

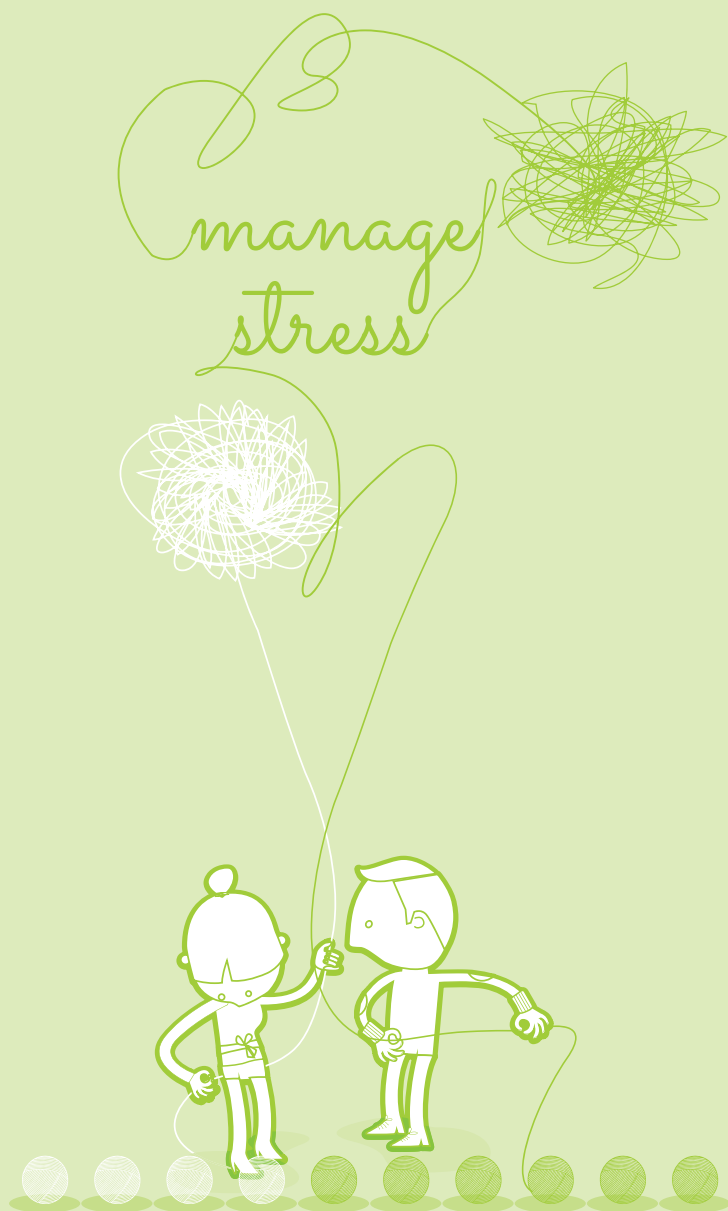
Healthy Workplaces



www.healthy-workplaces.eu

Campaign Guide

Managing stress and psychosocial risks at work



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Contents

Introduction	4
What are work-related stress and psychosocial risks?	4
Why is managing stress and psychosocial risks so important?	5
Why is EU-OSHA running this campaign?	6
What is the scale of the problem?	8
Managing psychosocial risks	10
The role of management in improving the psychosocial environment	11
The importance of worker participation	12
The principles of prevention	15
What makes a good psychosocial work environment?	16
What are the benefits of preventing psychosocial risks?	16
The 2014–15 campaign: Healthy Workplaces Manage Stress	19
About this campaign	19
Practical tools and support for reducing stress	20
Who can take part in the campaign?	20
Practical ways of getting involved	20
The European Good Practice Awards scheme	23
Our existing network of partners	25
Previous campaign success	26
Further information and resources	28
EU-OSHA's network of focal points	29

Introduction

The effective management of health and safety in the workplace is good for workers, good for business and good for society as a whole. It is especially important that we remember this in times of economic uncertainty, when it is essential that businesses maintain productivity, and when working under pressure to meet deadlines, when mistakes are most likely to be made and accidents most likely to occur. It might be tempting to dismiss occupational safety and health (OSH) in the pressurised modern workplace as an ‘administrative burden’ that merely fulfils legal obligations, but that would be counterproductive. It is more important than ever to be aware of and manage risks in the workplace.

This brochure is the main guide to the ‘Healthy Workplaces Manage Stress’ Campaign 2014–15, organised by the European Agency for Safety and Health at Work (EU-OSHA). Its key aim is to help employers, managers, workers and workers’ representatives to recognise and manage stress and psychosocial risks in the workplace.

Effectively tackling psychosocial risks creates a healthy work environment in which workers feel valued and the workplace culture is more positive, and, consequently, business performance improves.

What are work-related stress and psychosocial risks?

Work-related stress occurs when the demands of the job exceed a worker’s ability to cope with them. It is one of the most important outcomes of a poor psychosocial work environment — not least because workers experiencing prolonged stress at work may go on to suffer serious mental and physical health problems.

Psychosocial risks relate to the negative psychological, physical and social outcomes that arise from unfavourable organisation and management in the workplace, as well as a poor social context at work, including, but not limited to:

- excessively demanding work and/or not enough time to complete tasks;
- conflicting demands and lack of clarity over the worker’s role;
- a mismatch between the demands of the job and the worker’s competency — underusing a worker’s skills can be a source of stress just as much as overstretching them;
- a lack of involvement in making decisions that affect the worker and a lack of influence over the way the job is done;
- working alone, especially when dealing with members of the public and clients, and/or being subject to violence from a third party, which may take the form of verbal aggression, unwanted sexual attention or the threat of or actual physical violence;

Work-related stress occurs when demands at work are beyond a worker’s ability to cope with them.

- a lack of support from management and colleagues, and poor interpersonal relationships;
- psychological or sexual harassment in the workplace — the victimising, humiliating, undermining or threatening behaviour of supervisors or colleagues towards an employee or group of employees;
- an unjust distribution of work, rewards, promotions or career opportunities;
- ineffective communication, poorly managed organisational change and job insecurity;
- difficulties in combining commitments at work and at home.

