

Sales Rep Safety

Business Name:		ABN:	
Business Address:			
Contact Person:	Phone:	Email:	

THIS RISK ASSESSMENT IS APPROVED BY THE PCBU ON THIS PROJECT

Under the Work Health and Safety Regulation (WHS Regulation), a person conducting a business or undertaking (PCBU) is required to ensure that a RISK ASSESSMENT is prepared before the proposed work starts.

Full Name:		
Signature:	Title:	Date:

CLIENT OR PRINCIPAL CONTRACTOR DETAILS

Client:	SCOPE OF WORKS
Project Name:	
Project Address:	
Project Manager:	
Contact Phone:	
Date Risk Assessment supplied to Project Manager:	



RISK MATRIX									
LIKELIHOOD	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC	SCORE	ACTION	HIERARCHY OF CONTROLS	
ALMOST CERTAIN	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4 ACUTE			<b>Elimination</b> Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	<b>Substitution</b> Replace the hazard.	
POSSIBLE	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	4 ACUTE	3H HIGH	Review before work starts.	Isolation Isolate People from the hazard	
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	2M MODERATE	Ensure control measures in place.	<b>Engineering</b> Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	<b>Administrative</b> Change	
								<b>PPE</b>	

  

Risk Rating & Required Action:	
<b>4A</b>	Stop work. The risk is intolerable. Eliminate the hazard or redesign the activity before proceeding. A Safe Work Method Statement (SWMS) or higher-level authorisation is required.
<b>3H</b>	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
<b>2M</b>	Ensure all nominated controls are in place and effective. Proceed with caution; monitor conditions.
<b>1L</b>	Proceed, following standard operating procedures. Monitor and keep records.

  

Consequence Scale:			
Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
<b>Catastrophic</b>	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
<b>Major</b>	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
<b>Moderate</b>	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
<b>Minor</b>	First-aid only, no lost time	negligible delay	Isolated non-conformance
<b>Insignificant</b>	No injury	no schedule impact	Deviation caught and corrected on site

  

**Notes on Hierarchy of Controls:**  
Remember to apply controls in the preferred order shown by the coloured pyramid:

1. **Eliminate**
2. **Substitute**
3. **Isolate**
4. **Engineering**
5. **Administrative**
6. **PPE**

Always document **why** a lower-order control is accepted if elimination or substitution is not reasonably practicable.

*aligned with Safe Work Australia's Managing the risk of fatigue at work (2023) and ISO 45001:2018 clauses 6–8.*

JOB STEP	POTENTIAL HAZARDS	IR	CONTROL MEASURES	RR
SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
1. Corporate WHS Governance & Due Diligence	<ul style="list-style-type: none"> <li>Inadequate executive oversight of off-site and mobile work risks for sales staff</li> <li>Lack of clearly defined WHS responsibilities for line managers supervising sales reps</li> <li>Failure to integrate sales rep safety into strategic business planning and KPIs</li> <li>Insufficient consultation with sales teams about practical risks at unknown venues</li> <li>Inadequate WHS resources allocated to manage travel, meetings and client visit risks</li> <li>No systematic review of WHS performance data specific to sales activities</li> </ul>	4A	<ul style="list-style-type: none"> <li>Establish and document a WHS governance framework that explicitly includes mobile and client-site work for sales personnel, aligned with WHS best 2011 due diligence duties</li> <li>Define and communicate WHS roles, responsibilities and authorities for executives, sales managers and sales reps within the WHS management system</li> <li>Integrate safety performance indicators for sales activities (e.g. incident rates, near misses on client visits, driving events) into executive and management reports</li> <li>Implement formal consultation mechanisms (toolbox talks, sales team safety forums, WHS committee representation) to capture sales-specific safety concerns and improvement ideas</li> <li>Allocate dedicated WHS budget and resources for sales rep safety initiatives including training, journey management systems, safe vehicle policy and technology</li> <li>Schedule periodic WHS management reviews focusing on mobile and off-site work risk trends, audit outcomes and legislative changes affecting sales work</li> </ul>	3H
2. WHS Policy, Procedures & Communication for Sales Activities	<ul style="list-style-type: none"> <li>Outdated or generic WHS policy that does not specifically address sales and field work risks</li> <li>Sales staff unaware of expectations for safe behaviour when travelling or attending unknown venues</li> <li>Inconsistent application of procedures between regions or different sales teams</li> <li>Policy documentation too complex or inaccessible for practical use in the field</li> <li>Failure to incorporate psychosocial hazards such as client aggression and lone work into procedures</li> </ul>	3H	<ul style="list-style-type: none"> <li>Review and update WHS policy to reference mobile work, client visits, driving, unknown venue attendance and psychosocial risks relevant to sales roles</li> <li>Develop clear, role-specific procedures and guidelines for sales reps covering travel safety, venue assessment, emergency response and incident reporting</li> <li>Provide simple field-ready formats (quick reference guides, mobile-friendly intranet pages, micro-learning modules) summarising key obligations for sales staff</li> <li>Standardise procedures across all locations while allowing for documented local variations where justified by risk assessment</li> <li>Incorporate client and third-party site safety expectations into procedures, including requirements to follow higher standard controls where there is a conflict</li> <li>Implement a communication plan to regularly brief sales teams on any WHS procedure changes, using sales meetings and digital channels</li> </ul>	2M
3. Recruitment, Competency & Training of Sales Representatives	<ul style="list-style-type: none"> <li>Recruitment processes that do not assess driving history, risk tolerance or capacity for safe lone work</li> <li>Inadequate induction on WHS obligations related to travel, unknown venues and client interactions</li> </ul>	4A	<ul style="list-style-type: none"> <li>Integrate WHS criteria into recruitment, including review of driving records (where lawful), discussion of travel and lone-work requirements, and behavioural safety expectations</li> <li>Implement a structured WHS induction program for all sales reps covering corporate WHS policy, mobile work risks, incident reporting and emergency procedures</li> <li>Provide formal training in basic risk assessment for unfamiliar venues, including identifying environmental hazards, security concerns and access/egress issues</li> </ul>	2M

