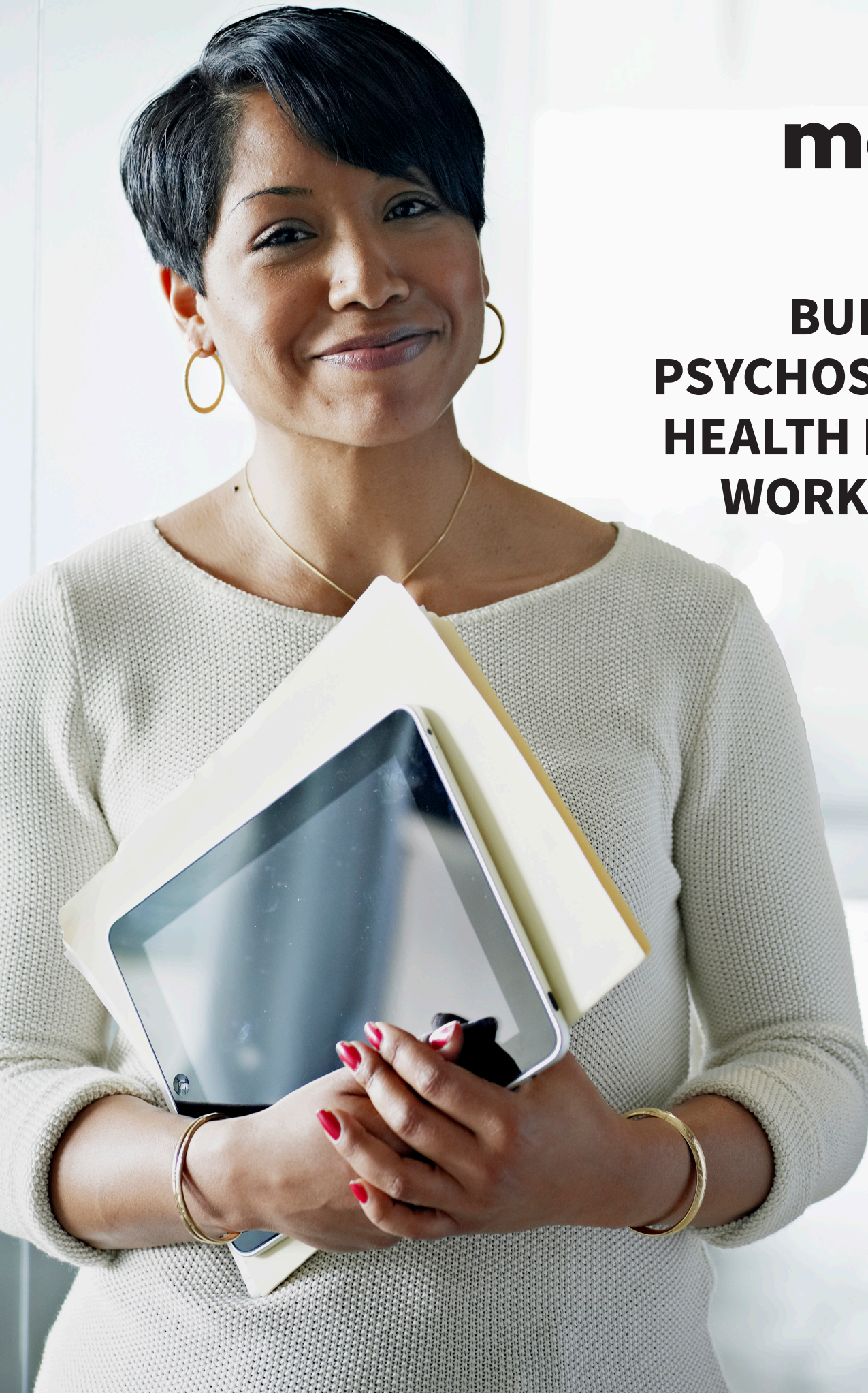




**BUILDING
PSYCHOSOCIAL
HEALTH IN THE
WORKPLACE**



INTRODUCTION

POSITIVE MENTAL HEALTH AND WORKFORCE RESILIENCE ARE CRITICAL TO MEET THE INCREASING DEMANDS AND UNCERTAINTY THAT EXIST IN TODAY'S WORLD. Yet, a **RECENT MCKINSEY STUDY** found that 59% of the global workforce is struggling with at least one mental health challenge. A study by the **WORLD HEALTH ORGANIZATION** (WHO) estimated that depression and anxiety disorders alone cost the global economy over \$1 trillion per year in lost productivity, 12 billion lost working days.