It is important to emphasise here that psychosocial risks should not be confused with a healthy, challenging but supportive work environment that stimulates workers and encourages their development and performance to the best of their ability.

Why is managing stress and psychosocial risks so important?

Although many factors contribute to workers' mental health and well-being, there is evidence that the workplace environment makes a significant contribution. In a good psychosocial environment, work can be very beneficial for workers' mental health, providing them with a structure in their life and giving them a greater sense of social inclusion, identity and status, opportunities for development and increased

confidence. Conversely, a poor psychosocial work environment can have significant negative effects on workers' health.

For the individual, the negative effects of poorly managed psychosocial risks include experiencing work-related stress, poor mental health, burnout, difficulty in concentrating and making more mistakes, problems at home, drug and alcohol abuse and poor physical health, particularly cardiovascular disease and musculoskeletal problems.

For the organisation, the negative effects include poor overall business performance, increased absenteeism, presenteeism (workers turning up for work when sick and unable to function effectively) and increased accident and injury rates. Absences tend to be longer than those arising from other causes ⁽¹⁾, and work-related stress may contribute to increased rates of early retirement, particularly in white-collar workers ⁽²⁾. Estimates of the cost to businesses and society are significant and run into billions of euros at a national level.

(1) Health and Safety Executive, 2009–10. Available at: www.hse.gov.uk/statistics/causdis/stress/

(2) The Austrian employee health monitor survey, Chamber of Labour of the province of Upper Austria (AK OÖ) and the Austrian institute for empirical social studies (IFES), Vienna, 2009.

Why is EU-OSHA running this campaign?

There is a lot of misunderstanding and sensitivity around psychosocial risks in the workplace, and there is still a stigma around mental health. The European Survey of Enterprises on New and Emerging Risks (ESENER) found that over 40 % of employers consider psychosocial risks more difficult to manage than 'traditional' OSH risks. The main obstacles cited are 'sensitivity of the issue' and 'lack of expertise' ⁽³⁾. Additionally, a survey of senior managers found that almost half of them believed that none of their workers would ever suffer from a mental health problem during their working life ⁽⁴⁾. The reality is that up to one in six will suffer from mental ill health. Workers with a mental health condition are sometimes considered to be a 'risk' to the organisation when, in fact, even those suffering from a mental health condition not related to work can usually function effectively in a workplace with a good psychosocial environment.

This campaign sets out to improve understanding of the issue and bridge the gap by providing support and guidance for workers and employers and promoting the use of practical, user-friendly tools.

Employers in Europe have a legal obligation to assess and manage psychosocial risks in the workplace ⁽⁵⁾. Furthermore, the European pact for mental health and well-being ⁽⁶⁾ recognises the changing demands and increasing pressures in the workplace and encourages employers to implement additional, voluntary measures to promote mental well-being.

For employers, the aim of this campaign is to convince them that their legal obligations are relevant to running a successful business and retaining a motivated and healthy workforce, and that managing stress and psychosocial risks requires the implementation of organisational measures.

For workers, the aim is to reassure them that work-related stress is an organisational issue. They should not be afraid of reporting it nor should they be concerned that it may be seen as a sign of individual weakness.

Work-related stress is an organisational issue, not an individual fault.

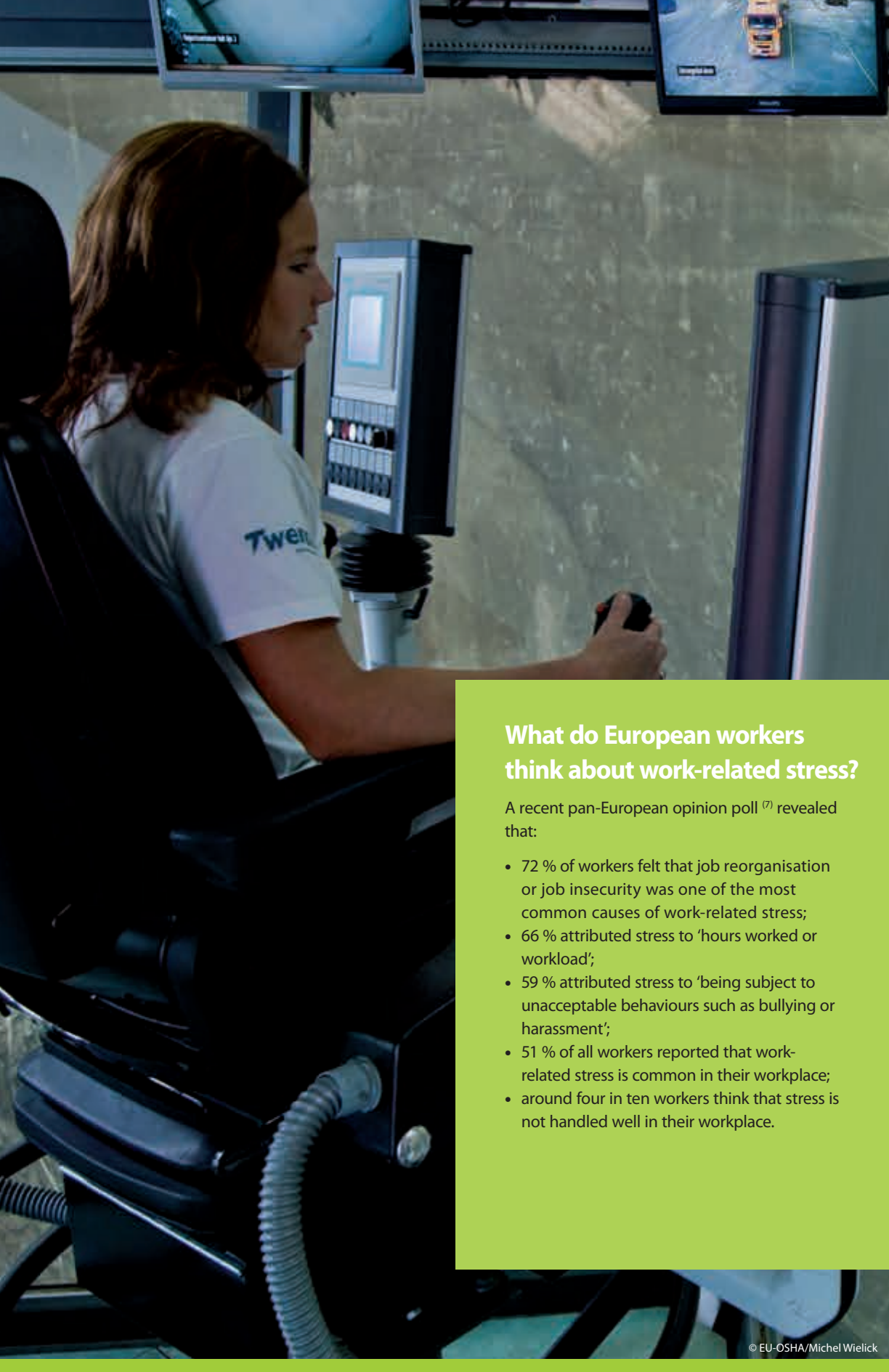
⁽³⁾ The European Survey of Enterprises on New and Emerging Risks (ESENER), European Agency for Safety and Health at Work, 2010. Available at: https://osha.europa.eu/en/publications/reports/esener1_osh_management

