

Employer and Worker Return-to-Work Obligations (Bill 41)

Stephen Symon, Return to Work Services

Updated: May 2025

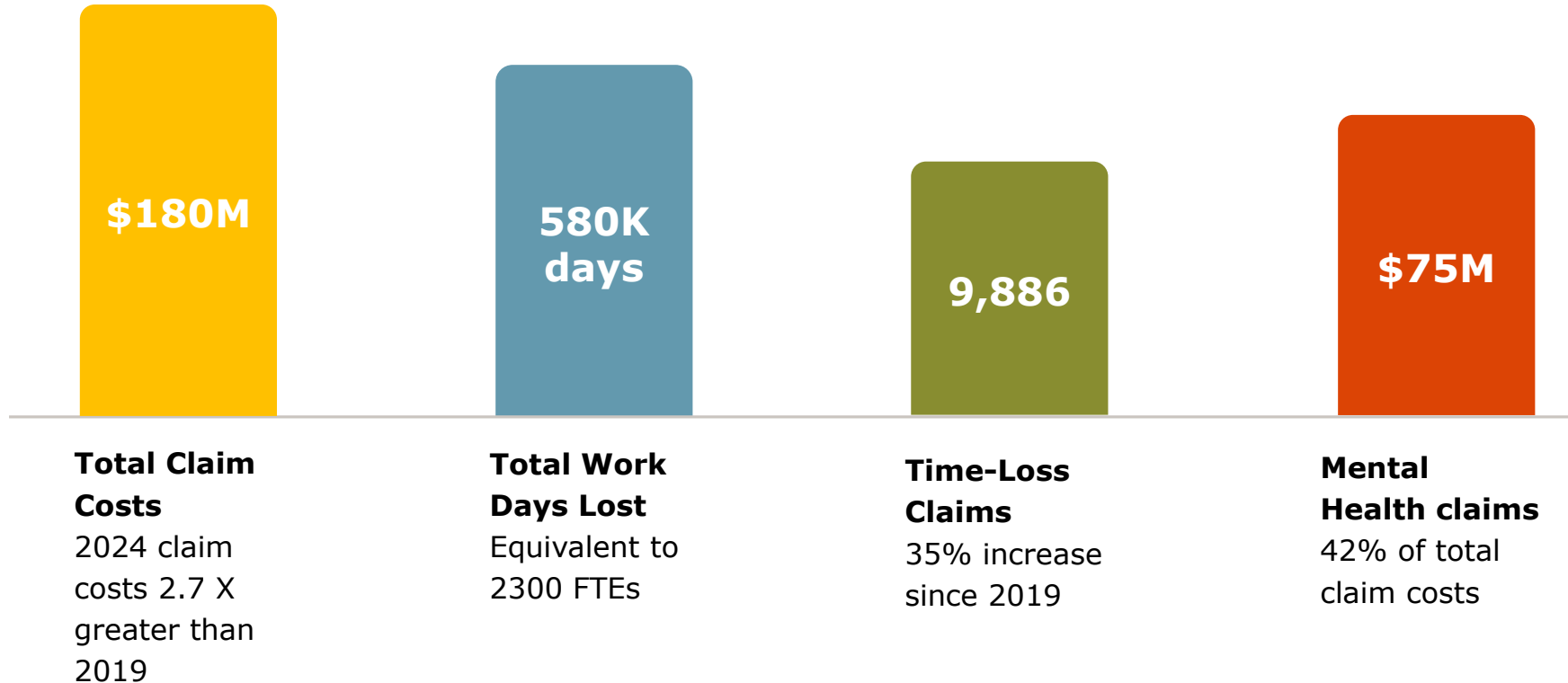
Agenda

- 1 Community social services and employer portal
- 2 Work and health
- 3 Return-to-work obligations: Overview
- 4 Return-to-work obligations: In practice
- 5 Discussion

Overview: Your data

Community Social Services by the Numbers 2019-2024

(Counselling, Life Job Skills, and Residential Services)




WorkSafeBC.com

WORK SAFE BC

Search worksafebc.com

Q

Careers Contact Us **Log in to online services**



Start safe, stay safe — from day one

Learn more

Popular links

[Report a workplace injury](#)

[View & submit claim information](#)

[Search the OHS Regulation](#)

[Report payroll & pay premiums](#)

[Get a clearance letter](#)

Featured

- First aid regulatory changes now in effect

Find information and services by topic

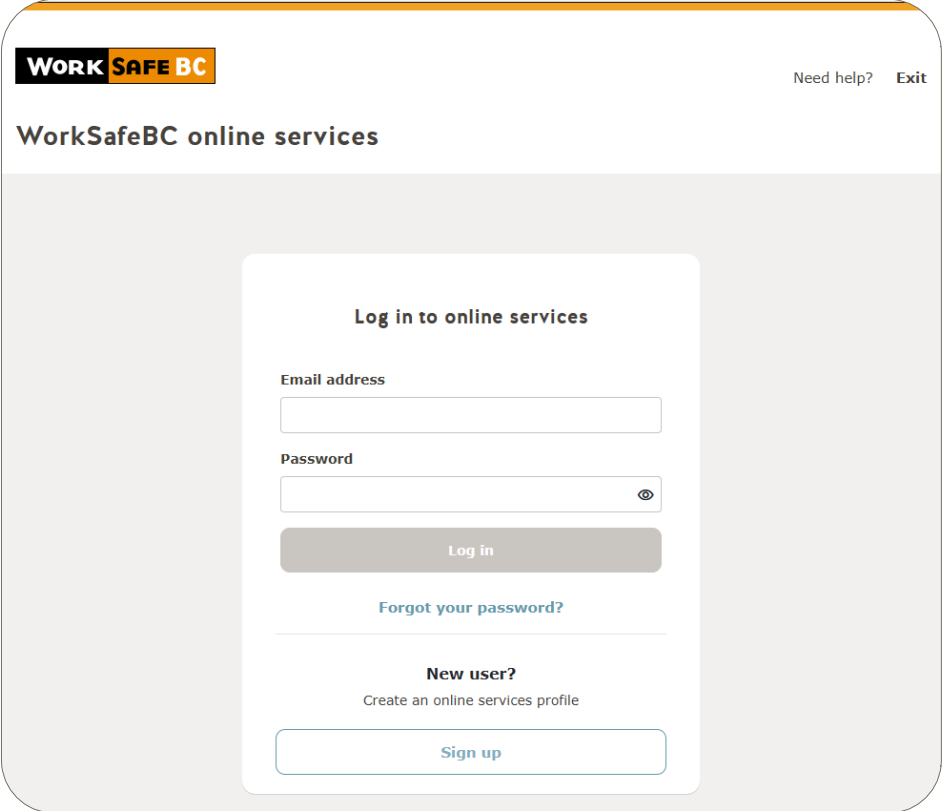
Health & Safety
Requirements, hazards, equipment, industries, training and certification, investigations