These numbers are staggering. Employers around the globe must understand and address psychosocial health in the workplace. Governments, too, are taking notice.

As part of my role at meQ, I've been researching the emerging requirements around the world for companies to identify and address workplace psychosocial health risks. While specific requirements vary from country to country, and there isn't a unifying set of standards yet, there are similarities in the expectations about employer support, available programming and policies, and defined processes to assess psychosocial health and safety risks.

This is an opportunity to impact the health and well-being of your workforce. Well designed policies and benefits alongside a supportive culture and environment have a demonstrated positive impact on individual and team productivity, performance, and overall well-being. Conversely, significant gaps, lack of support, and overwhelm at work have a deleterious effect on well-being, productivity, and ultimately, the bottom line.

Imagine if you were able to uncover that a specific division, like your engineering team, felt a lack of meaning in their work, that demands were too high, and that they lacked support from their leadership. The psychosocial health of that workforce is low, and there's a higher likelihood for turnover, burnout, anxiety, and depression.

That's where meQ can help. We support some of the most successful global enterprises in the world, working together to expand their overall well-being initiative to include psychosocial health risks.

The time to address psychosocial health and safety in the global workforce is now. But in order to solve a problem, you first need to understand where your gaps lie. This eBook was written to help you understand what psychosocial health is, how it impacts your workforce, and how you can assess, measure, and improve psychosocial health in your organization.



JONATHAN GELFAND
Senior VP, Solutions Consulting
meQ

WHAT IS PSYCHOSOCIAL HEALTH?

PSYCHOSOCIAL HEALTH ENCOMPASSES ALL OF THE PSYCHOLOGICAL, SOCIAL, AND ENVIRONMENTAL FACTORS THAT AFFECT INDIVIDUAL WELL-BEING. THE PHRASE ACKNOWLEDGES THAT MANY ELEMENTS INFLUENCE PHYSICAL, MENTAL, AND EMOTIONAL HEALTH, AND THAT EFFECTIVE SYSTEMS TO SUPPORT HEALTH MUST RECOGNIZE AND ENGAGE WITH THIS COMPLEXITY.

In the workplace, psychosocial risks arise from poor work design, organization and management, or poor social context of work, and may lead to stress, anxiety, and depression.



PSYCHOSOCIAL HEALTH IN THE WORKPLACE

Psychosocial health has always been part of work. However, the pandemic significantly strained employee mental well-being around the world, resulting in costly, ongoing drains on productivity, talent retention, and performance. Companies have had to accelerate and evolve their efforts to understand and support employee mental health, or suffer low productivity, rising burnout, and high turnover.

Forward-thinking leaders are looking at employee health more holistically, including the psychosocial factors that affect performance. Offering EAP and behavioral health access alone does not deliver meaningful gains in employee well-being, productivity, or business goals.

Business leaders must ask a better question: How does the structure and nature of work impact the way my employees think, feel, and perform?

This is the heart of workplace psychosocial risk assessment.

BUT ASSESSMENT IS NOT SIMPLE, AS PSYCHOSOCIAL RISKS RUN THE GAMUT. COMMON CONTRIBUTORS TO PSYCHOSOCIAL RISK IN THE WORKPLACE INCLUDE:

- Little to no employee influence over work and work methods
- Inability to make full use of an individual's skills
- Lack of employee involvement in making decisions that affect them
- Work that is excessively machine- or system-based
- Work in which demands are perceived as excessive
- Work systems that limit opportunities for social interaction
- High levels of effort that are not balanced by sufficient reward
- No recognition for achievements or jobs well done
- Lack of psychological and physical safety
- Conflicting demands and lack of role clarity

”MENTAL HEALTH AND WELL-BEING CHALLENGES AFFECT THE MAJORITY OF THE GLOBAL WORKFORCE, WITH 59% REPORTING AT LEAST ONE MENTAL HEALTH CHALLENGE” – MCKINSEY

ECONOMIC IMPACT

The economic impact of psychosocial health on employers around the globe isn't just significant. It's a matter of organizational survival, and the key to gaining a competitive edge.