⁽⁴⁾ 'Mental health: the last workplace taboo', Shaw Trust, London, 2006.

⁽⁵⁾ Council Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work, the framework agreement on work-related stress (2004) and the framework agreement on harassment and violence at work (2007) provide guidance for employers on dealing with these issues.

⁽⁶⁾ European pact for mental health and well-being, 2008. Available at: http://ec.europa.eu/health/mental_health/docs/mhpact_en.pdf

⁽⁷⁾ 'Pan-European opinion poll on occupational safety and health', European Agency for Safety and Health at Work, 21 March 2013. Available at: <https://osha.europa.eu/en/safety-health-in-figures>



What do European workers think about work-related stress?

A recent pan-European opinion poll ⁽⁷⁾ revealed that:

- 72 % of workers felt that job reorganisation or job insecurity was one of the most common causes of work-related stress;
- 66 % attributed stress to 'hours worked or workload';
- 59 % attributed stress to 'being subject to unacceptable behaviours such as bullying or harassment';
- 51 % of all workers reported that work-related stress is common in their workplace;
- around four in ten workers think that stress is not handled well in their workplace.



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What is the scale of the problem?

The statistics are sobering.

Studies suggest that 50–60 % of all lost working days can be attributed to work-related stress and psychosocial risks ⁽⁸⁾. It is the second most frequently reported work-related health problem in Europe — after musculoskeletal disorders. Over a 9-year period, nearly 28 % of European workers reported exposure to psychosocial risks that affected their mental well-being ⁽⁹⁾.

Research indicates that psychosocial risks and work-related stress give rise to significant costs for organisations and national economies alike. In general, workers are likely to take a significant amount of time off work when suffering from work-related stress and other psychological problems. It is also common for workers to turn up for work when they are unable to function at full capacity (which is known as ‘presenteeism’).

The total costs of mental health disorders in Europe (both work and non-work related) is estimated at EUR 240 billion per year ⁽¹⁰⁾. Less than half of this sum stems from direct costs such as medical treatment, with EUR 136 billion due to lost productivity, including sick-leave absenteeism.

⁽⁸⁾ ‘Research on work-related stress’, European Agency for Safety and Health at Work, 2000. Available at: <http://osha.europa.eu/en/publications/reports/203/view>

⁽⁹⁾ ‘Health and safety at work in Europe (1999–2007): A statistical portrait’, Publications Office of the European Union, European Commission, Luxembourg, 2010. Available at: http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-31-09-290/EN/KS-31-09-290-EN.PDF

⁽¹⁰⁾ ‘A guide to the business case for mental health’, European Network for Workplace Health Promotion (ENWHP), 2009. Available at: http://www.enwhp.org/fileadmin/downloads/8th_Initiative/MentalHealth_Broschuere_businesscase.pdf

⁽¹¹⁾ Trontin, C., Lassagne, M., Boini, S. and Rinal, S., ‘Le coût du stress professionnel en France en 2007’, Institut National de Recherche et de Sécurité, Paris, 2007.

⁽¹²⁾ Health and Safety Executive, 2009–10. Available at: <http://www.hse.gov.uk/statistics/causdis/stress>

⁽¹³⁾ The Austrian employee health monitor survey, Chamber of Labour of the province of Upper Austria (AK OÖ) and the Austrian institute for empirical social studies (IFES), Vienna, 2009.



The business case — examples

- The national costs of occupational stress in France were estimated at between 2 and 3 billion euros in 2007 ⁽¹¹⁾.
- In the United Kingdom, it is estimated that around 9.8 million working days were lost during 2009–10 because of work-related stress, and workers were absent for, on average, 22.6 days ⁽¹²⁾.
- In Austria, psychosocial disorders have been reported to be the main reason why white-collar workers retire early, causing over 42 % of all early retirements among this category of workers ⁽¹³⁾.

Managing psychosocial risks

All organisations need to consider work-related stress and psychosocial risks. On average, 51 % of workers consider work-related stress to be common in their workplace, and this figure is high in organisations of all sizes. In very small (micro-)organisations of nine or fewer people 45 % of workers consider work-related stress to be common, and in larger organisations this figure increases to 54–58 % of workers ⁽¹⁴⁾.

EU-OSHA's ESENER survey found that 79 % of managers in Europe are concerned about stress at work ⁽¹⁵⁾. At the same time, less than 30 % of organisations in Europe have procedures for dealing with workplace stress, harassment and third-party violence.

ESENER showed that, while 40–50 % of larger organisations (250+ employees) have measures in place to deal with psychosocial risks, only 20–30 % of smaller organisations (10–49 employees) have such measures in place. Reports of a lack of support and guidance or a lack of expertise were particularly frequent among smaller organisations.

