Psychological Health and Safety in the Workplace

June 2023

Methodology

- **Methodology:** This online survey was conducted in March/April 2023 among a sample of 5,505 adult Canadians who are currently working.

- **Weighting:** National results have been weighted by the most current census data in terms of gender, age, and region to ensure the total sample is representative of the population as a whole. The sample had the following splits:

Regional split:

	%	Count	Margin of error
Atlantic	7%	**394**	±5.0
Quebec	23%	**1335**	±2.7
Ontario	39%	**2092**	±2.2
Prairies	6%	**385**	±5.1
Alberta	11%	**613**	±4.0
B.C.	14%	**686**	±3.8

Other demographics:

		Counts
Age:	18-34	1899
	35-54	2367
	55+	1239
Role	Manager	1946
	Not manager	3559
Industry	Healthcare	551
	First responders	101
	Education	517
	Finance/ legal/ Insurance	394
	Manufacturing	321
	Retail	107

		Counts
Marginalized Groups	Racialized Group	1045
	LGBTQ2S+	371
	Mental Impairment	107
	Mood Disorder	585
	Chronic Pain	277
	None	3564
Organization Size	Less than 100	2331
	101-500	858
	501+	2316
Unionized Position	Unionized	1822
	Not unionized	3683

For information on margin of error and statistical significance see page 3.

2

How to interpret this Report

In any population level sample, the average response is said to be accurate within a certain margin of error. That is, if 70% of people indicate something and the margin of error is 2%, the actual response could be 68% to 72%, and we would expect that would be true if we re-did the study 19 times out of 20.

One of the major factors in calculating margins of error is the size of the sample being studied. As such, the margin of error is different for each subgroup analyzed in the following pages. When something is highlighted with an arrow, it means we determined that it is significantly different from the overall average based on that particular groups specific margin of error. Since we know the actual score sits in a range (in the above example, the range of 68% to 72%) we look for scores that are not overlapping to determine significance.

As every groups margin of error is different, it may take a greater variation from the average for a particular score to be statistically significant.

We further note that in Key Findings and in findings on page we will typically refer to the percentage of respondents who indicated that something is Often or Always occurring, unless the indicator is a negative question, in which case we use the inverse response of Never or Rarely.

We note that all responses here are individuals perceptions of their workplaces. Respondents were not aware of the content of the questions before they started (a blind study).

Finally, in a few instances through the report, the total percentage does not equal 100% due to rounding.

Key Findings

Key Findings

- Almost 3 in 4 respondents report strong engagement (Often / Always):
  - Most respondents (74%) are willing to **go above and beyond at work.**
  - A majority (70%) believe they can work in a way that **aligns with their values** and most (73%) believe their workplace **treats people from all backgrounds fairly** and that people treat each other with **respect** (72%).
  - Seven-in-ten (69%) feel their **job is secure** and say they are **provided with the tools** and equipment to do their job effectively (73%).

- Respondents report clear expectations, but less clear on why they are being asked:
  - Four-in-five (80%) say they usually know what is **expected from them** at work.
  - Less than half (48%) report that often or always the reasons behind organizational change are explained or that they are told about the impact of change on their jobs (50%).

- Less than two-thirds feel they receive adequate training (60%) or that their supervisor supports them to do their job successfully (65%).

- Psychological and Social Support scored low across all segments and had only 54% positive responses.

- While the majority of respondents feel safe at work, there are some specific challenges:
  - Almost seven-in-ten (68%) say their workplace effectively addresses physical risks
  - One-in-five (21%) don't regularly have what they need to perform their job safely**.**
  - Approximately half of respondents felt that psychological and social support (overall factor average 54%) was regularly present at work with only 47% reporting receiving support to cope with work stress, and only 52% feeling their employer was addressing psychological risks regularly
  - While only a small group responded they are experiencing bullying (16%), harassment (13%) and discrimination (18%) sometimes or more at work, certain groups including first responders (40-50%), racialized workers (20-27%), and those with a mental impairment (19-28%) were more likely to report experiencing these issues.

