SAFETY25
CONFERENCE + EXPO

Workplace Mental Health Investment: Convince, Persuade & Lead

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Agenda Overview

Convince - why does mental health matter?

- ❑ Explore the statistics surrounding stress and mental health to understand the extent of the issue

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Agenda Overview

Persuade - why is it important for organizations to invest in mental health?

- ❑ Explore the business imperatives of prioritizing workplace mental health as a foundational part of your H&S program and make the business case for integrating it into your risk management processes

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Agenda Overview

Lead - How do we take the lead making mental health a priority?

- ❑ Understand different strategies to support your workers to reduce stress and support their mental health

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CONVINCE

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Mental Health

- Why are we so hesitant or uncomfortable talking about mental health?

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The psychological/mental health continuum

Mental illness ⟷ Mental wellness

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Photo by Jeroen Rendeler on Unsplash

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Risks/Impacts of Chronic Stress

STCKY

Sleep disturbances, Fatigue, Memory loss, Anxiety, Depression, Burnout, Substance use, Addictions, Workplace violence, Suicide

Hypertension, Cardiovascular disease, Diabetes, Impaired Immune function, Arthritis, Asthma, Migraines, Metabolism issues, Musculoskeletal problems, Digestive issues: IBS, IBD, Ulcers, Chronic pain, Chronic Bronchitis

Workplace accidents

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Mental Health

- A state of well-being in which an individual realizes their own abilities, can cope with the normal stresses of life, can work productively, and is able to contribute to their community (a positive state that allows individuals to thrive)
- Includes a person's emotional, psychological and social well-being

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The Statistics

40% of people are often or always stressed at work

46% worry about losing their job if they were to talk about mental health at work

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The Statistics

76%

US workers say that workplace stress affects their personal relationships

78%

Stress negatively impacts their work performance

(Workforce Institute @UKG 2023)

$300 B+

Stress is estimated to cost the US Industry >$300 billion in losses due to absenteeism, diminished productivity & accidents

The American Institute of Stress

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The Statistics

How many US adults on average experience a mental health illness in a year?

A. 1 in 250
B. 1 n 50
C. 1 in 4
D. 1 in 100
E. 1 in 25

23%

Anxiety is the #1 presenting issue reported by U.S. workers

Mental illness: A condition that significantly affects a person's thinking, feeling, mood, or behaviour negatively impacting day-to-day functioning

e.g. anxiety, depression, schizophrenia, eating disorders, addictive behaviours, etc.

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The Statistics

Half of U.S. workers report moderate to severe levels of burnout, depression, or anxiety (2025 Mind Share Partners Mental Health Report)

90% reported at least minor levels of one mental health challenge

53 % of challenges lasted at least 2 months up to an entire year

77% of individuals with addiction issues did not receive the treatment they needed

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Mental health:

A prevalent issue that simply cannot be ignored!

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CONVINCE – it matters

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PERSUADE

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Persuade: Making the business case

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Factors that can contribute to mental health issues

- Psychological
- Social
- Socioeconomic
- Environment
- Personal history
- Age & gender
- Genetics & other biological factors
- Lifestyle
- **Work**
- Other stressors
- Lack of support systems

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Stress travels easily

HOME

WORK

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Stress travels easily

HOME

WORK

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Top Factors

In 2025 the top factors that are negatively impacting U.S. workers' mental health:

- ❑ U.S. politics (43%)
- ❑ Global events (42%)
- ❑ Personal finances (37%)

** the political climate is creating stress about the economy (inflation, money & prices), work (working conditions & job stability) and lack of clarity around the future of the country*

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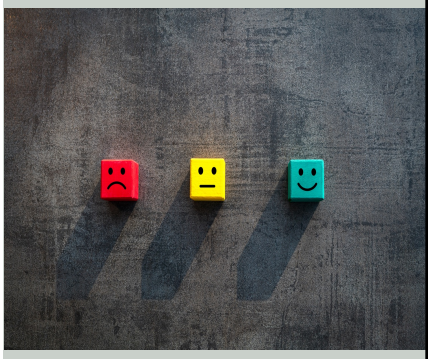
Health & Work: Managers & Money Workforce Institute @UKG Mental Report 2023