However, even with limited resources, psychosocial risks can be assessed and managed in small organisations. The benefits of managing work-related stress in smaller organisations outweigh

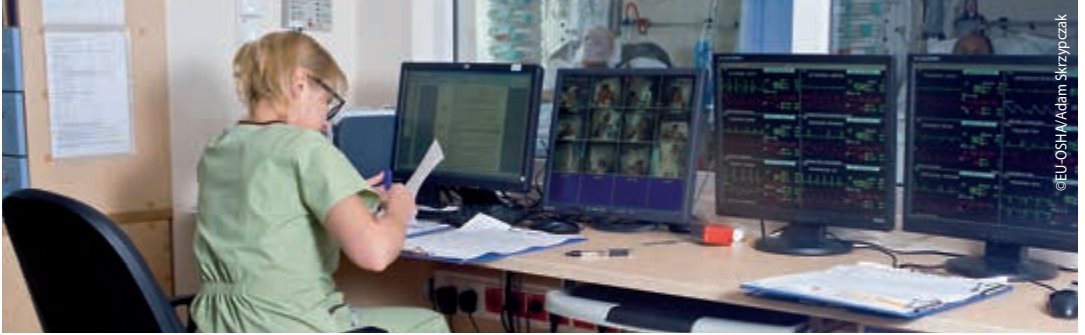


the costs of implementation ⁽¹⁶⁾. The key is to involve everyone in promoting a good psychosocial work environment. This will mean that managers and workers are equipped to deal effectively with a difficult situation if it arises. It is only in exceptional circumstances that psychological expertise is likely to be required.

⁽¹⁴⁾ 'Pan-European opinion poll on occupational safety and health', European Agency for Safety and Health at Work, 21 March 2013. Available at: <https://osha.europa.eu/en/safety-health-in-figures>

⁽¹⁵⁾ The European Survey of Enterprises on New and Emerging Risks (ESENER), European Agency for Safety and Health at Work, 2010. Available at: https://osha.europa.eu/en/publications/reports/esener1_osh_management

⁽¹⁶⁾ 'The suitability of HSE's risk assessment process and management standards for use in SMEs', Health and Safety Executive, 2007. Available at: www.hse.gov.uk/research/rrpdf/rr537.pdf



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The role of management in improving the psychosocial environment

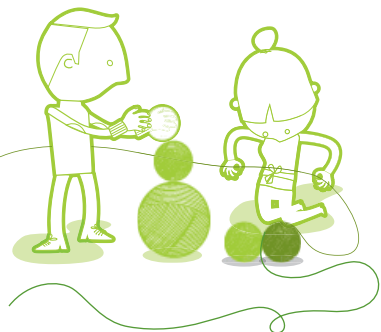
The employer is responsible for implementing a plan to prevent/reduce psychosocial risks, enabling workers to play their part and creating a healthy psychosocial work environment. By being approachable and sensitive and promoting a supportive workplace environment, managers will not only allow workers to raise issues, but also encourage them to help find solutions. An understanding of workers' difficulties outside work, although not part of the employer's legal responsibility to workers, will also help to foster a supportive working environment, as will creating opportunities for social interaction outside work. Middle managers have a crucial role to play here as they interact with workers on a daily basis: they should be encouraged to develop their competences in creating a good psychosocial work environment.

Good leadership can help to reduce work-related stress and psychosocial risks. It is not the case that good leaders are only ever born. Like other skills, good leadership and people management skills can be learned and developed.

A good leader provides a role model to inspire workers and motivate them to fulfil their potential. He or she is open and approachable and understands the strengths and weaknesses of the team members.

A good leader challenges and encourages team members to work towards shared goals and the greater good and take responsibility for their work. He or she will foster a team spirit and high morale and get the best from the team.

There are psychosocial hazards in every workplace.



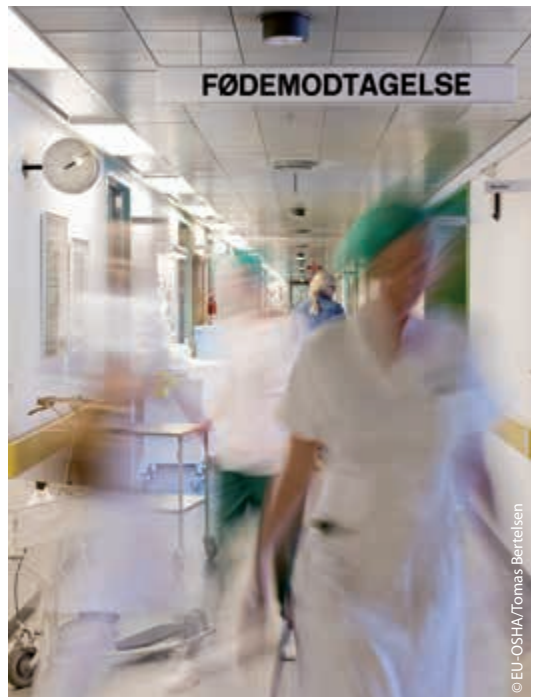
The importance of worker participation

Although employers have a legal responsibility to ensure that workplace risks are properly assessed and controlled, it is essential that workers are also involved. Workers and their representatives have the best understanding of the problems that can occur in their workplace. By sharing that knowledge with managers and employers, they can help to shape planning and implement solutions.

Worker participation requires more than just feedback from the bottom up, however. It needs a two-way dialogue between employers and the workforce, which involves both parties:

- talking to one another;
- listening to each other's concerns;
- sharing views and information; and
- making decisions together ⁽¹⁷⁾.

Worker involvement is particularly crucial to successfully dealing with stress and psychosocial risks in the workplace because, by consulting workers, managers are helping to create a climate of trust in which workers will feel comfortable about raising concerns. Involving workers in developing preventive measures will also improve overall morale and ensure that the measures put in place are both appropriate and effective.



