate or minimise physical hazards in the workplace as far as is reasonably practicable.</li> </ul>