BHP

Safety Week Toolbox Talk

Managing Psychosocial Hazards

Identify. Assess. Control. Check.



What are psychosocial hazards?

Factors in the workplace that increase work-related stress and can lead to psychological or physical harm.

At BHP, 16 psychosocial hazards are grouped into five domains.

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Psychosocial hazards

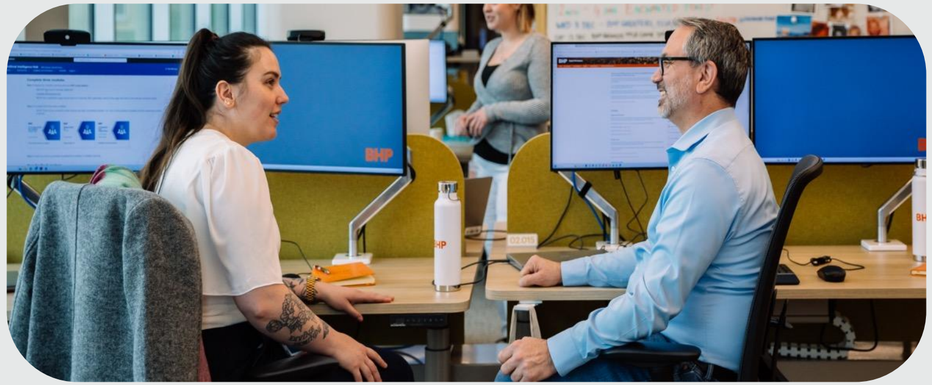
Look for hazards in how people interact, what they are exposed to, how work is organised and designed, and where and when work happens.

01
Interpersonal

- Unreasonable behaviours

02
Traumatic

- Traumatic events or exposures



03
Physical, distance & fatigue

- Environment and exposure
- Remote and isolated work
- Health and personal factors
- Fatigue
- Rosters and shift work

04
Organisational

- Organisational communication and change management
- Organisational justice and procedural fairness
- Reward and recognition
- Lack of cultural competence

05
Job inherent

- Work demands
- Job autonomy
- Role clarity
- Supervisor support
- Team support

Psychosocial hazards can occur together. Their effects may also build over time.

Respect Hub. Psychosocial Hazards

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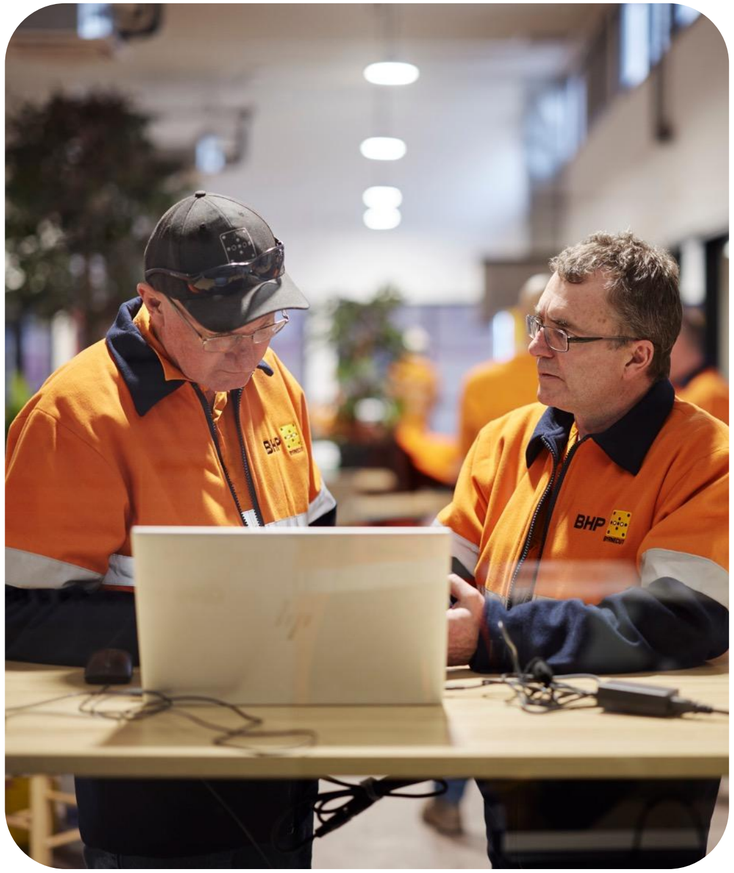
What might this look like in our work?