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	<ul style="list-style-type: none"> <li>Lack of formal training for risk assessment at unfamiliar sites and dynamic environments</li> <li>Insufficient training on managing aggressive behaviour, harassment or threatening clients</li> <li>No competency verification for technology used for navigation, communication and incident reporting</li> </ul>		<ul style="list-style-type: none"> <li>Deliver de-escalation and conflict management training addressing client aggression, harassment and unsafe behaviours encountered at meetings</li> <li>Establish competency assessments for critical tools such as journey management apps, GPS, panic/emergency devices and digital check-in systems</li> <li>Schedule refresher training at defined intervals and following incidents, ensuring changes in legislation or company policy are incorporated</li> </ul>	
4. Journey Management & Travel Planning	<ul style="list-style-type: none"> <li>Ad-hoc travel planning leading to excessive driving hours and fatigue</li> <li>Failure to consider weather, road conditions and crime rates when planning visits to unknown venues</li> <li>No formal approval or oversight of high-risk journeys (remote areas, late-night travel, long distances)</li> <li>Lack of clarity on acceptable travel time, rest breaks and overnight stays</li> <li>Pressure to attend last-minute meetings at unknown venues without adequate risk review</li> </ul>	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M
5. Fleet Management, Vehicle Safety & Procurement	<ul style="list-style-type: none"> <li>Use of vehicles that do not meet current safety standards for high-kilometre sales work</li> <li>Inconsistent maintenance and inspection regimes across company and privately owned vehicles</li> <li>No system to verify that grey-fleet (employee-owned) vehicles are roadworthy and insured</li> <li>Lack of engineering controls such as telematics or driver-assist technologies for high-exposure drivers</li> <li>Insufficient controls on load security for samples, demo equipment or marketing materials</li> </ul>	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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			[REDACTED]	
6. Fatigue, Workload & Scheduling Management	<ul style="list-style-type: none"> <li>• Unrealistic sales targets driving excessive hours on the road and back-to-back meetings</li> <li>• Irregular working hours including early starts, late finishes and time zone changes</li> <li>• Inadequate rest breaks between meetings and between consecutive working days</li> <li>• Administrative workload forcing staff to complete reporting outside standard hours after travel</li> <li>• Lack of monitoring of cumulative fatigue risk across days and weeks</li> </ul>	4A	[REDACTED]	2M
7. Unknown Venue Assessment, Security & Access Controls	<ul style="list-style-type: none"> <li>• Sales reps attending unfamiliar locations without prior information on site safety arrangements</li> <li>• Meetings scheduled in venues with poor lighting, inadequate access/egress or unsafe neighbourhood</li> <li>• Lack of process for verifying building security, emergency exits and assembly points on arrival</li> <li>• Uncontrolled access to restricted or hazardous areas in client facilities</li> <li>• Sales staff entering private residences or informal locations alone without risk screening</li> </ul>	4A	[REDACTED]	2M
8. Lone Work, Check-In Systems & Remote Communications	<ul style="list-style-type: none"> <li>• Sales reps working alone for extended periods with no regular contact with colleagues or managers</li> </ul>	4A	[REDACTED]	2M

