

Managing Psychosocial Risk in the Workplace

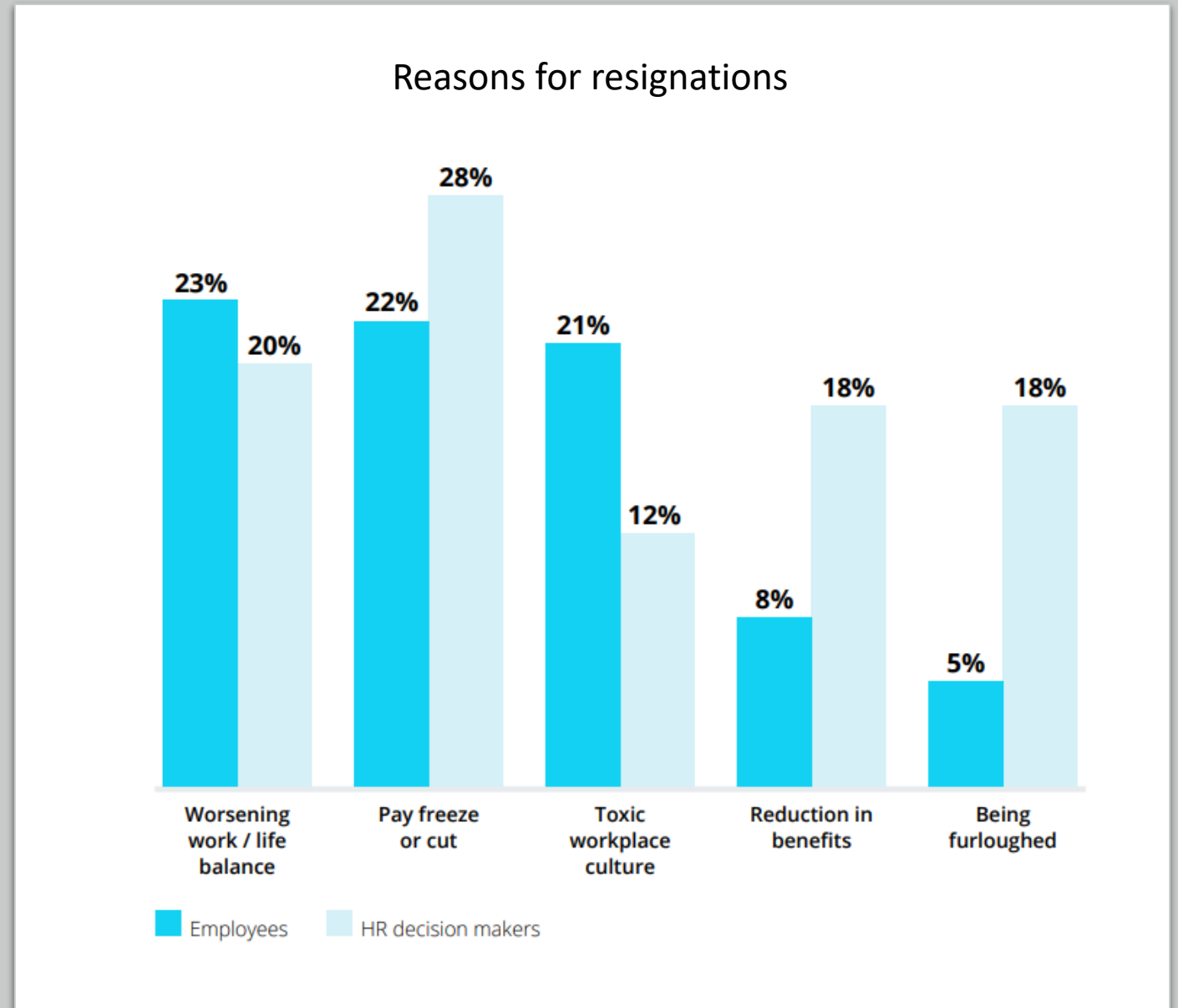
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Talent exodus on the horizon?