⁽¹⁷⁾ 'Worker participation in occupational safety and health: A practical guide', European Agency for Safety and Health at Work, 2012. Available at: https://osha.europa.eu/en/publications/reports/workers-participation-in-OSH_guide

CASE STUDY:**Rigshospitalet, Copenhagen**

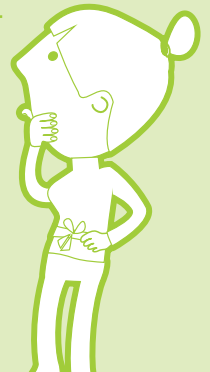
The positive effects of working together, and involving workers in improving the work environment, are clearly demonstrated in a case study from Denmark ⁽¹⁸⁾.

With a workforce of some 8 500 employees, Rigshospitalet, a public hospital, is one of Denmark's largest employers. However, a job satisfaction survey in 2011 revealed that stress, bullying and sexual harassment were significant problems in the workplace.

Improving the work environment became a top priority for senior management. But, rather than applying a top-down approach, they worked with groups reviewing the working environment in individual departments across the hospital, as well as trade union representatives and worker representatives, to implement new practices aimed at reducing work-related stress, bullying and sexual harassment. The importance of knowledge-sharing and providing feedback was emphasised and the work of existing working groups was reorganised to improve both. Worker representatives were involved in drawing up guides and policies on preventing bullying and sexual harassment and reducing stress,

a management network was established to prevent abusive behaviour and the hospital's e-newsletter featured examples of how individual departments had enhanced their work environment.

Concrete results were demonstrated in an overall improvement in job satisfaction and significantly reduced stress levels among secretaries and nurses.



⁽¹⁸⁾ Awarded in the Healthy Workplaces Good Practice Competition 2012–13, 'Working together for risk prevention'.



The principles of prevention

Being proactive and having a plan in place to pre-empt problems is the most effective way to manage psychosocial risks in the workplace. Experience shows that by the time work-related stress and ill health and absenteeism are increasing, productivity and innovation are already declining, and there will be a significant impact on business performance.

Psychosocial risks can be assessed and managed in the same systematic way as other OSH risks using the risk assessment model and following the participative approach.

- Identify the hazards and those potentially at risk. Awareness is key: ensure that managers and workers are aware of the psychosocial risks and the early warning signs of work-related stress, and that both are involved in the risk assessment.
- Evaluate and prioritise the risks.
- Plan preventive action: if risks are not avoidable, how can they be minimised?
- Implement the plan: specify the measures to be taken, the resources required, the people involved and the time frame.
- Monitor and review on an ongoing basis and amend the plan in response to the results of monitoring.

It is worth bearing in mind that individuals may react differently to the same set of circumstances, for example some people will cope better than others with periods of high demand or tight deadlines. Where possible, the psychosocial risk assessment should take account of workers' psychological abilities and needs (e.g. those related to gender, age or experience). In micro-organisations, managers tend to interact with workers regularly and get to know them. In larger organisations, middle managers will have an important role to play as they interact with workers on a daily basis.

This campaign provides support for employers, managers and workers by promoting the use of simple, user-friendly tools and approaches to assess and manage psychosocial risks in the workplace. Such an approach might begin with an assessment of the current work environment through surveys and interviews with staff, then, through discussion, identify practical improvements. Following such a process ensures worker participation and focuses attention on addressing the underlying causes of work-related stress and other psychosocial problems. Having a framework to structure the process will also allow organisations to monitor the success of preventive measures. It is important that managing psychosocial risks is integrated with OSH management in general, rather than carried out as a separate activity.



The risk assessment model can be readily applied to managing work-related stress.

What makes a good psychosocial work environment?

In a good work environment workers report high job satisfaction and are challenged and motivated to fulfil their potential. For the organisation, this results in good business performance and low absenteeism and staff turnover rates. The key factors that contribute to a good psychosocial work environment are:

- workers are well trained and have sufficient time and autonomy to organise and complete their tasks;
- monotonous tasks are minimised or shared, and workers are encouraged to take ownership of their job;
- workers understand exactly what is expected of them and receive constructive feedback (positive and negative) regularly;
- workers are involved in decision making regarding their work and are encouraged to contribute to developing, for example, methods of working and schedules;
- the distribution of work, rewards, promotions or career opportunities is fair;
- the working environment is friendly and supportive, and extra resources are made available at peak times;
- communication is open and two-way, and workers are kept informed of developments, particularly at times of organisational change;

- there are measures in place to prevent work-related stress, harassment and third-party violence, and workers feel that any concerns they raise will be treated sensitively;
- workers are able to effectively combine their private and working lives.

Additional, voluntary measures can be implemented by employers to promote the mental well-being of workers.

What are the benefits of preventing psychosocial risks?

The case is compelling:

- for workers, improved well-being and job satisfaction;
- for managers, a healthy, motivated and productive workforce;
- for organisations, improved overall performance, reduced absenteeism and presenteeism, reduced accident and injury rates and greater retention of workers;
- for society, reduced costs and burden on individuals and society as a whole.

In a good work environment, workers report high job satisfaction and are challenged and motivated to fulfil their potential.

⁽¹⁹⁾ World Health Organization. Available at: www.who.int/mediacentre/factsheets/fs220/en





Mental health promotion

Mental well-being is essential for good health and quality of life. It can be understood as 'a state of well-being' that allows individuals to realise their potential, cope with the normal stresses of life, work productively and play a positive part in their community ⁽¹⁹⁾.

Promoting mental well-being can make an important contribution to a healthy workplace. Examples of measures that can be taken include:

- allowing flexible working patterns;
- providing support for the challenges of everyday life, such as access to childcare;
- providing training on awareness of mental health issues for managers and workers;
- offering free psychological counselling and support;
- providing support for workers to take part in physical exercise.



Did you know?

- Around half of workers consider work-related stress to be common in their workplace. It is the second most frequently reported work-related health problem in Europe.
- Fifty to sixty per cent of all lost working days can be attributed to work-related stress and psychosocial risks.
- One in six workers will suffer from mental ill health during their working life.
- At a national level, the costs of psychosocial risks at work runs into millions of euros.
- Managing stress and psychosocial risks at work is worthwhile — the benefits to the business outweigh the costs of implementation.

The 2014–15 campaign: Healthy Workplaces Manage Stress

About this campaign

Psychosocial risks can occur in every workplace, and the quality of any workplace is significantly associated with the level of stress experienced by workers.