Claims & RTW
Start a claim, claim status, upload documents, benefits and services, return-to-work (RTW) resources

Insurance
Clearance letters, apply for coverage, report payroll and pay premiums, account management

Employer Log In

**WorkSafeBC account:
If you don't have access,
contact your account
administrator**



The screenshot shows the WorkSafeBC online services login interface. At the top left is the WorkSafeBC logo, and at the top right are links for 'Need help?' and 'Exit'. Below the logo is the text 'WorkSafeBC online services'. The main content area is a light gray box containing a white login form. The form has the title 'Log in to online services'. It includes an 'Email address' field, a 'Password' field with a toggle icon, a 'Log in' button, a 'Forgot your password?' link, a 'New user?' section with the text 'Create an online services profile', and a 'Sign up' button.

WORKSAFE BC

Need help? Exit

WorkSafeBC online services

Log in to online services

Email address

Password

Log in

[Forgot your password?](#)

New user?
Create an online services profile


[Sign up](#)


Get to know your data: Employer Portal


Insurance

Health & Safety

Claims

**Employer Incident Investigation Reports**
Report and/or submit findings from your investigations of incidents and near-misses in your workplace.

**Inspection reports**
View inspection reports we've issued to your organization in the last 10 years.

**First aid assessment**
This tool assists you in determining your first aid requirements and documenting your first aid assessment.

Recent updates to our Regulations, Guidelines & Policies

Guideline Update
Apr 30, 2020


Guideline Update
Apr 8, 2020

Guideline Update
Apr 6, 2020

Regulation Update
Apr 6, 2020

View all updates

Receive updates by email

**Your health & safety contacts**
Manage contact information for health and safety personnel in your workplace(s).

Manage contacts

Resources to help make your workplace safer

My Health & Safety Resources
Answer a few questions to get resources relevant to the hazards and risks that may exist in your workplace.

Health & Safety Planning Tool Kit
See how adjustments in your health and safety and return-to-work initiatives can impact your claims cost and.

Joint health and safety committee
Learn if your workplace requires a joint health and safety committee and find resources to support your committee.

Video resources
See our latest videos on a variety of health and safety topics.

Key risk inventory
Learn how to effectively identify key risks in your workplace, how to manage them, and prevent injuries.

Online learning courses
Access free courses we've developed to support supervisors and health and safety representatives.

Additional services

Notice of Project
Submit a Notice of Project to inform us of an upcoming project.

Request or manage a review
Request or manage a review of a decision made by WorkSafeBC.

View Hearing loss Reports
See your workers' hearing test reports.

Asbestos abatement licensing
Apply for an asbestos abatement licence.

Certifying Partner Portal (ICOR)
Certifying Partners use this application to enter COR audit details.

Certificate of Recognition (COR)
Learn more about our COR program and how it rewards those with effective workplace safety management.

Connect with us

Prevention Information Line
Get answers to your health and safety questions by calling our Prevention Information Line.

604.276.3100

1.888.621.7233 (toll-free)

Health and Safety Enews
Subscribe to get emails on the latest changes to the Occupational Health and Safety Regulation, guidelines, and policies.

Subscribe >

WorkSafe Magazine
Subscribe to receive our free quarterly WorkSafe Magazine.

Subscribe >

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Get to know your data:

Employer Health & Safety Planning Tool Kit

Main

Experience Rating Forecaster

Peer Comparison

Injury Breakdown Maps

Return to Work

Industry Risks

More

Employer Name/Number766017: Residential Social Service Facility

Employer Health and Safety Planning Tool Kit

Analyze your injuries and risks, compare your performance to your peers, identify trends, and plan your health and safety initiatives

Quick Stats

- Time-loss claims (2024): **42**
- Serious injury claims (2023): **4**
- Total work days lost (2024): **881**
- Most frequent accident type: **Acts of Violence, Force**

Financial Summary

- Cost of claims (2024): **\$206,665**
- Experience rating (2025): **29.0% surcharge**
- Maximum potential savings (2025): **\$2,169,793**
- Most costly accident type: **Acts of Violence, Force**

How you compare to your peers

Experience rating

Injury rate

% Serious injury

Duration

[View employer report](#)

How is your organization doing?

- See how your injury costs impact your insurance rate
- See how you compare to your peers
- View your inspection history