- 41% of workers are considering quitting or changing progressions this year (Microsoft survey of over 30,000 global workers)
- The cost of additional staff turnover in the UK and Ireland over the next 12 months could cost the economy an estimated £16.958 billion – equating to £10,076 per business



Based on 500 HR decision makers and 2,002 workers in the UK and Republic of Ireland.

What employees value

- 52% of employees would choose a company that cared about their wellbeing over a company that pays 10% more (Reward Gateway report, 2019)
- 86% of Millennials would take a pay cut to work for a company whose mission aligns with their own (Glassdoor, 2017)
- More than half (54%) of employees surveyed from around the world would consider leaving their job post-COVID-19 pandemic if they are not afforded some form of flexibility in where and when they work (EY 2021 Work Reimagined Employee Survey)

Current picture in relation to our mental health

- 41% of millennials 46% of Gen Zs shared that they feel stressed or anxious 'most' or 'all of the time' and 48% report feeling more stressed since the start of the pandemic
- 47-49% of millennials and Gen Zs who have taken time off work for mental health reasons have given their employer a different reason for this absence

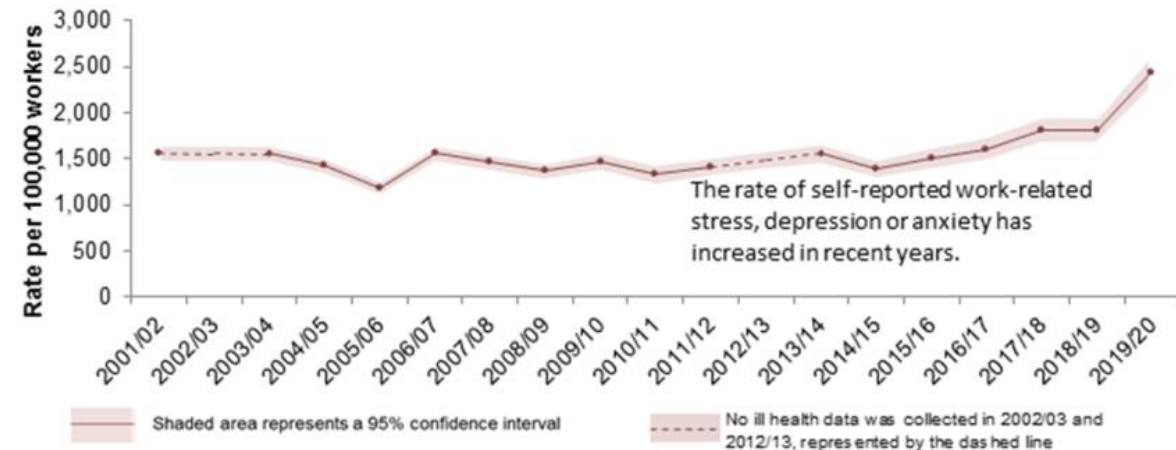
828,000

Workers suffering from work-related stress, depression or anxiety (new or long-standing) in 2019/20 Labour Force Survey (LFS)

17.9 million

Working days lost due to work-related stress, depression or anxiety in 2019/20 Labour Force Survey (LFS)

Work-related Stress, depression or anxiety per 100,000 workers: new and long-standing