- High or conflicting work demands, low role clarity, or limited support.
- Poorly managed change or communication, unfair processes, or inadequate recognition.
- Bullying, harassment, discrimination, sexual harassment, violence, aggression or traumatic events.
- Remote or isolated work, environmental exposures, rosters, shift work or fatigue.
- The examples will look different across sites, offices, functions, projects and teams.



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How BHP manages psychosocial risk



- We manage psychosocial risk through BHP’s risk management framework.
- Identify the hazards and who may be exposed.
- Assess the risk, including how hazards may combine or change.
- Select and implement controls that prevent or reduce exposure and harm.
- Check that controls are in place, working as intended and improved when needed.
- Consult workers throughout the process.

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Psychosocial Risk Management at BHP

Controls are often part of how we already work



- Clear priorities, roles and handovers can help control work demands and role clarity risks.
- Good planning, resourcing and fatigue arrangements can reduce avoidable exposure.
- Respectful behaviour, fair processes and early action can reduce interpersonal and organisational risks.
- Regular check-ins, field leadership, team routines and effective change communication can act as controls.
- Supervisor support, regular conversations about the work and responsive leadership can be controls in their own right.
- The right control depends on the hazard, the work and the local context.

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Respect Hub. Psychosocial Hazards. Controls Library.



A practical tool: Psychosocial Hazard Controls Library

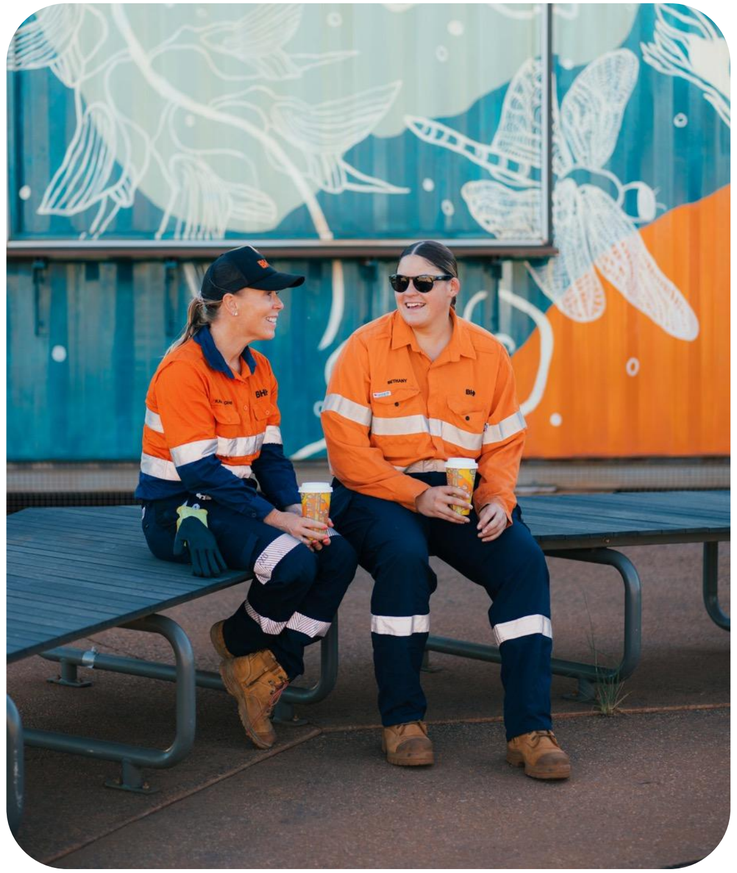
The Controls Library:

- Provides practical examples of controls mapped to BHP's psychosocial hazards.
- Helps teams recognise controls that may already exist and consider additional options.
- Supports more consistent language and application across Assets and Global Functions.
- Does not replace risk assessment, consultation or local decision-making.

Respect Hub. Psychosocial Hazards. Controls Library.

What can each of us do?

- Notice psychosocial hazards in the work, not only signs of harm.
- Raise hazards, changes or concerns early through the appropriate local process.
- Contribute ideas about practical controls and what will work in the job.
- Use the controls that are in place and speak up if they are missing or not effective.
- Treat others with respect and support a workplace where concerns are taken seriously.
- If someone may need immediate support, connect them with the appropriate BHP or local support pathway.



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How psychosocial hazards can be identified and raised

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How psychological hazards can be identified and raised

Use the option that best fits the concern. More than one option may be relevant.

Conduct

Ethics & Investigations

Integrity@BHP

Concerns about misconduct or behaviours that may not align with Our Code.

Confidential

Protected options

Hotlines and protected pathways

A safe, confidential way to raise concerns or ask questions about conduct, safety or behaviour.

Support

A trusted leader

Line leader, 2-up leader or another trusted leader

Discuss priorities, wellbeing and risk, seek support, and escalate concerns where needed.