60% Their job is the biggest factor influencing their mental health

70% Employees in the U.S. would prioritize good mental health over a high paying job

64% Would take a pay cut for a job that better supports their mental health (70% of Managers)



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2025 Mental Health at Work Report – Mind Share Partners

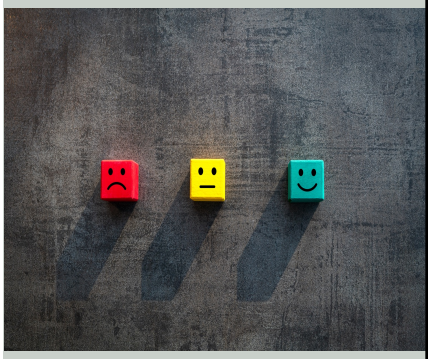
Mental health is driving productivity, attrition and attraction in the U.S.

82%

A company supporting mental health is moderately to extremely important when job searching

48%

Have left their jobs for mental health reasons



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Mental Stress Injuries

Longer recovery (median time) 15 x higher

Higher $ costs **8 x the cost**

Mental stress claims vs all accepted claims

SafeWork Australia 2021 Workers' compensation claims

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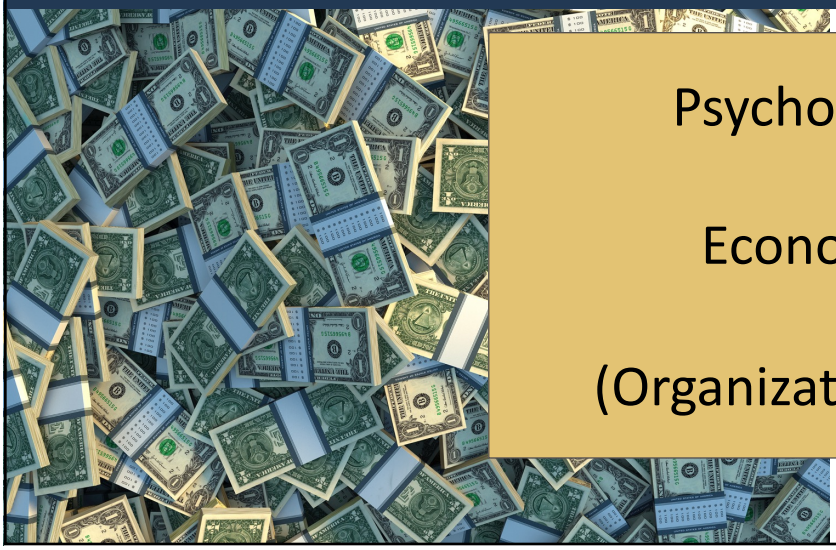
Health & Safety: A Shared Responsibility



Psychosocial Risks
=
Economic Costs

(Organizations & Society)

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The benefits

Organizations that implement evidence-based Psychological Health & Safety strategies which focus on mental health usually perform better in all key performance categories from health & safety, to human resources key performance indicators and shareholder returns

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The return on investment (ROI)

Companies investing in mental health see payoffs in employee health & retention. Employees are:

- ❑ **2 times more likely to report no burnout or depression**
- ❑ **3 times more likely to report no anxiety**
- ❑ **2.5 times more likely to be satisfied with their job**

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The benefits of investing in PHS & mental health

- ❑ Health & Safety
- ❑ Organizational excellence
- ❑ Sustainability of human capital

Improved:

- productivity
- organizational effectiveness
- worker engagement & morale
- discretionary effort
- recruitment & retention
- creativity & innovation

$$ Bottom Line

Reduction in:

- turnover, absenteeism & presenteeism
- workplace conflict & grievances
- disability & injury rates
- Workers Compensation premiums
- Recruiting and re-training costs

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PERSUADE – organizations have an important role to play as both a business and social imperative

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LEAD

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Addressing psychosocial hazards & mental health

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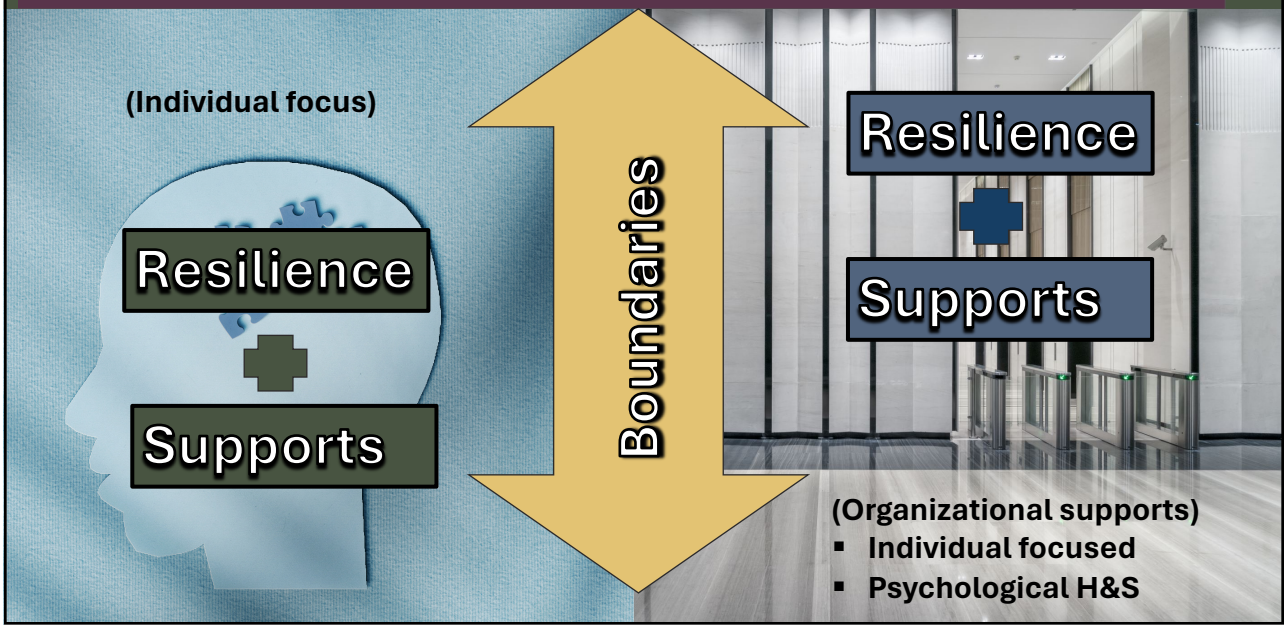
RBS Model



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The Psychosocial Hazard & Mental Health Relationship at Work

Psychosocial hazard

ROOT CAUSE

Stress response

Psychological & Physical harm

e.g. burnout

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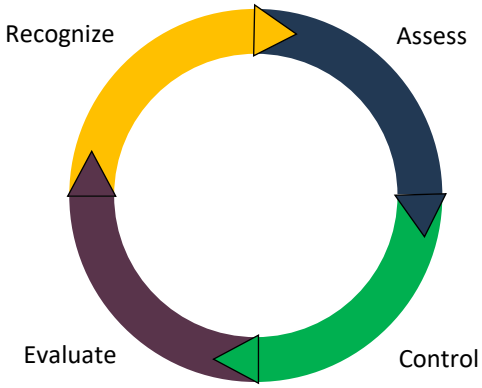
Addressing Psychosocial Hazards