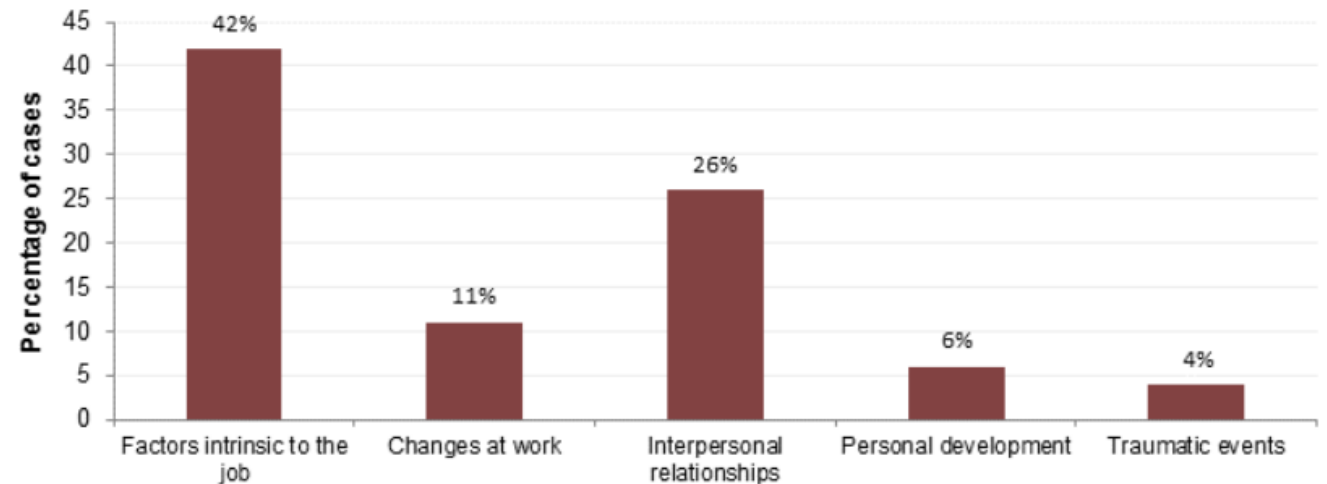


Source: LFS annual estimate, from 2001/02 to 2019/20

Causes of mental ill health

- Main cause of work-related stress, depression or anxiety was workload, in particular tight deadlines, too much work or too much pressure or responsibility.
- Working hours increased by 12.5 hours per week over the last year
- 57% of mental ill health at work is caused by excessive work demands for those working from home, compared to 46% of those attending a workplace a normal amount

Analysis of mental ill-health cases reported to the GP network according to precipitating event



Source: THOR(GP), data 2013-2015

Health and wellbeing in organizations

- An encouraging fall in the proportion who report their organization is 'much more reactive than proactive' (27%, down from 41% last year)
- A smaller increase in the proportion that have a formal wellbeing strategy (50%, up from 44% in 2020)
- Three-quarters (75%) of respondents believe that senior leaders have employee wellbeing on their agenda, up from 61% last year
- Two-thirds (67%) report that line managers are bought in to the importance of wellbeing, up from 58% last year.

Figure 1: The position of health and wellbeing in organisations (%)






Base: 668 (2021); 1,018 (2020); 1,056 (2019); 1,016 (2018).

The case for well-being strategy

- Organisations with a standalone well-being strategy are more likely to take a holistic approach compared with those without one
- Largest returns focus on screening individuals to provide targeted, early-stage support to prevent their mental condition from worsening, and on providing training, both universally and to small groups.

Intervention types linked with employee journey

	Intervention type	Average ROI	Example intervention(s)
	Reactive (1-1) mental health support	3:1	Therapy with a licensed mental health practitioner
	Proactive mental health support	5:1	Line manager workshops, health coaching
	Organisation-wide culture/awareness raising	6:1	Tailored web portals, personal exercise sessions