Discover what you can do to improve

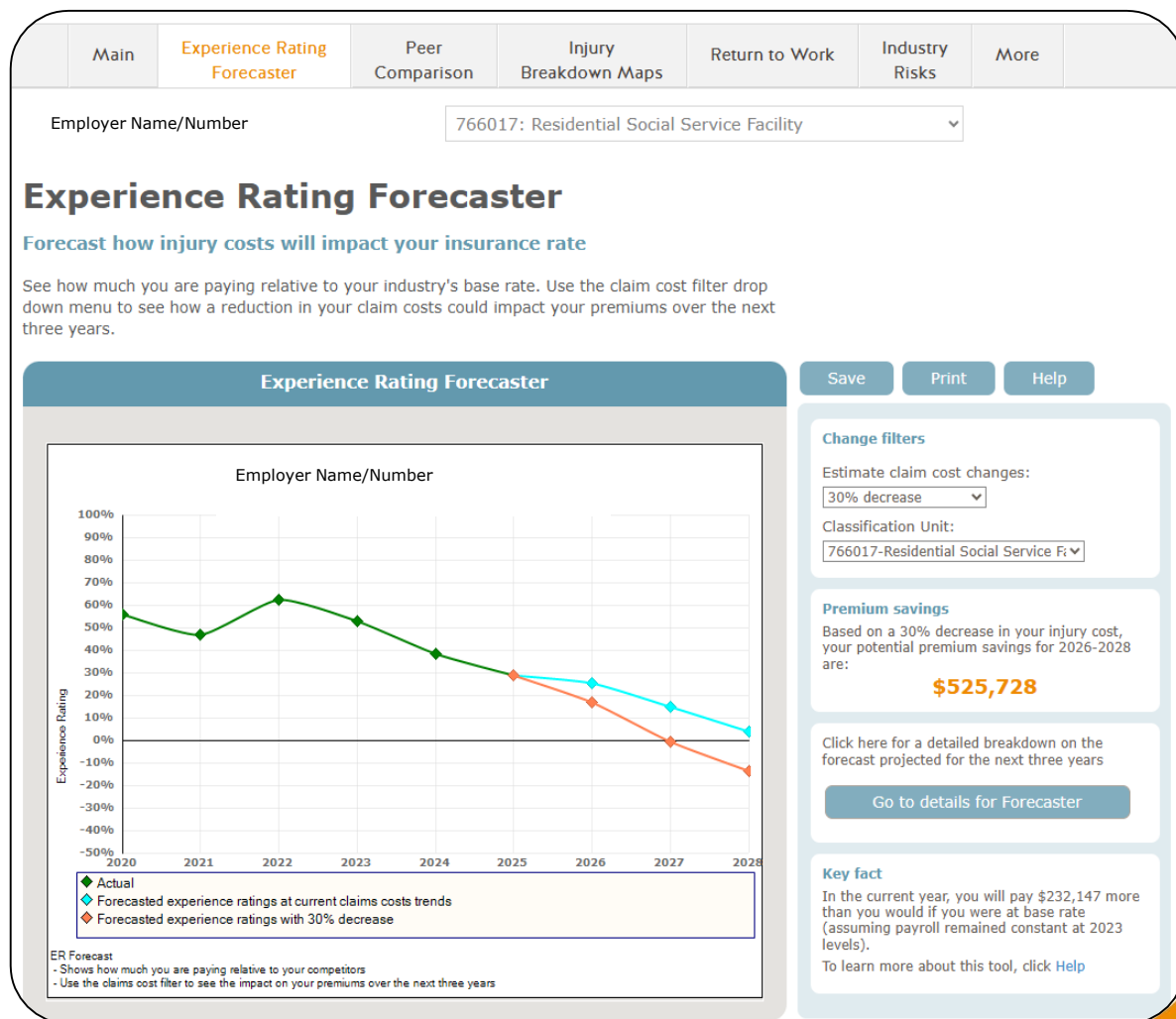
- See which injuries are driving your costs
- Forecast the impact of reducing your top injuries
- Learn what regulations and risks are most cited in your industry
- See your return-to-work trends
- Learn about your high duration claims

Learn more

- View your reports
- Calculate the actual cost of incidents in your workplace
- Analyze health and safety data for your industry
- Learn more about creating a healthy and safe workplace

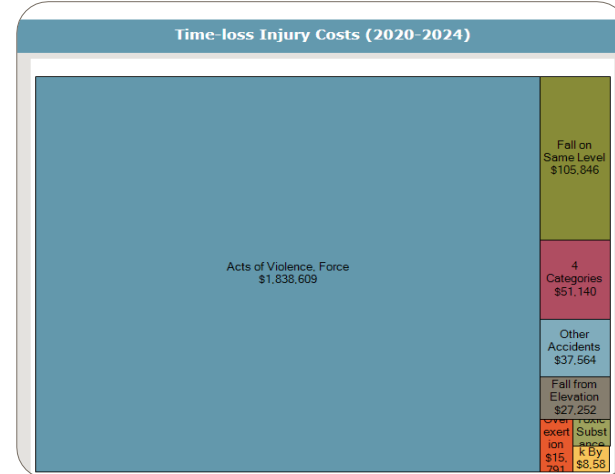
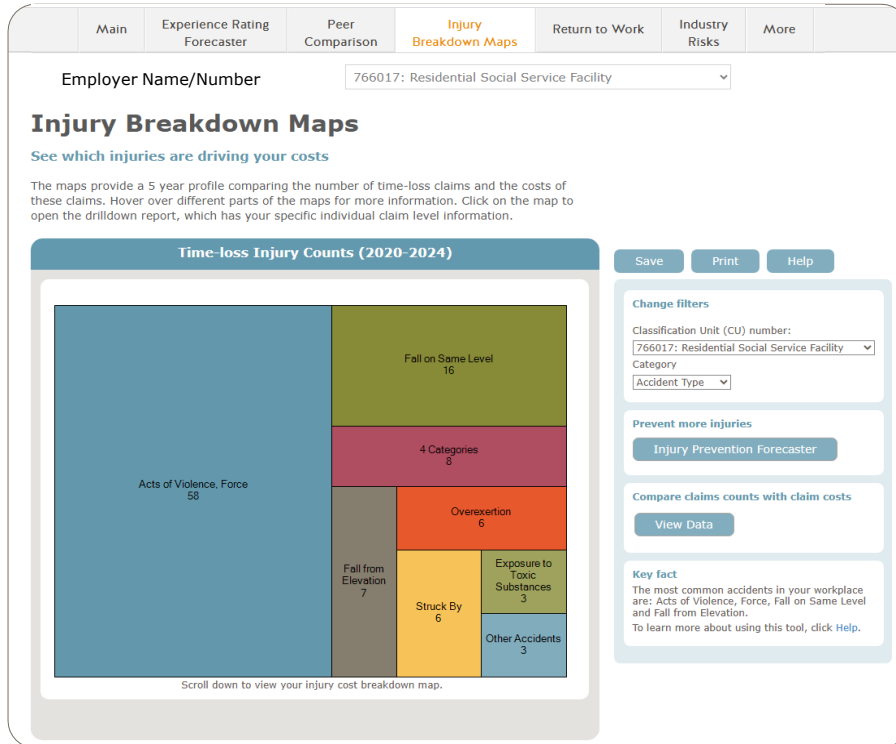
[How to use the tool kit](#)

Get to know your data: Experience Rating Forecaster



Get to know your data:

Injury types and costs



Get to know your data: Return to Work and Claim Duration

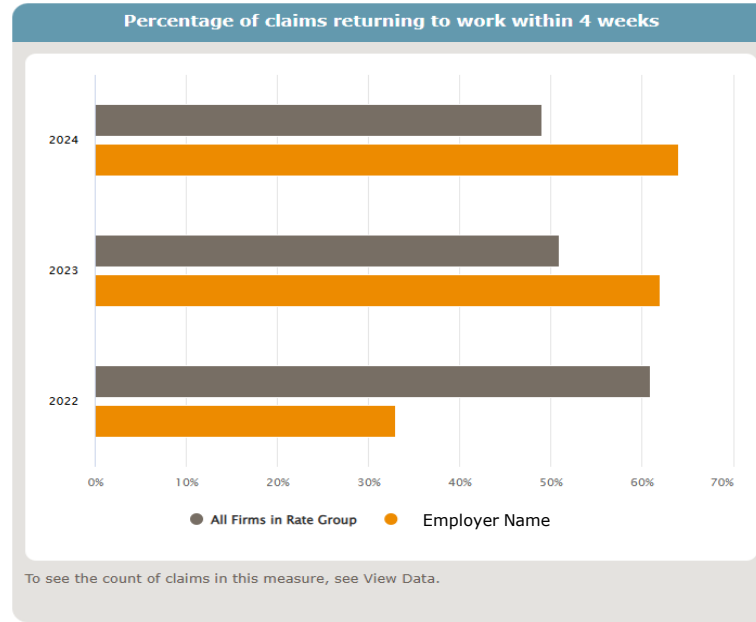
Employer Name/Number

766017: Residential Social Service Facility

Return to Work

See your Return to Work trends

The orange bar represents the percentage of your injured workers that returned to work within the selected time range.



Save

Print

Help

Change filters

Classification Unit (CU) number:

766017: Residential Social Service Facility

Peers:

All Firms

Comparison group:

Rate Group

Select a Return to Work measure

- ☒ % within 4 weeks
- ☐ % within 12 weeks
- ☐ % within 26 weeks
- ☐ % after 26 weeks
- ☐ % Non Return to Work

Return to Work Comparison

View Data

High Duration Claims

High Duration Claims

Key fact

In the last three years, workers at your firm RTW within 4 weeks 57 percent of the time. To learn more about using this tool, click [Help](#).

Get to know your data: Employer Report

Part I - Employer Summary Overview

The following shows a summary overview of your claims, prevention and insurance information.

Year Range: 2020 - 2025
Activity Start Date: January 1, 2011
Activity End Date:
COR - OHS: Y **Exp.** 2026-09-04
COR - RTW: N **Exp.** N/A
High Risk Strategy Group: Health Care 2021-2023 - Subsector 7660
Address: Employer Address

Injury Prevention	2020	2021	2022	2023	2024	2025
# Time-loss Claims	11	19	13	19	42	3
# Person Years	215	209	189	240	0	0
Injury Rate (Employer)	5.1	9.1	6.9	7.9		
Injury Rate (CU)	5.8	6.4	7.1	5.5		
# Excess Injuries	-1	6	0	6	0	0
# Inspection Reports / # Other Contacts	18 / 6	6 / 0	10 / 2	5 / 2	16 / 0	20 / 0
# Orders	6	2	4	3	12	17
# Warning Letters Sent / # Net Citations Imposed / # Net Penalties Imposed	0 / 0 / 0	0 / 0 / 0	1 / 0 / 0	0 / 0 / 0	1 / 0 / 0	0 / 0 / 0

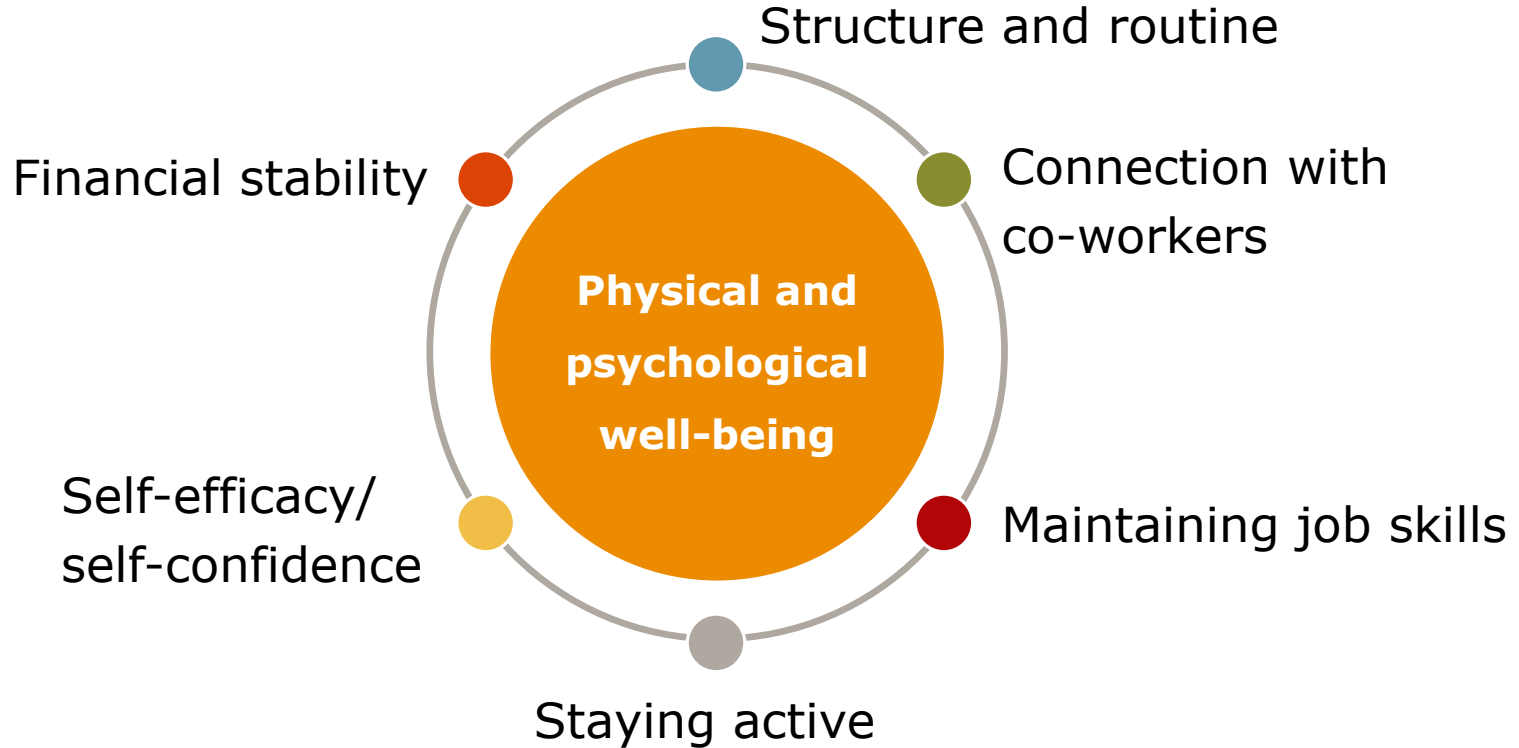
Injury Recovery	2020	2021	2022	2023	2024	2025
Six-Month Truncated Duration (Employer (CU))	89 (43)	38 (45)	32 (37)	62 (44)	25 (43)	()
Avg. Complete Duration (Employer (CU))	158 (70)	161 (73)	86 (61)	68 (83)	61 (89)	()
% High Duration Claims (Employer (CU))	18% (25%)	16% (26%)	46% (21%)	21% (24%)	14% (27%)	0% (0%)
RTW (<= 4 weeks) (Employer)	3 / 60%	8 / 47%	6 / 33%	10 / 63%	29 / 64%	3 / 75%
RTW (<= 26 weeks) (Employer)	4 / 80%	13 / 76%	13 / 72%	10 / 63%	39 / 87%	4 / 100%
Total RTW (Employer)	4 / 80%	16 / 94%	16 / 89%	10 / 63%	42 / 93%	4 / 100%
Total RTW (CU)	698 / 91%	811 / 91%	975 / 92%	890 / 90%	992 / 87%	152 / 84%