**12 BILLION
WORKING DAYS**

are lost every year to
DEPRESSION and **ANXIETY**

[WORLD HEALTH
ORGANIZATION](#)



**\$1 TRILLION
PER YEAR**

in **LOST PRODUCTIVITY**
across the global economy
due to depression and
anxiety

[WORLD HEALTH
ORGANIZATION](#)



**\$1,685 PER
EMPLOYEE**

is the average annual
cost of absenteeism and
presenteeism related to
STRESS in the U.S.

[THE CENTERS FOR
DISEASE CONTROL](#)



**50-60%
OF ALL LOST
WORKDAYS**

in Europe can be
attributed to **STRESS**

[INTERNATIONAL LABOUR
ORGANIZATION](#)



**1 IN 4
EUROPEAN
WORKERS**

reported that work has
a **NEGATIVE IMPACT ON
THEIR HEALTH**

[6TH EUROPEAN WORKING
CONDITION SURVEY](#)



WHO OWNS PSYCHOSOCIAL RISK ASSESSMENT?

The ownership of psychosocial risk assessment in a company can vary depending on the organization's structure and culture. Typically, responsibility for psychosocial risk assessment falls to the organization's health and safety or human resources department.

HEALTH & SAFETY

WHO:

Occupational health and safety manager or the risk management team.

WHAT:

Work closely with employees and managers to identify potential sources of psychosocial risk and develop strategies to manage and mitigate these risks.

HR

WHO:

Talent management team, the employee relations team, or the organizational development team.

WHAT:

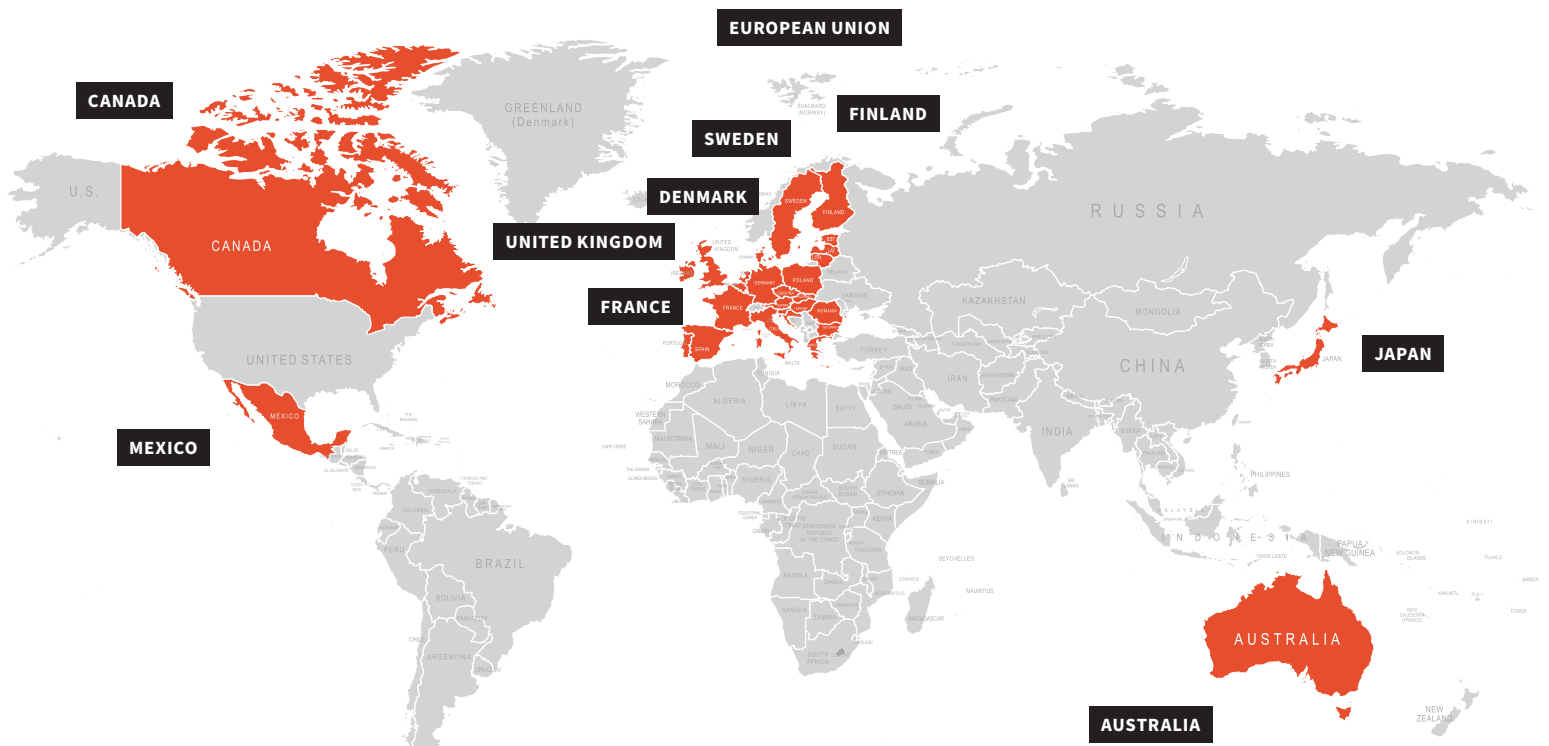
Develop policies and procedures related to psychosocial risks, such as anti-bullying and harassment policies, stress management programs, and employee assistance programs.