Although tackling psychosocial risks and work-related stress may seem challenging, this campaign aims to demonstrate that they can be dealt with in the same logical and systematic way as any other OSH issue. With this in mind, the Healthy Workplaces Campaign 2014–15 has the following key objectives:

- to raise awareness of the growing problem of work-related stress and psychosocial risks;
- to provide and promote the use of simple, practical tools and guidance for managing psychosocial risks and stress in the workplace;
- to highlight the positive effects of managing psychosocial risks and stress in the workplace, including the business case.

For the launch of this campaign, a number of resources have been developed by EU-OSHA to help raise awareness and increase understanding of work-related stress and psychosocial risks.

In the second year of the campaign a special highlight will be the launch of a multilingual guide providing simple, evidence-based information on psychosocial risks, prepared for the employers and managers of micro- and small enterprises. The guide aims to motivate employers to tackle work-related psychosocial risks by demonstrating that managing psychosocial risks in micro and small enterprises is not only possible but also very worthwhile. The guide encourages small enterprises across Europe to conduct systematic and effective psychosocial risk management using national or sectoral tools.

This campaign builds on the 2012–13 Healthy Workplaces Campaign, 'Working together for risk prevention', which emphasised the importance of combining good management with worker participation. This approach is echoed in the 2014–15 campaign, which advocates that workers and management both need to play an active role and work together to tackle psychosocial risks and work-related stress effectively.

Key dates

- Campaign launch: April 2014
- European Weeks for Safety and Health at Work: October 2014 and 2015
- Good Practice Awards ceremony: April 2015
- Healthy Workplaces summit: November 2015

By working together, employers, managers and workers can tackle work-related stress and psychosocial risks for the benefit of all.

Practical tools and support for reducing stress

Psychosocial risks can be measured, addressed and reduced through the use of practical tools.

A number of user-friendly, effective practical tools for assessing and reducing stress and psychosocial risks in the workplace are available online:

- the International Labour Office's 'Stress prevention at work checkpoints' manual includes easy-to-use 'checkpoints' for identifying stressors and mitigating their harmful effects;
- the UK Health and Safety Executive's management standards for work-related stress demonstrate good practice in six key areas and provide a benchmark against which organisations can gauge their performance;
- the French national research and safety institute's (INRS) 'Faire le Point' provides keys to assessing psychosocial risks in small companies and practical tips for avoiding them;
- the Belgian SOBANE (screening, observation, analysis and expertise) strategy applies the participative four-step SOBANE strategy to the assessment and prevention of psychosocial risks;
- the website 'SOS in the workplace — a guide to improving the health and well-being of employees in the workplace' has been launched in Slovenia;
- other national tools for managing stress and psychosocial risks are provided by EU-OSHA's focal points and are available on the campaign website.

Who can take part in the campaign?

All organisations and individuals are encouraged to take part in this campaign:

- employers of all sizes in the public and private sector;
- managers, supervisors and workers;
- OSH professionals;
- trade unions and safety and health representatives;
- employers' associations;
- professional organisations;
- education and training providers;
- OSH risk prevention and insurance services.

Practical ways of getting involved

Individuals and organisations can get involved in the campaign in a number of ways:

- disseminating and publicising campaign materials;
- organising events and activities such as seminars and workshops;
- using and promoting the practical tools available for managing work-related stress and psychosocial risks;
- taking part in the European Good Practice Awards competition;
- getting involved in the European Weeks for Safety and Health at Work 2014 and 2015;
- becoming an official EU campaign partner or national campaign partner.



The campaign toolkit

EU-OSHA's campaign toolkit is a great resource for employers, managers, safety representatives and, in fact, anybody thinking of running their own OSH campaign. The toolkit provides practical advice and guidance on all aspects of running a campaign and includes the following:

Advice on planning a campaign:

- defining campaign objectives;
- deciding on the main campaign message;
- branding and how to reach the audience;
- evaluating the success of the campaign.

Guidance on resources and networks:

- budgeting;
- working in partnership;
- making the most of opportunities to spread the campaign messages.

Examples of tools and techniques to promote the campaign:

- press releases or feature articles;
- advertising and promotion;
- online marketing and social media;
- organising events.

Examples of how other organisations have carried out their own campaigns are also available as a resource to help in planning a campaign.

<http://osha.europa.eu/en/campaign-toolkit>



The benefits of being a campaign partner

In return for promoting the campaign and giving it publicity, official campaign partners benefit from publicity on a dedicated section of the campaign website and an honourable mention whenever EU-OSHA promotes the Healthy Workplaces Campaign at EU level. Other benefits include an invitation to EU-OSHA events.

The European Good Practice Awards scheme

The Healthy Workplaces Good Practice Awards recognise outstanding and innovative contributions to workplace safety and health and demonstrate the benefits of adopting good OSH practices. All organisations and enterprises in EU Member States, candidate countries, potential candidate countries and the European Free Trade Association (EFTA) are welcome to submit an entry.

Entries should demonstrate the following:

- effective management combined with worker participation that promotes the campaign theme of 'Healthy Workplaces Manage Stress';
- the successful implementation of interventions aimed at improving workplace safety and health;
- demonstrable outcomes in terms of an improvement in workplace safety and health;
- the sustainability of interventions over time;
- the transferability of interventions to other organisations, which may be in other countries or of a different size.

EU-OSHA's network of focal points collects entries and nominates national winners for the pan-European competition. EU-OSHA's official campaign partners can send their entries directly to EU-OSHA. The Good Practice Awards ceremony is held in the second year of the campaign to promote and share good practice, announce the winners of the competition and celebrate the achievements of all those that took part.



Healthy Workplaces Campaigns at a glance

- As part of each campaign, EU-OSHA provides information and practical guides and tools, and publicity material is freely available, translated into 25 languages.
- Each campaign features a European Good Practice Awards scheme.
- The European Week for Safety and Health at Work is a particular focus of the campaign and is held every year in October.
- EU-OSHA can rely on the support of a network of focal points to promote the campaigns. Focal points are usually the national OSH authority.
- Every campaign involves a European campaign partner scheme in which organisations are given the opportunity to become partners with EU-OSHA, helping to raise awareness of the campaign topic and increase the visibility of the campaign and of the partner organisation.