Claim Summary	2020	2021	2022	2023	2024	2025
# STD/LTD/Fatal Claims	13	19	15	18	42	4
# Work-Related Deaths	0	0	0	0	0	0
# First-Paid LTD Claims	0	3	6	1	4	0
Serious Injury Claims	3 / 27%	5 / 26%	2 / 15%	4 / 21%	4 / 10%	0 / 0%
# Sprains and Strains	3	7	4	9	15	0
Long Recovery Sprains and Strains	1 / 33%	1 / 14%	0 / 0%	3 / 33%	1 / 7%	0 /
# Health Care-Only Claims	13	12	18	9	15	9
Total Work Days Lost	1,628	1,097	1,268	796	655	427
Work Days Lost for Injuries in This Year	1,491	409	666	1,037	881	12
Total Claim Costs Paid	\$136,119	\$552,568	\$132,860	\$187,717	\$515,796	\$115,613
Claim Costs Paid for Injuries in This Year	\$280,052	\$92,991	\$122,904	\$246,980	\$206,665	\$4,815

Insurance	2020	2021	2022	2023	2024	2025
Base Rate	\$2.28	\$2.74	\$3.29	\$3.95	\$4.75	\$5.70
Experience Rating %	56.0%	46.9%	62.5%	52.6%	38.3%	29.0%
Net Rate	\$3.56	\$4.02	\$5.35	\$6.03	\$6.57	\$7.35
Assessable Payroll	\$10,761,896	\$11,322,549	\$10,332,038	\$14,069,490	\$46,749,680	\$48,217,623
Assessment Amount	\$383,124	\$455,166	\$552,764	\$848,390	\$1,071,454	\$1,543,992
Assessable Payroll (CU)	\$695,656,759	\$783,315,848	\$860,093,840	\$1,046,583,922	\$1,194,339,162	\$1,263,468,761

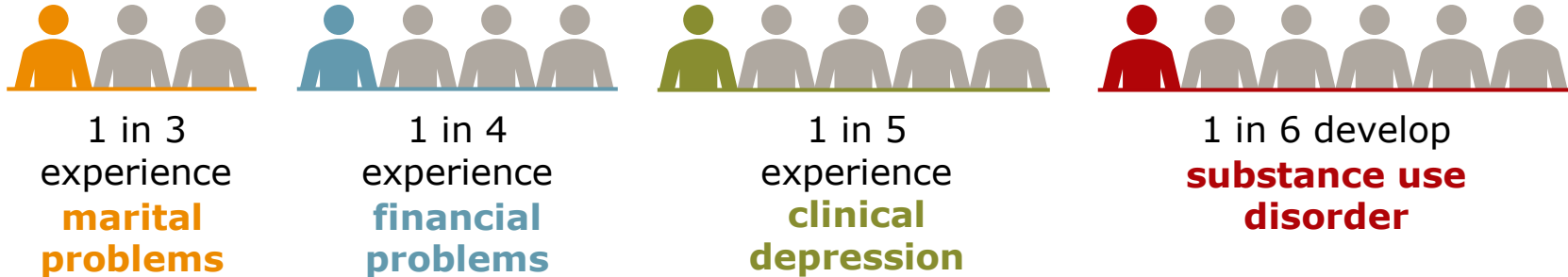
Work and health

Work is healthy



Consequences of disability

- Impact relationships with family
- Morbidity
- Loss of livelihood
 - WorkSafeBC aims to mitigate these and to save people's jobs, wherever possible.



Unemployment and mortality risk

Medical condition	Relative risk of increased mortality
Diabetes	1.85
Hypertension	1.74
Smoking	1.80
Obesity	1.29
Poverty	1.75
Being unemployed	1.63



Roelfs, Shor, Davidson et al., Losing life and livelihood: A systematic review and meta-analysis of unemployment and all-cause mortality *Social Science & Medicine* (2011): <https://www.sciencedirect.com/science/article/pii/S027795361100044X>

Worklessness: A medical emergency

“ When someone has been away from work for 4 weeks, it's a **medical emergency**.

– Dr. Gary Franklin, medical director of the
Washington State Department of Labor & Industries

Waiting game ...