Best Practice



- ❑ Psychosocial hazards should be assessed similarly to physical hazards
- ❑ Risk factors for psychological health & safety should be identified and assessed
- ❑ The controls selected to mitigate the risks should consider the hierarchy of controls;
- ❑ Effectiveness of the controls implemented should be continuously evaluated and refined as needed

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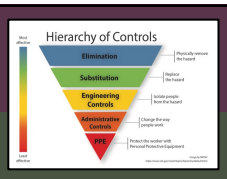
Addressing Psychosocial Hazards



Most effective controls → **Least effective controls**

Elimination | Substitution | Engineering | Administrative | PPE

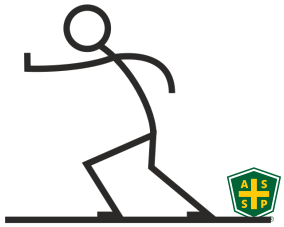
Address root causes to eliminate psychosocial hazards

Training policies & programs that identify or address mental health risks

Teach workers resilience & other mitigating skills

Provide mental health support once injury has occurred; Return to work facilitation

Source → STRESSOR



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BEST PRACTICES!

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What is the Psychological Health & Safety Standard?

The Standard is a voluntary set of guidelines, tools & resources focused on promoting employees' psychological health & preventing psychological harm due to workplace factors

Focuses on aspects that are within the control, responsibility or influence of the workplace that can affect the workforce

Aim is also to improve productivity, financial performance, risk management, recruitment and retention

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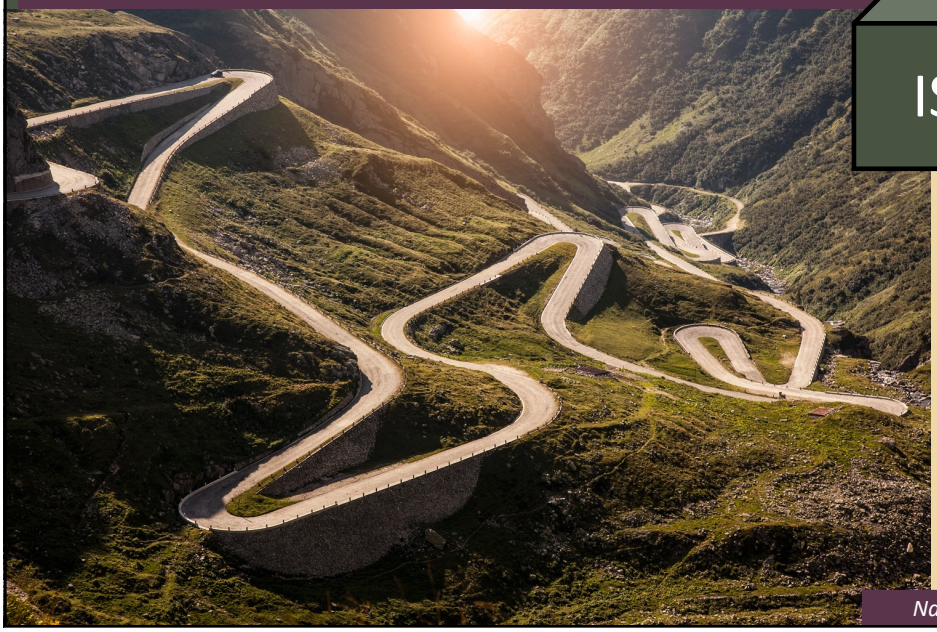
Get ahead of the curve



ISO 45003

Psychological health & safety at work – Guidelines for managing psychosocial risks

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3 major sources of workplace psychosocial hazards

- Environment (physical & psychological)
- Work organization
- Socio-economic factors

If you plant seeds in a toxic environment…

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The CSA Z1003 Psychological Health & Safety Standard 14 factors to assess

Organizational culture	Civility & respect	Clear leadership & expectations	Work/Life balance	Psychological & social support
Psychological competencies & demands	Workload management	Growth & development	Involvement & influence	Recognition & reward
Engagement	Protection of physical safety	Psychological protection from violence, bullying & harassment	Other chronic stressors as identified by workers	