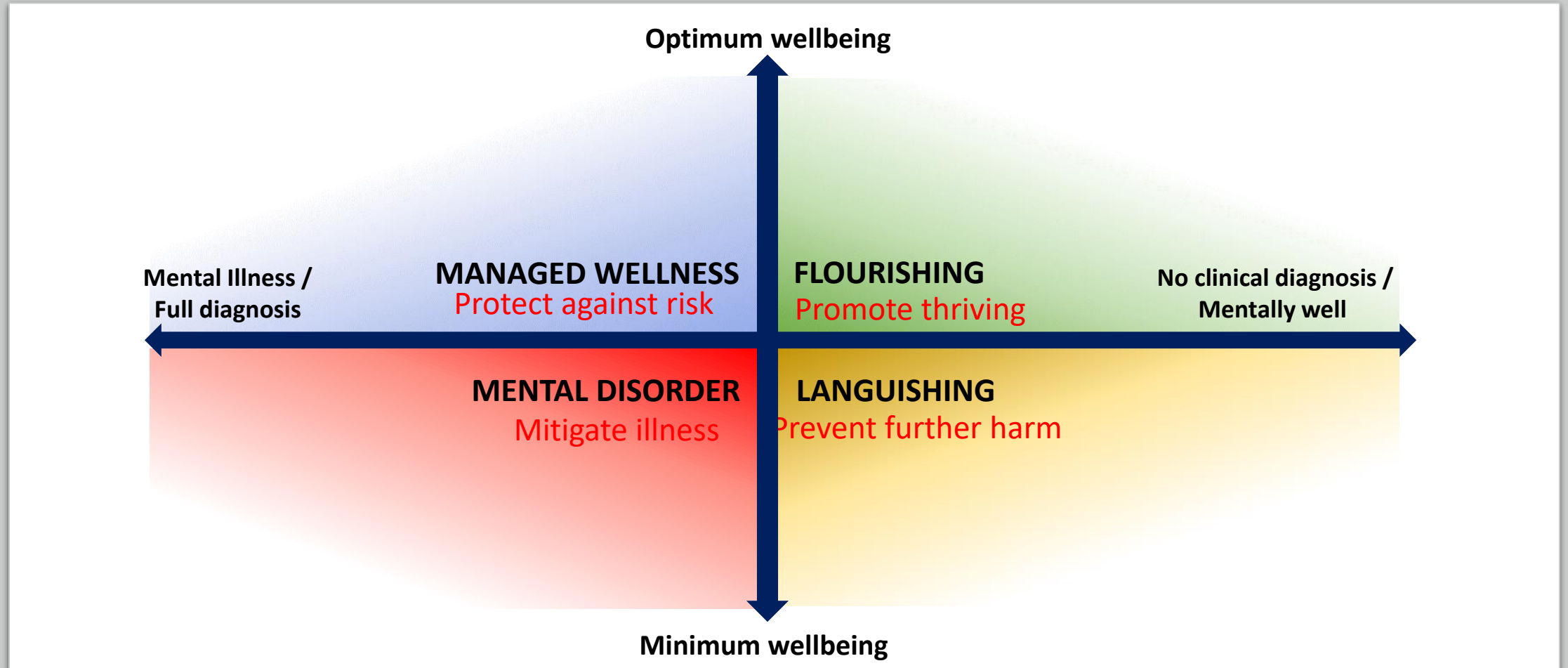
Line management impact on wellbeing

- Line managers have four times the impact of any wellbeing intervention.
- They are one of the most critical aspects of supporting employee mental health
- ‘Employers want to do the right thing but line managers lack the training, skills or confidence required to effectively support others at a very basic level.’ Thriving at Work: Farmer/Stevenson report 2017
- 62% of line managers are not receiving enough help from their organisation to support the mental wellbeing of their staff
- Only 31% of respondents said they feel they have been sufficiently trained to recognise the signs of poor mental health in their direct reports

ISO 45003: Guidelines for managing psychosocial risks

- First global standard giving practical guidance on managing psychological health in the workplace.
- Links to ISO 45001 – Occupational Health and Safety Standard
- Systematic approach to managing psychosocial risk
- Psychosocial risk refers to intangible hazards in a workplace that have the potential to cause mental, emotional, or psychological harm