**Return-to-work (RTW) obligations
under Bill 41**

Introduction



**New legislation
in effect as of
January 1, 2024**



Duty to cooperate



**Duty to maintain
employment**

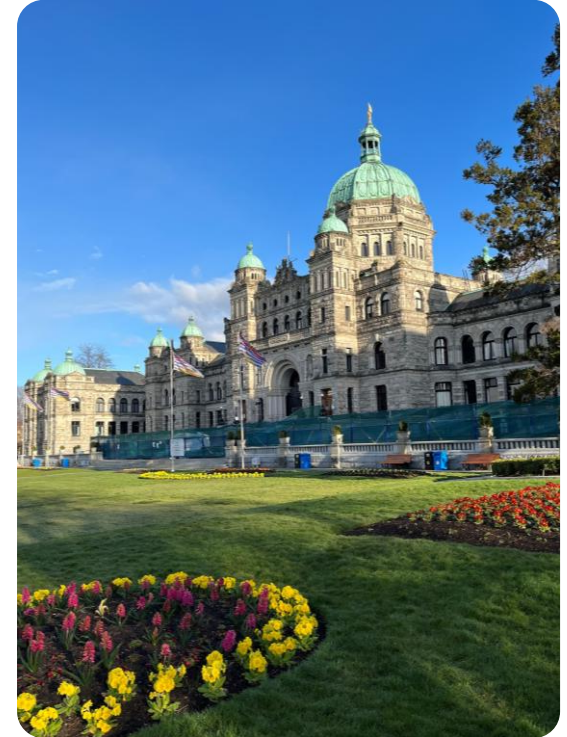


**Consequences for
non-compliance**

Goal of the legislation

Recognizes the benefits of injured workers remaining connected to employment following a workplace injury or illness:

- Supports timely and safe return to work
- Preserves or restores employment relationships
- Reduces risk of joblessness and worklessness and may reduce the financial impact of the workplace injury



Overview: Duty to cooperate

Duty to cooperate

- 1 **Duty to cooperate:** Adds legal duty for workers and employers to cooperate in the worker's early and safe return to work or continuation of work
- 2 Duty to maintain employment
- 3 Consequences of non-compliance

Duties

Employer

- Maintain contact
- Identify suitable work options
- Make suitable work available

Worker

- Maintain contact
- Identify suitable work options.
- Not unreasonably refuse suitable work

WorkSafeBC (as needed)

- Facilitate communication
- Assist with RTW planning
- Intervene and resolve disputes in a timely way.
- Determine compliance

When can you pause communication?

The worker and employer can delay making contact or pause communication if these interactions are likely to:

- Significantly worsen the worker's physical or mental health, or
- Have a negative impact on their recovery.

This is temporary, until communication barriers are addressed.



Application of duty to cooperate

What claims are impacted?

All accepted claims where the worker is disabled from earning full wages.

When do the obligations start?

They begin from the date of the worker's injury, date of psychological change, or date of disablement.

When does the duty to cooperate apply?

It applies to claims with a date of injury on or after January 1, 2022, and to decisions on or after January 1, 2024.

What is the duration of the obligations?

Throughout the entire claim or as long as the employment relationship exists.

When doesn't the duty to cooperate apply?

It doesn't apply to health care-only claims or preliminary determinations.

New key terms

Essential duties

- Core tasks that must be performed to meet job requirements
- Replaces “critical job demands”

Suitable work

- Safe, productive, and meaningful
- Within worker’s capabilities and skills
- Modified, light, different duties

Suitable work



Safe

- Doesn't pose a risk to worker or others

Productive and meaningful

- Provides objective benefit to the employer's business
- Not token or demeaning

Consistent with skills, competencies, and qualifications

- Worker has, or is reasonably able to acquire, the necessary skills, competencies, or qualifications

Within abilities

- Physical and cognitive
- Based on self-report and/or clinical input

Defining productive and meaningful work

We consider both the physical requirements and purpose of the activity.

Factors:

- How the work will benefit the employer
- Whether the work is something that, at another time, the employer would pay someone to do
- Whether the work arrangement is token or demeaning
 - Tasks that are no more than symbolic effort and are limited in practical effect
 - Considered detrimental to the worker's rehabilitation
 - Considered in context of the worker's usual role and responsibilities

Determining whether worker refusal of suitable work offer is reasonable

Opinion of health
care provider

Non-compensable
condition

Medications
(side effects)

Transportation

Work location

Child/elder care

Change in work
schedule

Other

WorkSafeBC review

- Individual circumstances
- Employer attempts to address factors

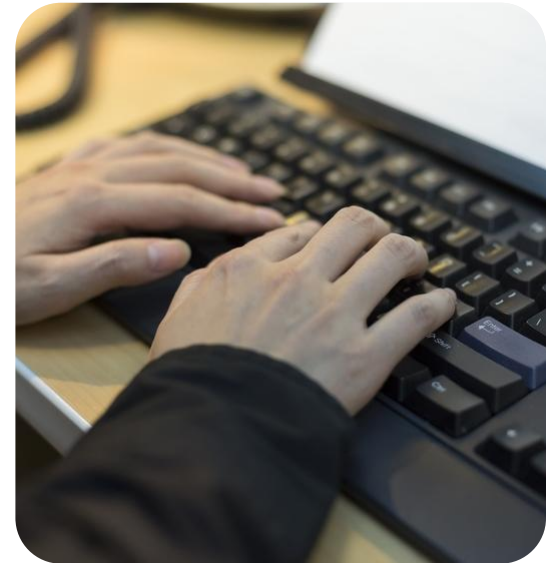
True or false

Once it's determined that suitable work is not available, the duty to cooperate has been met.

Communication and confidentiality

Employers have a right to access information necessary to operate their business, which may include:

- A worker's functional abilities, restrictions, and area of injury
- When the injured worker is expected back to work
- Whether the injured worker will need temporary modified duties (suitable work) upon return to work
- What return-to-work hours are suitable
- Recommended workplace accommodations or considerations to facilitate RTW



Overview: Duty to maintain employment

Duty to maintain employment (DTME)

- 1 Duty to cooperate
- 2 **Duty to maintain employment:** Adds legal duty for eligible* employers to maintain employment of an injured worker
- 3 Consequences of non-compliance

Duties

Employer

- Offer pre-injury or alternative work
- Offer first suitable work available
- Accommodate worker (to point of undue hardship)

Worker

- Update employer on abilities.
- Participate in suitable or accommodated work
- Inform WorkSafeBC if terminated due to injury

WorkSafeBC (as needed)

- Assess essential duties
- Assess functional abilities
- Assist with RTW planning
- Resolve disputes
- Determine compliance

*Eligible employers are those with 20 or more workers at the time of injury and where the worker has been employed continuously for 12 months on a full- or part-time basis.

Application of duty to maintain employment

What claims are impacted?

All accepted claims where employers and workers meet the eligibility criteria, and the worker is disabled from earning full wages.

When do the obligations start?

They begin from the date of the worker's injury, date of psychological change, or date of disablement.

When does the DTME apply?

It applies to claims with a date of injury on or after July 1, 2023, and decisions on or after January 1, 2024.

What is the duration of the obligations?

As long as the employment relationship exists. Obligation to offer RTW varies based on the worker's RTW status. Obligation to make changes to the work or workplace to accommodate worker is ongoing.