SAMPLE

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	<ul style="list-style-type: none"> <li>• Failure to detect if a worker is overdue, missing or in distress while travelling or at a meeting</li> <li>• Communication blackspots in regional or underground locations preventing calls for assistance</li> <li>• Ad-hoc or informal check-in arrangements leading to inconsistent monitoring</li> <li>• No escalation protocol when a planned check-in is missed</li> </ul>		[REDACTED]	
9. Client Behaviour, Violence & Psychosocial Risk Management	<ul style="list-style-type: none"> <li>• Exposure to aggressive, abusive or intoxicated clients during sales meetings</li> <li>• Sexual harassment or discriminatory behaviour towards sales staff at client premises or social venues</li> <li>• Pressure to attend meetings where alcohol or drugs are present, increasing behavioural risk</li> <li>• Psychological stress from repeated exposure to hostile interactions without support</li> <li>• Lack of clear boundaries for out-of-hours or social events at unfamiliar locations</li> </ul>	4A	[REDACTED]	2M
10. Information, Navigation & Use of Technology	<ul style="list-style-type: none"> <li>• Reliance on mobile phone GPS while driving leading to distraction if not systemically controlled</li> <li>• Out-of-date or inaccurate location information for client sites and meeting venues</li> <li>• Failure of navigation or check-in apps due to poor design, lack of training or technical issues</li> <li>• No standardised platform for accessing WHS information and venue risk data in the field</li> </ul>	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Inappropriate storage or transmission of confidential client information while mobile</li> </ul>		[REDACTED]	
11. Alcohol, Social Events & After-Hours Sales Functions	<ul style="list-style-type: none"> <li>Sales culture normalising alcohol consumption at client entertainment and networking events</li> <li>Impaired judgement affecting travel decisions after functions (e.g. driving under the influence)</li> <li>Increased vulnerability to harassment, assault or accidents at unfamiliar venues late at night</li> <li>Lack of clear organisational rules about attendance, conduct and safe travel from social events</li> <li>Blurred boundaries between work and personal time leading to unmanaged WHS risk</li> </ul>	4A	[REDACTED]	2M
12. Incident Reporting, Response & Emergency Preparedness	<ul style="list-style-type: none"> <li>Under-reporting of incidents or incidents that occur while travelling at external venues</li> <li>Unclear procedures for seeking assistance when injured or threatened away from company premises</li> <li>Delayed medical response due to lack of information about location or access points</li> <li>Failure to capture learnings from events occurring on roads, at client sites or in public venues</li> <li>Inadequate support for workers following traumatic or violent incidents</li> </ul>	3H	[REDACTED]	2M

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13. Contractor, Supplier & Client Interface Management	<ul style="list-style-type: none"> <li>• Assumption that clients or venues fully manage WHS risks for onsite sales meetings</li> <li>• Lack of clarity over who controls specific risks at shared or third-party locations</li> <li>• Inconsistent induction or visitor processes when entering client facilities</li> <li>• Use of third-party booking agents or event organisers without WHS due diligence</li> <li>• Poor coordination with other contractors or vendors present at the same venue</li> </ul>	3H	[REDACTED]	2M
14. Health Monitoring, Wellbeing & Support for Mobile Workers	<ul style="list-style-type: none"> <li>• Cumulative physical and mental strain from frequent travel, irregular meals and disrupted routines</li> <li>• Musculoskeletal issues from prolonged driving and handling of promotional materials or equipment</li> <li>• Isolation and reduced social support due to high time away from the main workplace</li> <li>• Reluctance to disclose stress, anxiety or health concerns that may affect safe travel or client interactions</li> <li>• Inadequate systems to identify and support at-risk or struggling sales staff</li> </ul>	3H	[REDACTED]	2M
15. Audit, Review & Continuous Improvement of Sales Safety Systems	<ul style="list-style-type: none"> <li>• Stagnant WHS systems that do not adapt to changes in sales strategies, markets or travel patterns</li> <li>• Lack of targeted auditing of controls relevant to mobile and off-site work</li> </ul>	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Inadequate use of incident data, telematics and worker feedback to improve controls</li> <li>Policies implemented on paper but not embedded in day-to-day sales operations</li> <li>Non-compliance with evolving WHS legislative requirements and guidance</li> </ul>		<div style="background-color: black; height: 15px; width: 100%;"></div>	