Mental health continuum



Psychosocial Hazards

How work is organised

Social factors at work

Work environment

Workload/pace – hours and schedule

Leadership

Equipment

Job Control / autonomy

Interpersonal relationships

Hazardous tasks

Role Clarity / expectations

Career development

Isolated working

Demands

Recognition and reward

Remote working

Change management

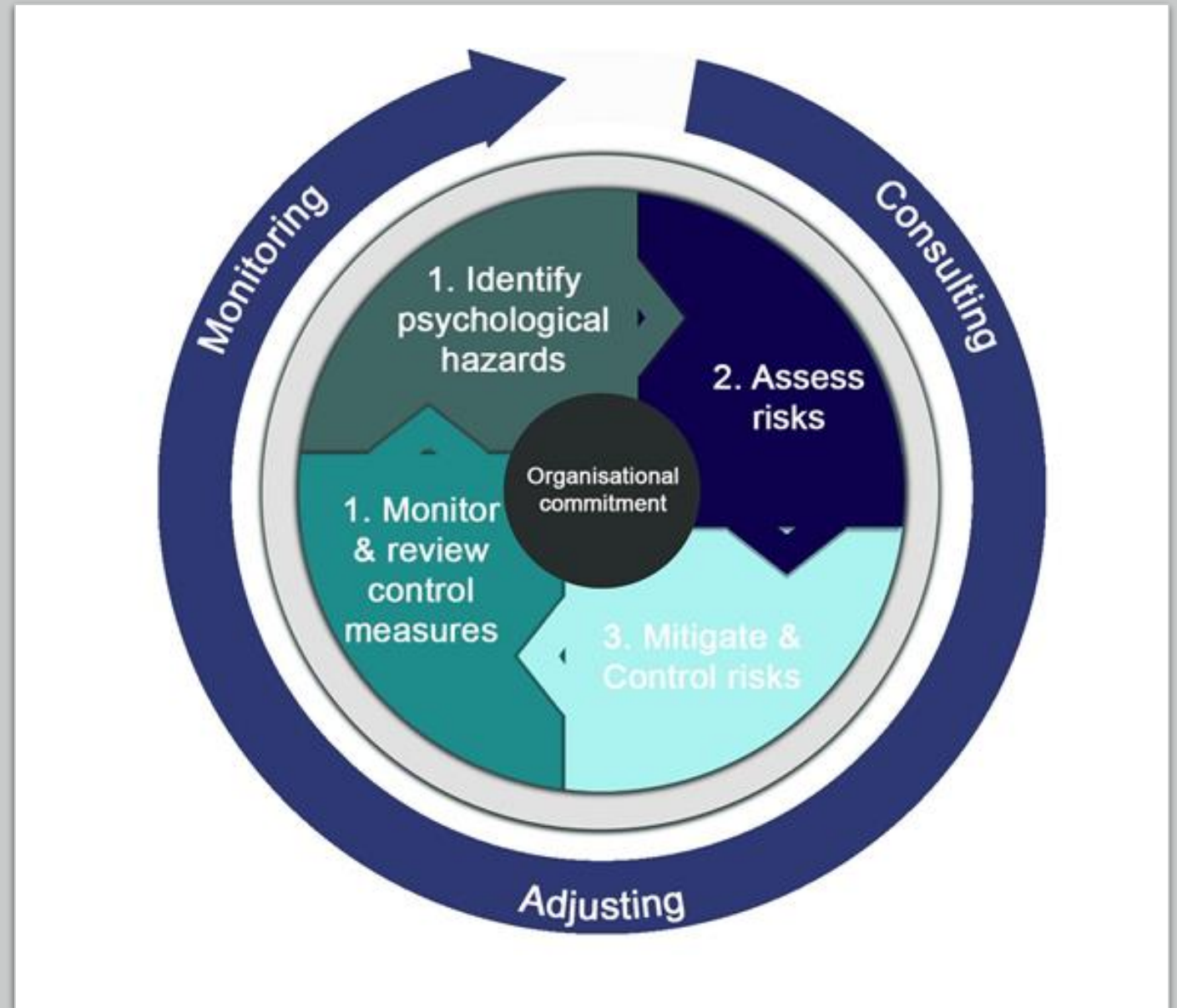
Support / supervision

Return to offices

Organisational justice

Risk assessment process

- 1. Identifying the psychological hazards and primary risk factors
- 2. Assessing the risks to determine what changes can be made
- 3. Mitigating and controlling the risks
- 4. Review control measures