When doesn't the DTME apply?

It doesn't apply to terminations occurring before January 1, 2024, health care-only claims, or preliminary determinations.

When the DTME obligations end

As the worker's fitness to carry out the essential duties of the pre-injury work changes, the employer's obligation under the duty to maintain employment also changes to correspond with the worker's changed level of function, as outlined below.

By the second anniversary of the date of injury, date of psychological change, or date of disablement:

If the worker:	The employer's obligation:
Has returned to pre-injury or alternative work	To make changes to the work and/or the workplace to accommodate the worker is ongoing
Is carrying out suitable work	<ul style="list-style-type: none">• To make or maintain changes to the work and/or the workplace is ongoing• To offer the pre-injury or alternative work ends
Has not returned to work	Under the duty to maintain employment ends
Has voluntarily severed employment, or the employment relationship ended	Ends when there is no longer an employment relationship

True or false

If there is no suitable work, you as the employer are required to create a new position.

Understanding undue hardship

Undue hardship is:

The point at which it is too difficult, unsafe, or expensive to remove barriers so an injured worker can return to work

Undue hardship is determined:

- On a case-by-case basis
- After thorough investigation
- With consideration of specific circumstances of each situation

While employers are expected to make reasonable and practical efforts to accommodate a worker, there are limits to this obligation.

Accommodation does not need to be the worker's preferred accommodation so long as it's reasonable.

Collective agreements

True or false

Collective agreements overrule the duty to cooperate and the duty to maintain employment.

RTW obligations and collective agreements

When there is a conflict between the RTW obligations and a collective agreement, the rule or provision that provides the **most favourable return-to-work options to the worker** will prevail — except where seniority is a factor.



Overview: Compliance

Consequences of non-compliance

- 1 Duty to cooperate
- 2 Duty to maintain employment
- 3 **Consequences of non-compliance:** Adds legal authority for WorkSafeBC to impose administrative penalties, reduce or suspend wage-loss benefits, and entitle worker benefits

Impacts

Employer

- Receives administrative penalties if they fail to cooperate or maintain employment

Worker

- May have benefits reduced or suspended for failing to cooperate
- May be entitled to specialized benefits if employer failed to comply

WorkSafeBC (as needed)

- Adjudicates failure to comply with law and policy
- Determines and imposes penalty amounts
- Changes benefits

RTW obligations in practice

True or false

An employer offer of suitable work must be in writing.

Focus on function

Aligning our language

- Focus on what the worker can do, not what they can't do.
- This helps individuals see possibilities, not barriers.
- It leads to more productive conversations.
- It also marks a shift in medical forms and provider communication.

Early Intervention Program (EIP) and RTW obligations

EIP process aligns with the RTW obligations; however, the commitments outlined in EIP do not relieve the employer of their obligations to:

- Contact the worker as soon as practicable after an injury and throughout the claim
- Identify suitable work
- Notify WorkSafeBC of any suitable work offer or RTW plan



True or false?

You must obtain medical approval to offer suitable work.

RTW and medical evidence

- No provision under the *Workers Compensation Act* requires employer/worker to obtain medical clearance for worker to return to work.
- **WorkSafeBC does not require medical approval** from a health care provider prior to RTW.
- If there are concerns about worker function and safety, involve a health care provider.
- Avoid a "one size fits all" approach.

What this means for workers and employers

1. Focus on quality communication throughout the worker's recovery and return to work.
2. Educate everyone at your workplace.
3. Support the worker's connection to the workplace.
4. Collaborate to develop a return-to-work plan.
5. Document the return-to-work plan.



What this means for workers and employers

Mental health claims

1. Focus on quality communication throughout the worker's recovery and return to work.
2. Educate everyone at your workplace.
3. Support the worker's connection to the workplace.
4. Collaborate to develop a return-to-work plan.
5. Document the return-to-work plan.



What this means for health care providers

We rely on health care providers to:

- Support timely, safe, and suitable return-to-work as part of the recovery process.
- Focus on what the worker can do, not what they can't do.
- Provide objective, accurate, and timely medical information.
- Educate workers on their injury and how work can support recovery.
- Liaise with other involved health care providers to support return to work.



Communication is vital

“ Good communication is the bridge between confusion and clarity.

— Nat Turner

Resources

Online tools and resources

worksafebc.com

Guides and templates

Information sheets

The screenshot shows the WorkSafeBC website with a search bar at the top. The main navigation bar includes 'Health & Safety', 'Insurance', 'Claims', and 'I Am a...'. The left sidebar has a 'Return to work' section with links for 'Workers: Return-to-work information', 'Employees: Return-to-work information', 'Early access to physiotherapy', 'Return to Work Consultation & Education Services Support Line', and 'Health care providers: Return-to-work information'. The main content area is titled 'Employers: Return-to-work information' and includes a section for 'New legal requirements: Duty to cooperate and duty to maintain employment' with a list of bullet points. Below this, there are sections for 'Benefits for employers' and 'Steps to take'.

The screenshot shows a 'MODIFIED WORK OFFER' form. It includes a section for 'In keeping with our commitment to provide accommodation opportunities that are individualized and employee focused, we are offering the following duties to promote recovery and rehabilitation:'. Below this, there are fields for 'Employee last name:', 'Job position:', 'Temporary Limitations:', 'Specific duties:', 'Hours of work per day:', and 'Start date (yyyy-mm-dd)'. There is also a section for 'Please remember to within your current you have been assigned' with a list of bullet points. The form is signed by the 'Manager/Supervisor' and the 'Employee'. The WorkSafeBC logo is at the bottom right.

The screenshot shows an 'Employer fact sheet' titled 'Employer fact sheet' and 'Duty to cooperate'. It includes a section for 'What is the duty to cooperate?' and a list of bullet points. Below this, there are sections for 'Return to Work - Functional Abilities Assessment', 'Temporary Suitable Work Offer: Modifiable Template for Employers', 'Return-to-Work Plan: Modifiable Template for Employers', 'Suitable Work List: Modifiable Template for Employers', and 'Return-to-Work Communication Log: Modifiable Template for Employers'. Each section includes a brief description and a 'Download' link. The page number 'Page 1 of 2' is at the bottom left.

Mental health tools and resources

Frequently asked questions Mental disorder claims

This document answers some frequently asked questions about psychological injury claims. The *Workers Compensation Act* calls these *mental disorder claims*.