People

HR / ER

Raise an HR case

People-related requests and issues that need consistent, confidential and timely management.

Events

Event Management System

EMS

Record and manage events so risks can be reduced, learning shared and similar events prevented.

Work

Field Leadership

Everyday workforce and leader engagements

Make common psychosocial hazards part of everyday safety conversations.

Routines

BOS routines

Daily work and continuous improvement routines

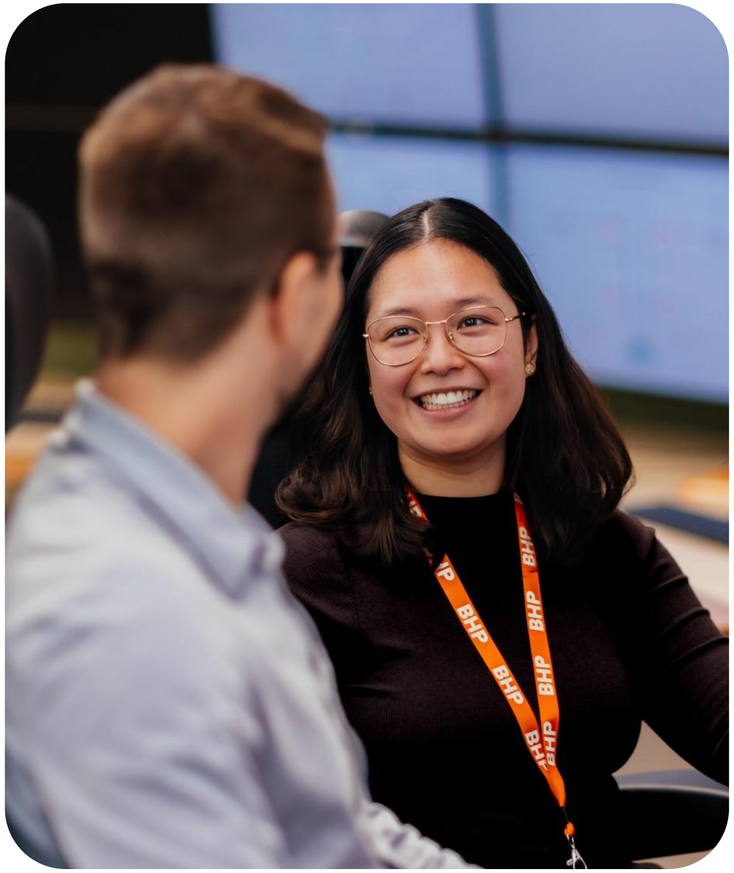
Discuss what's working well, what's creating challenges, and what improvements are needed.

These options support early identification and escalation. The absence of reported issues does not necessarily mean risk is absent.
Other external options may also be available depending on location, including unions, regulators, police and human rights bodies.

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Psychosocial Risk Management at BHP

Remember



- Psychosocial hazards are workplace hazards.
- They can occur in any role, team or work environment.
- At BHP, we manage them through our risk management framework.
- Effective controls focus on preventing or reducing exposure and harm.
- The Psychosocial Hazard Controls Library is a practical tool to support this work and will be available from the Respect Hub.
- This works best when workers feel safe to raise concerns and shape how work is done.
- Identify. Assess. Control. Check.

Leader one-pager: Tips for facilitating the Toolbox Talk

Before the talk

Review the slides and choose examples that fit your team's work. Know your local reporting, escalation and support pathways. Plan how you will record actions.

Set the tone

Explain that the discussion is about work-related hazards and controls. Do not ask workers to disclose personal experiences or health information.

Keep it relevant

Use examples from the work in front of the team. Include operational, field, remote and office contexts as relevant.

Guide the discussion

Ask what could cause harm, what controls are already in place, whether they work, and what needs follow-up. Bring the conversation back to work design, systems, environment and behaviours.

Respond appropriately

Listen and take concerns seriously. Do not investigate sensitive matters in the group. Use the appropriate confidential reporting, escalation or support pathway.

Close and follow up

Confirm actions, owners and the local process for follow-up. Remind the team that the Controls Library will be available from the Respect Hub.

Core worker takeaway

Psychosocial hazards are workplace hazards. BHP manages them through its risk management framework. Everyone can help identify hazards and improve controls. The Controls Library is a supporting tool, available from the Respect Hub.

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Optional: Team discussion

- What psychosocial hazards could arise in the work our team does?
- What controls do we already have in place?
- How do we know those controls are working?
- Is there anything we need to raise, strengthen or follow up?
- Who will take the agreed action, and through which local process?



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