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The PHS Standard – ISO 45003

Roles & expectations	Job control or autonomy	Job demands	Organizational change management	Remote & isolated work	Workload & work pace
Working hours & schedule	Job security & precarious work	Interpersonal relationships	Leadership	Organizational/ workgroup culture	Recognition & reward
Career development	Support	Supervision	Civility & respect	Work/Life balance	Violence at work

Harassment | Bullying & victimization | Work environment, equipment & hazardous tasks

Psychological health & safety at work

The aim is not to diagnose the worker, or solve all problems, the aim is to diagnose the workplace to create a psychologically healthy and safe environment where people can thrive

Best Practice

Psychosocial hazards are best managed in the workplace through mitigation, support and personal resilience

Photo by Ian Dooley on Unsplash

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An integrated, participatory approach

Best Practice

Psychological safety should be integrated into the health & safety efforts and systems of the workplace with active worker participation in order to be effective and sustainable

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Photo by Annie Spratt on Unsplash

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Creating Organizational Support

Best Practice

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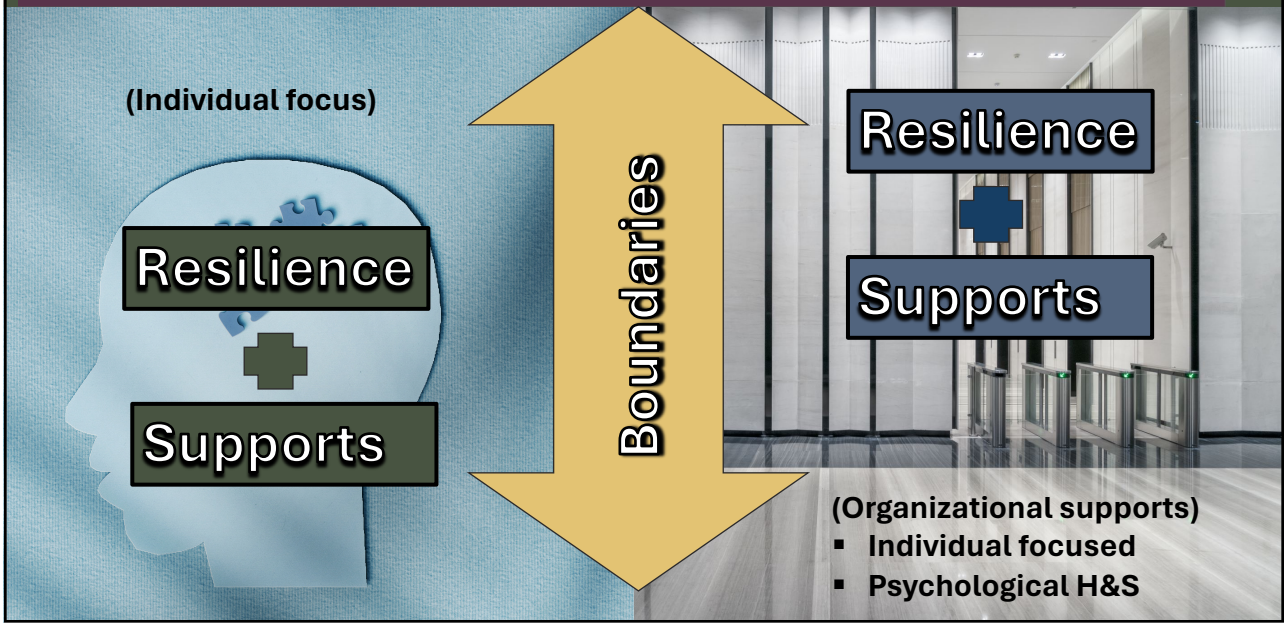
RBS Model



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The PHS Standard - Plus

Best in Class

Additional factors beyond workplace control where supports can be offered

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