Psychosocial risk assessment surveys

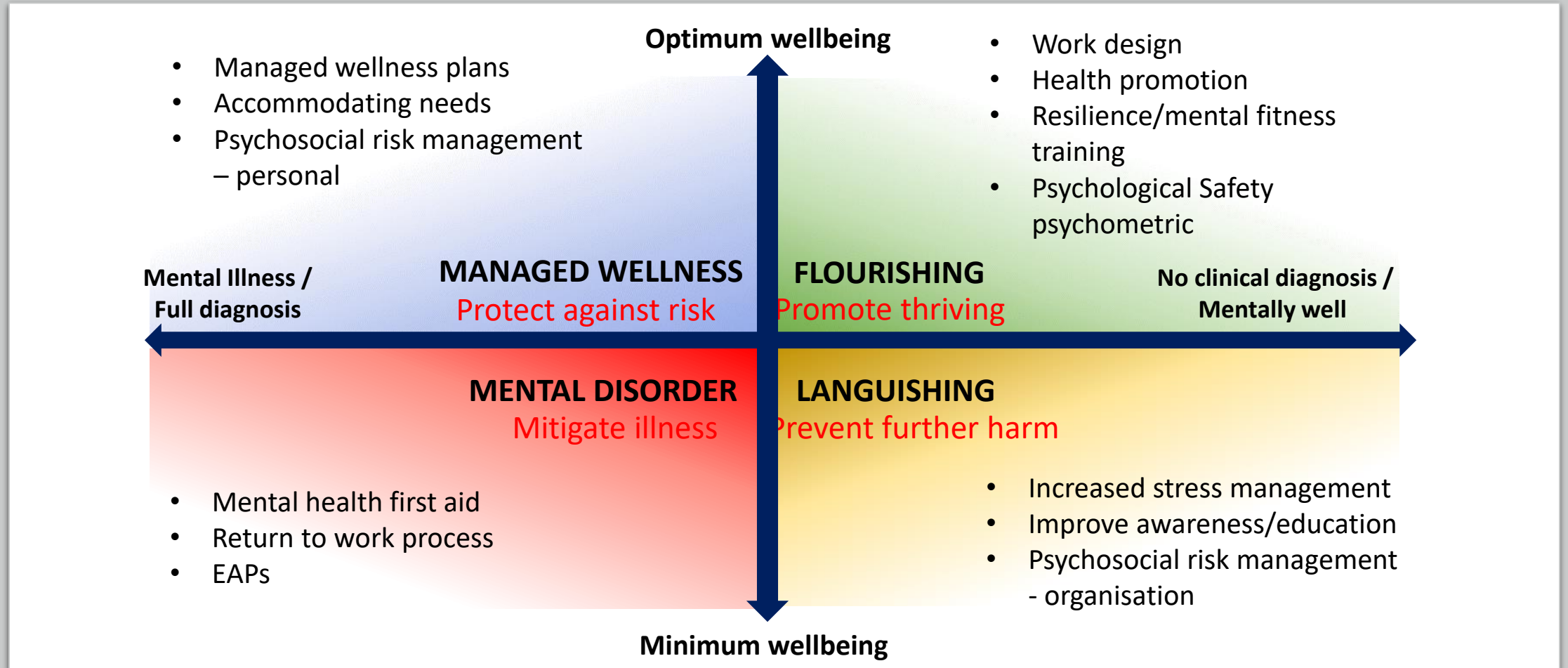
- Bespoke/modular risk assessment survey
- Involves hazard identification tailored to your business – taking into account previous interventions/initiatives
- Covers full range of psychosocial risks outlined in ISO 45003
- Assess organisational culture in relation to Psychological H&S
- Results fed back linked to mental health continuum
- Interventions targeted to organisational issues arising

PsychSafe™ – Psychosocial Risk Assessment

- Job demands
- Roles and expectations
- Burnout
- Work environment
- Psychological health and safety culture
- Diversity and inclusion

	Never	Rarely	Sometimes	Frequently	Always
I bring work home/complete it outside contracted hours when I have not had time to complete it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel emotionally drained after a day at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation supports employees to balance their work and home lives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel full of energy when I am at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Tailored feedback



PsychSafeTM Survey

- How does your organisation measure up?
- How will you get honest answers from the team?
- A range of organisations currently piloting the PsychSafeTM survey
- Provision of complimentary report detailing findings with interventions that map to the mental health continuum

Building a wellbeing strategy

- Reflect risk factors for your organisation
- Build tailored interventions for each quadrant
- Map change over time
- Feedback on results

Questions?



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