Our existing network of partners

Good partnerships with key stakeholders are crucial to the success of the campaign. We can rely on the support of a number of networks of partners, including the following:

- **National focal points:** The Healthy Workplaces Campaign is coordinated at the national level by EU-OSHA's network of focal points. If you would like to find out more about our focal points or contact them directly, you will find a link to their contact details at the end of this guide.
- **Official campaign partners:** EU-OSHA encourages pan-European and multinational organisations to become official campaign partners. More than 80 partners actively support the Healthy Workplaces Campaign. If you are interested in becoming a campaign partner, please visit our campaign website (www.healthy-workplaces.eu).
- **Media partners:** These are an exclusive pool of journalists and editors across Europe who are passionate about promoting safety and health in the workplace. Leading European OSH magazines help EU-OSHA to promote the campaign while EU-OSHA offers a platform for journalists and editors to connect, inform and reach out to its networks and stakeholders in Europe and beyond.
- **Enterprise Europe Network:** This network advises and supports small and medium-sized enterprises (SMEs) across Europe to take advantage of business opportunities. It is an important collaborator in the Healthy Workplaces Campaign.



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Previous campaign success

Healthy Workplaces Campaigns are concerned with raising awareness of safety and health at work. With this aim at their core, the campaigns have covered a variety of topics of particular significance for OSH. The campaigns have been running since 2000, with each campaign focus lasting for 2 years. Healthy Workplaces Campaigns are now the largest of their kind in the world and are growing increasingly popular, currently involving hundreds of organisations in more than 30 countries. EU-OSHA and its campaign partners coordinate the Healthy Workplaces Campaigns and, in addition to raising awareness of significant issues concerning OSH, they are concerned with promoting the idea that improving workplace safety and health is good for business.

Snapshot of the Healthy Workplaces Campaigns

EU-OSHA's most recent Healthy Workplaces Campaigns have focused on 'Working together for risk prevention' (2012–13), 'Safe maintenance' (2010–11) and 'Risk assessment' (2008–9).

The 2012–13 campaign, 'Working together for risk prevention', raised awareness of the importance of combining good management with worker participation to prevent risk. As part of the campaign, EU-OSHA produced two practical guides on management leadership and worker participation in safety and health at work. More than 80 official campaign partners, representing a variety of sectors, organised workshops and events and participated in conferences. Special attention was given to ensuring that managers and workers

were provided with an opportunity to mix and discuss risk prevention and safety and health at work. The winners of the European Good Practice Awards were as diverse as they were innovative and all focused on working together: they included solutions for industry in Austria, Finland, the Netherlands and Turkey, measures to reduce stress at a hospital in Denmark, organisations supporting SMEs in Germany and Spain, a retail group in Portugal, a hotel group in Cyprus and a dairy farmers' discussion group in Ireland.

As part of the 2010–11 'Safe maintenance' campaign, more than 50 campaign partners joined EU-OSHA in organising a range of activities and disseminating the messages of the campaign. The campaign was primarily concerned with raising awareness of the importance of maintenance for workers' safety and health, and of the risks associated with maintenance. A variety of publications on maintenance-related topics were developed and promoted.

The 2008–9 campaign was also a great success, with the OiRA (an online interactive risk assessment web application) being an important legacy of the campaign. Risk assessment, the cornerstone of the European approach to preventing occupational accidents and ill health, was the focus of this campaign. The OiRA aims to facilitate the risk assessment process. It is intended for use by micro and small companies and takes users through a step-by-step process to help them implement and monitor a risk assessment process. OiRA tools at the disposal of small and micro-companies, and available in multiple European languages, can be found online at www.oiraproject.eu



Further information and resources

A wealth of campaign material can be downloaded from the Healthy Workplaces Campaign website:

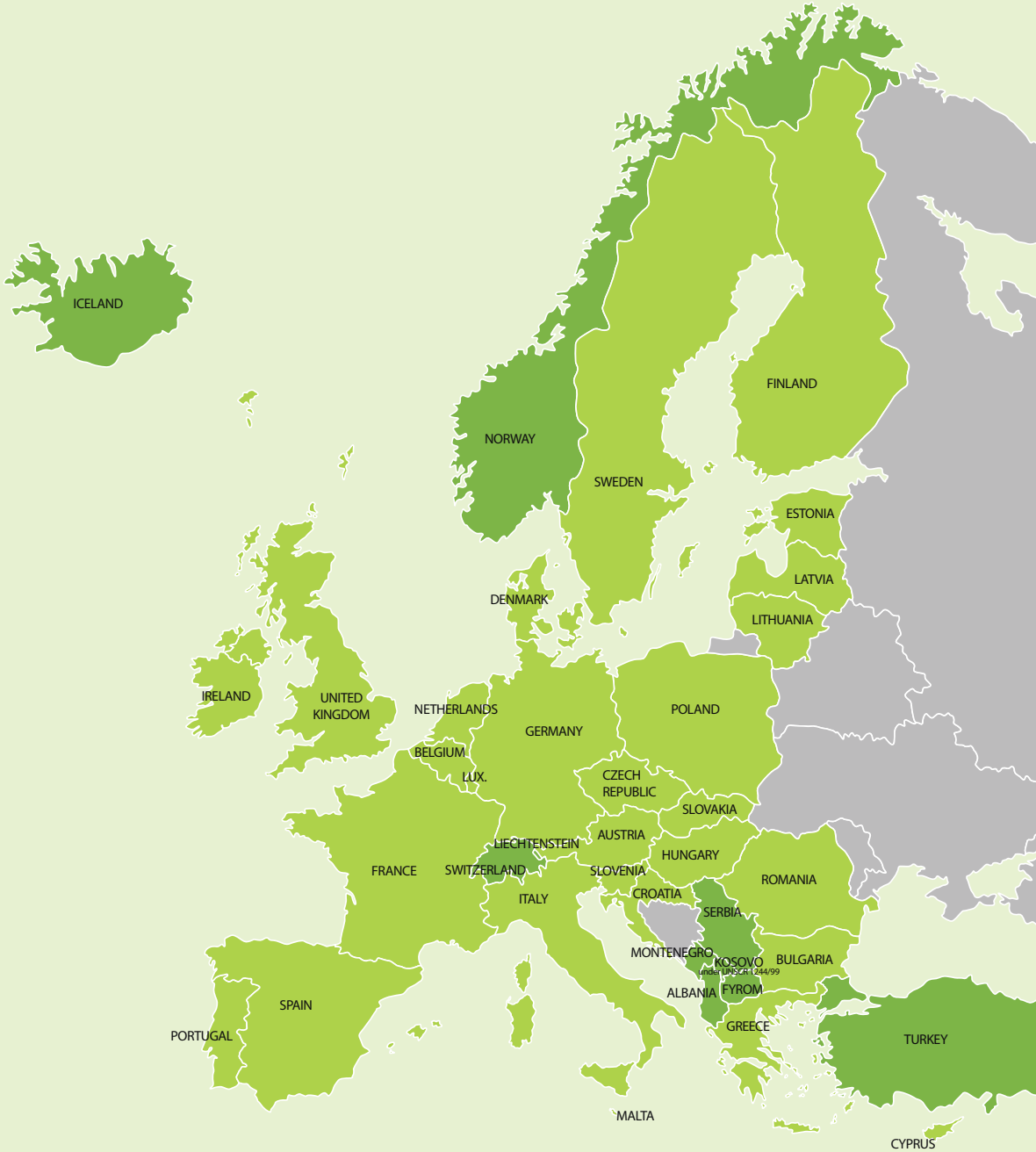
- relevant facts and figures;
- reports and fact sheets, including the latest results of ESENER;
- practical guides and tools;
- practical information that is particularly relevant to micro and small enterprises;
- campaigning ideas;
- PowerPoint presentations, posters, flyers and other campaign materials;
- the latest videos featuring Napo and friends;
- links to useful sites.