REGARDLESS OF THE SPECIFIC DEPARTMENT OR TEAM RESPONSIBLE FOR PSYCHOSOCIAL RISK ASSESSMENT, IT IS IMPORTANT FOR SENIOR EXECUTIVES, INCLUDING THE CEO AND THE BOARD OF DIRECTORS, TO PROVIDE LEADERSHIP AND SUPPORT FOR THESE EFFORTS.

IMPLICATIONS FOR GLOBALLY DISTRIBUTED WORKFORCES

INCREASINGLY, COUNTRIES ARE IMPLEMENTING MANDATORY LEGAL REQUIREMENTS FOR EMPLOYERS TO IDENTIFY, EVALUATE, AND ADDRESS WORKPLACE PSYCHOSOCIAL RISKS TO REMAIN IN COMPLIANCE WITH LOCAL STANDARDS. EXAMPLES INCLUDE MEXICO, CANADA, EUROPE, JAPAN, AND AUSTRALIA.

Employers are required to put in place specific policies, administer prescribed survey instruments and practices to eliminate or mitigate these psychosocial hazards/risks.



IN SOME COUNTRIES, FINES MAY BE IMPOSED ON EMPLOYERS ON TOP OF REPUTATIONAL DAMAGES FOR LACK OF COMPLIANCE.

WHAT ARE GLOBAL COMPANIES DOING TO ASSESS PSYCHOSOCIAL RISK?

There is no one-size-fits-all system for assessing and managing psychosocial risk in the workplace. Each company is unique and must determine the strategies, tools, and areas of focus best suited to their employees and environments.

PSYCHOSOCIAL RISK MANAGEMENT STRATEGIES CAN INCLUDE:



LEVERAGING PREDICTIVE ANALYTICS AND CONDUCTING RISK ASSESSMENT.

Identify and evaluate potential sources of psychosocial risk in the workplace. Predictive analytics can help identify risk areas across the workforce before deeper problems develop. Surveys, interviews, or focus groups with employees are common assessment methods to gather sample information.



DEVELOPING POLICIES AND PROCEDURES.

Implement anti-bullying and harassment policies, stress management programs, and employee assistance programs to help address psychosocial risks.



OFFERING TRAINING AND EDUCATION.

Provide training and education to employees and managers to help them identify and manage psychosocial risks in the workplace. Topics can cover stress management, conflict resolution, and communication skills.