Overview

In what circumstances will a mental disorder be covered by WorkSafeBC?

A mental disorder may be covered in either of the following circumstances:

- If it is a reaction to one or more traumatic events arising out of and in the course of employment, or
- If it is predominantly caused by a significant work-related stressor, or a cumulative series of significant work-related stressors, arising out of and in the course of employment

In addition, for compensation to be provided, the mental disorder must be diagnosed by a psychiatrist or psychologist.

For workers in certain occupations who have been exposed to one or more traumatic events in their work and have been diagnosed with a mental disorder as a reaction to that trauma, the mental disorder is presumed to be caused by employment. This is called the *mental disorder presumption*.

Which occupations are eligible for the mental disorder presumption?

The eligible occupations are community-integration specialist, coroner, correctional officer, emergency medical assistant, emergency response dispatcher, firefighter, harm-reduction worker, health care assistant, nurse, parole officer, police officer,

probation officer, respiratory therapist, shelter worker, sheriff, social worker, transition house worker, victim service worker, and withdrawal management worker.

In what circumstances will a mental disorder not be covered by WorkSafeBC?

The law and related policy state that the mental disorder cannot be caused by an employer's decision relating to employment. If a mental disorder is caused by any of the following decisions or actions, it will not be eligible for compensation coverage:

- A change in work or working conditions
- Discipline
- Termination of employment
- Workload and deadlines
- Work evaluation
- Performance management
- Transfers, layoffs, demotions, and reorganizations

How is a claim for a mental disorder established and investigated?

First, both the employer and the worker must report the claim as they would any other type of claim. Then, once the claim is established, we will assign it to a senior adjudicator, who will take a detailed history, contact the employer as required, obtain all relevant medical reports,

How to support workers who experience psychological injuries

This document lists ways to support and protect workers who may be experiencing a work-related psychological injury. It's designed to help you and the worker develop an appropriate stay-at-work or return-to-work plan. Remember to focus on what the worker is able to do while keeping their safety top of mind. Different strategies will work for different people, so ask the worker what types of supports they think will help, using the table below as a starting point.

Return-to-work strategies to support workers who experience psychological injuries

A resource for employers

Psychological health and safety: A framework for success

Managing psychological health and safety in the workplace is as important as managing physical health and safety. A psychologically healthy and safe workplace prevents harm to workers' mental health and promotes mental well-being.

While many factors outside the workplace can affect mental health, it is an employer's responsibility to address the factors that are within the control, responsibility, or influence of the workplace. These three principles help to create, support, promote, and maintain a psychologically healthy and safe workplace:

1. Show leadership commitment
2. Develop supportive managers and supervisors
3. Ensure worker participation

Many employers already operate according to these principles, which are outlined in more detail in this document. Those who effectively promote psychological health and safety have greater productivity and employee engagement. Their workers experience less conflict and higher morale, and are less likely to leave.

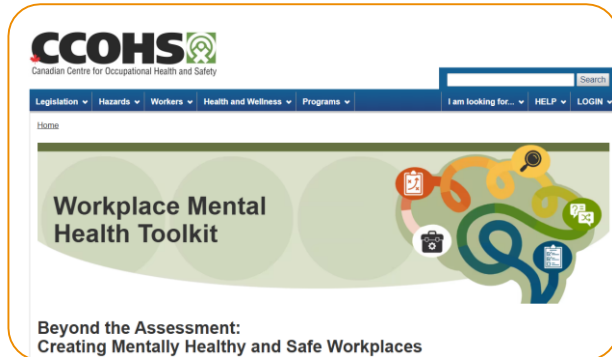
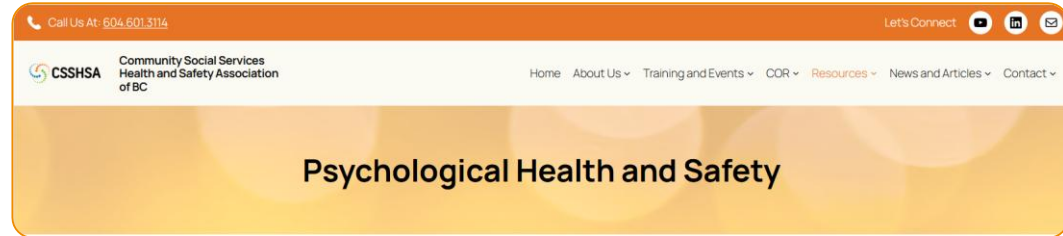
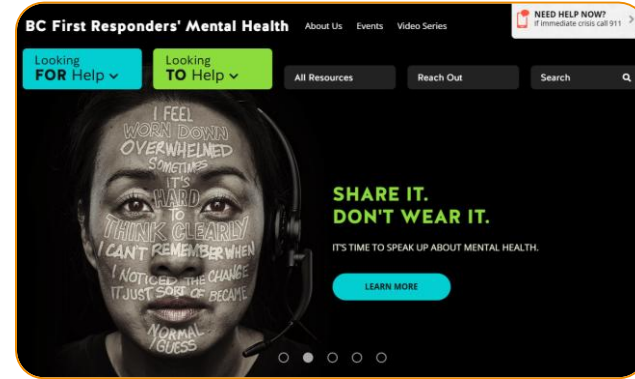
Risk management model

The approach to managing psychological health and safety is similar to the approach for managing risks to physical health and safety: understanding risks, implementing safety measures, communicating safety information, and monitoring measures for effectiveness.

Begin by identifying the psychosocial hazards in your workplace, which are conditions that have the potential to cause psychological harm. There are five categories of psychosocial hazards, which are described in more detail later in this document:

- Interpersonal environment
- Job design
- Workplace conditions
- Need for employer supports
- Exposure to traumatic events

Other tools and resources



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Psychological health and safety in the workplace - Prevention, promotion, and guidance to staged implementation

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A photograph of a business meeting in progress. In the foreground, several people are seated at a long wooden table, looking towards the right. A man in a light blue shirt is partially visible on the left. Next to him, a woman with dark hair is looking down at papers. Behind her, a man in a blue shirt is also looking down. In the background, a man in a dark suit is standing and gesturing with his right hand raised, as if speaking or explaining something. To his right, a woman in a bright blue blazer is also standing and gesturing. The setting appears to be a modern office or conference room with a large window in the background. A semi-transparent white banner with rounded corners is overlaid across the middle of the image, containing the word "Discussion" in orange text.

Discussion