All information is available in 25 languages at www.healthy-workplaces.eu



EU-OSHA's network of focal points

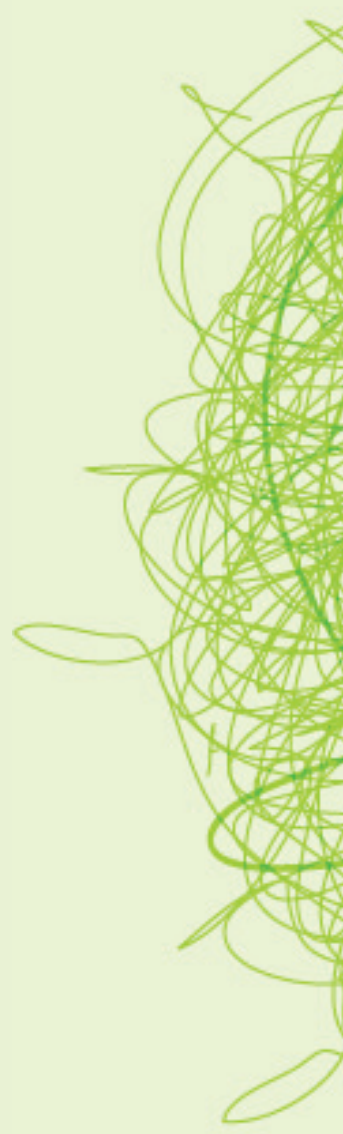
https://osha.europa.eu/en/about/organisation/focal_points



EU Member States



Countries of the European Economic Area, the Western Balkans and Turkey



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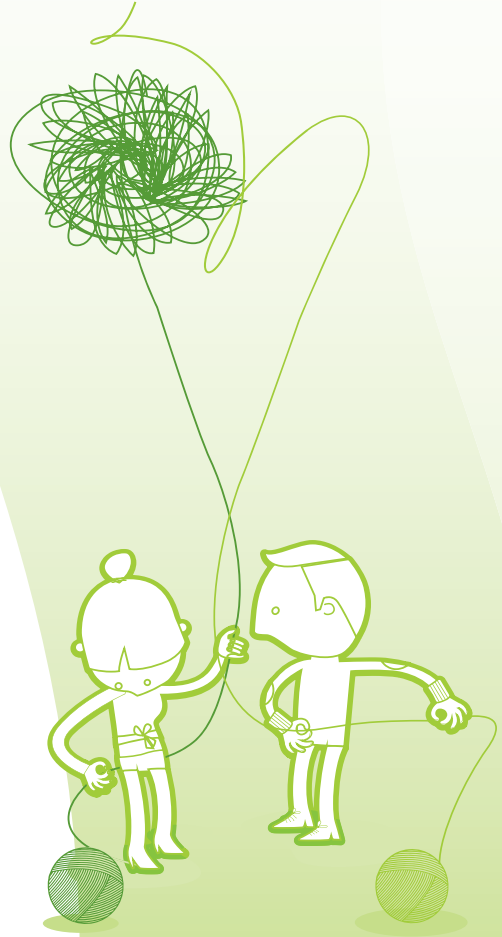
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The Healthy Workplaces Campaign 2014–15, 'Healthy Workplaces Manage Stress', emphasises the importance of recognising work-related stress and other psychosocial risks. It promotes their management as part of an integrated approach to maintaining a healthy workplace.

Psychosocial hazards occur in every place of work, but they can be successfully managed with limited resources. This campaign provides the support, guidance and tools needed to effectively manage work-related stress and psychosocial risks.



The **European Agency for Safety and Health at Work (EU-OSHA)** contributes to making Europe a safer, healthier and more productive place to work. The Agency researches, develops and distributes reliable, balanced and impartial safety and health information and organises pan-European awareness-raising campaigns. Set up by the European Union in 1996 and based in Bilbao, Spain, the Agency brings together representatives from the European Commission, Member State governments, employers' and workers' organisations, as well as leading experts in each of the EU Member States and beyond.

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