SAMPLE

**EMERGENCY RESPONSE – CALL 000 FOR EMERGENCIES**

Ensure to have an Emergency Management Plan in place as well as adequate numbers of trained first aid staff with easy access to fully stocked first aid kits, rescue equipment, material safety data sheets, adequate access to emergency communication equipment and fire-fighting equipment suitable for all classes of fire and ignition sources.

**LEGISLATIVE REFERENCES**

RELEVANT LEGISLATION AND CODES OF PRACTICE. DELETE THE LEGISLATIVE REFERENCES FOR ANY STATE THAT ARE NOT APPLICABLE

**Queensland & Australian Capital Territory**

Work Health and Safety Act 2011  
 Work Health and Safety Regulations 2011  
 Legislation QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/work-health-and-safety-laws>  
 Codes of Practice QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/codes-of-practice>  
 Legislation ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/acts-and-regulations>  
 Codes of Practice ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/codes-of-practice>

**Victoria**

Occupational Health and Safety Act 2004  
 Occupational Health and Safety Regulations 2017  
 Legislation VIC: <https://www.worksafe.vic.gov.au/occupational-health-and-safety-act-and-regulations>  
 Codes of Practice VIC: <https://www.worksafe.vic.gov.au/compliance-codes-and-codes-practice>

**New South Wales**

Work Health and Safety Act 2011  
 Work Health and Safety Regulations 2025  
 Legislation NSW: <https://www.safework.nsw.gov.au/legal-obligations/legislation>  
 Codes of Practice NSW: <https://www.safework.nsw.gov.au/resource-library/list-codes-of-practice>

**Western Australia**

Work Health and Safety Act 2020  
 Work Health and Safety Regulations 2022  
 Legislation Western Australia: <https://www.commerce.wa.gov.au/worksafe/legislation>  
 Codes of Practice WA: <https://www.commerce.wa.gov.au/worksafe/codes-practice>

**Northern Territory**

Work Health and Safety (National Uniform Legislation) Act 2011  
 Work Health and Safety (National Uniform Legislation) Regulation 2011  
 Legislation NT: <https://worksafe.nt.gov.au/laws-and-compliance/workplace-safety-laws>  
 Codes of Practice NT: <https://worksafe.nt.gov.au/laws-and-compliance/codes-of-practice>

**Safe Work Australia Links**

Law and Regulation (All States): <https://www.safeworkaustralia.gov.au/law-and-regulation>  
 Model Codes of Practice: <https://www.safeworkaustralia.gov.au/resources-publications/model-codes-of-practice>

**South Australia**

Work Health and Safety Act 2012 (SA)  
 Work Health and Safety Regulations 2012 (SA)  
 Legislation for SA: <https://www.safework.sa.gov.au/resources/legislation>  
 Codes of Practice for SA: <https://www.safework.sa.gov.au/workplaces/codes-of-practice#COPs>

**Model Codes of Practice**

- Managing noise and preventing hearing loss at work
- Confined spaces
- Labelling of workplace hazardous chemicals
- Managing risks of hazardous chemicals in the workplace
- Welding processes
- First aid in the workplace
- Managing the risk of falls at workplaces
- Hazardous manual tasks
- Managing the risk of falls in housing construction
- Managing electrical risks in the workplace
- Demolition work
- Excavation work
- Work health and safety consultation, cooperation and coordination
- Managing the work environment and facilities
- How to manage work health and safety risks
- Managing risks of plant in the workplace
- Construction work

**Tasmania**

Work Health and Safety Act 2012  
 Work Health and Safety (Transitional and Consequential Provisions) Act 2012  
 Work Health and Safety Regulations 2012  
 Work Health and Safety (Transitional) Regulations 2012  
 Legislation for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/acts-and-regulations>  
 Codes of Practice for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/codes-of-practice>

Details of permits, licenses or access required by regulatory bodies (add or delete as required):

- Permits from local council
- Authorisation to commence work
- Any required documents.