MONITORING AND EVALUATING PROGRESS.

Identify areas for improvement in psychosocial risk management strategies and ensure that programs are having the desired impact, such as through employee feedback and engagement surveys.

Addressing psychosocial risks in the workplace is an important aspect of creating a healthy and productive work environment. By implementing strategies to assess and manage these risks, global enterprises can help ensure the well-being of their employees and improve organizational performance.

YOUR PARTNER IN BUILDING GLOBAL PSYCHOSOCIAL HEALTH

meQ empowers some of the largest and most complex organizations in the world by delivering comprehensive psychosocial risk assessment data, combined with robust indicators of individual resilience and well-being. This powerful integration not only illuminates potential business risks but also pinpoints their most significant areas of impact.

meQ CAN HELP YOU WITH THE BASELINE ANALYTICS FOR YOUR POPULATION, ALONG WITH A RANGE OF PROFESSIONAL SERVICES AND PARTNERSHIPS TO ENSURE YOUR ORGANIZATION REMAINS IN COMPLIANCE WITH LOCAL STANDARDS.



"As we get more countries on board, we're using an optional, evergreen well-being and mental health survey to gather more data and understand the global picture, and that's exciting. Getting meQ launched globally helps us in that regard."



TOM MCDONOUGH
Total Rewards Manager
Ford Credit



"Across the world, meQ is one of the most utilized and recommended mental health solutions we have. It's a joy to work with the entire meQ team."



CHRISTINA PAPOULIAS
Benefits Analyst
Marriott International



"One of the challenges we face is that we have around 80,000 employees across 17 different markets, all speaking different languages from different cultures in different time zones. It is important for us to have a reliable, accessible, and consistent program across the region that also caters to the local languages.

meQ is able to offer us that."



DR. WINNIE HO
Asia Pacific Wellness Manager
JPMorgan Chase

MEASURING RISK AND TAKING ACTION

Once you have information on the psychosocial risks in play among your workforce, it's crucial to take action. That's why meQ has partnered with The Opus Centre to offer a full service solution, including dedicated remediation services.

This end-to-end solution enables meQ to efficiently identify and address psychosocial risks in the workforce, and detect the root causes of these risks to engagement, performance, and well-being.

Based on identified risk areas, meQ and The Opus Centre provide a combination of proven methods including awareness training, individual and collective skills development, guidance for different organizational levels, or step-by-step programs to manage psychosocial health in the workplace. Together, we will also train other functions in your organization, such as occupational health and safety or talent, on how to leverage the findings and mitigate risks.

OUR END-TO-END PROCESS TO IDENTIFY AND REMEDIATE WORKPLACE PSYCHOSOCIAL HAZARDS



meQ ALSO CONFORMS TO GLOBAL SECURITY STANDARDS AND REGULARLY PASSES STRINGENT AUDITS BY GLOBAL CUSTOMERS IN REGULATED INDUSTRIES.

- Compliant with privacy standards (GDPR, CCPA/CPRA) and health insurance and information standards (HIPAA, HITECH)
- Audited annually for SOC 2 + HITRUST Type II



TURN PSYCHOSOCIAL RISK INTO GROWTH OPPORTUNITY

Knowing environmental risks is critical. But knowledge without action is a liability.

meQ can partner with your organization to measure, report, and remediate psychosocial risk for your employees. We have the global expertise needed to seamlessly field large multinational datasets, and the deep subject matter knowledge to assess your specific work environment and help you leverage the unique relationship between your work environment and your employee mental well-being.

Ultimately, the most effective approach to assessing psychosocial risks depends on the specific needs and context of your company. The right partner tailors the solution to fit your organization, your employees, and your performance goals. meQ is the right partner.

REACH OUT TO A meQ SPECIALIST TO MAKE YOUR GLOBAL WORKFORCE A FORCE FOR GROWTH.

ANALYZING PSYCHOSOCIAL RISK AND TAKING ACTION

Learn how U.S. Roche Genentech, a leader in healthcare with employees in 100 countries, partnered with meQ's data science team to get the most out of their annual global psychosocial risk assessment.



[DOWNLOAD THE CASE STUDY](#)

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