Key Findings

There remains room for improvement for organizations and leaders:

- Only about half of respondents agree their organization often or always fosters trust (54%), demonstrates organizational values at all levels (55%) and hold people accountable for their actions (56%).

- Workload management can be improved:
  - 38% of all respondents did not feel their workload was reasonable, and this was higher for those who identified as 18-35 years of age (45%), first responders (49%), or in the education (51%), healthcare (49%), or retail sectors (45%).
  - Over one-in-five (21%) respondents continue to report burnout frequently at work.
  - Frequent turnover is reported in healthcare (63%) and retail (63%) compared to an overall average of 51%.

- Most respondents feel that they are **treated with respect and fairness (72% / 73%)** at work, however, that means that nearly three-in-ten (28%) respondents do not feel that way.

- Across all segments, employers appear to do better in those areas that are regulated such as Protection of physical safety, Protection of psychological safety (discrimination, bullying and harm). However, there are still employees who do not feel physically or psychologically safe showing there is still opportunity for improvement.

- Progress needs to be made in inclusion in workplaces
  - Four-in-ten (41%) say they feel lonely at work at least some of the time
  - First responders were the least likely (46%) to report positive indicators of inclusion with those in the financial/legal/insurance sector doing the best at 71%. Those who identified as racialized (60%) and 2SLGBTQIA+ (62%) also reported lower positive indicators of inclusion than those in non-marginalized groups (70%). Those from Quebec (70%) reported the highest levels of inclusion while those in BC (64%) rated the lowest.
  - 61% of unionized respondents reported positive indicators of inclusion compared to (71%) those in non-unionized work.

Key Findings by Segments

Age:

- Organizational culture is viewed more positively by those 55+ years (61%) than those who are younger (51%).

- Younger workers report lower frequency of psychological and social support (47%) compared to respondents 55+ years (61%). Younger workers aged 18-34 are almost twice as likely (46%) to report that their work threatened their psychological health than respondents age 55+ (24%) with first responders at the highest rate (63%).

- Bullying is also reported more frequently among respondents aged 18-34 (23%) than among those 55+ (9%), as is harassment 18-34 (12%) vs 55+ (6%) and discrimination 18-34 (14%) vs 55+ (9%).

- Both younger (45%) and middle-aged (43%) respondents feel that their **workload is not being well managed (vs. 29% of 55+ yrs.)**, with more young and middle-aged respondents more likely to indicate experiencing **burnout** (18-34 yrs.: 28% and 35-54 yrs.:26% vs. 55+ yrs.: 13%).

Regions:

- Respondents from Quebec (69%) had the most positive ratings of psychological health and safety in their workplaces while those from the Prairies had the most negative (62%). High psychological health and safety ratings also corresponded with the lowest burnout ratings being from Quebec (18%) as compared with the rest of Canada (21%). Low psychological health and safety ratings in the Prairies also corresponded with more frequent staff turnover (59%) compared to the Canadian average of (51%).
- Job security was lowest among respondents from Alberta (64%) compared to the Canadian average (69%).
- Bullying was reported more often by those from the Prairies (18%) and British Columbia (19%) compared to Quebec (10%).

Industry:

- **Health care workers, first responders and educators** indicate the lowest scores across all 13 psychosocial factors compared to other sectors. Interestingly, first-responders are now scoring lower across almost factors (12 of 13 factors, with workload management as the one exception which is tied) compared to Health care and educators.

Key Findings by Segments

Organization size:

- Respondents working for **larger organizations** (500+ employees) scored lower on most indicators. Compared to small organizations (less than 100 employees), respondents working in larger organizations are less likely to report **clear leadership (large: 54% vs small: 63%)** or experiencing a positive **organizational culture (large: 47% vs small: 62%)** and are less likely to indicate being involved in decisions **(large: 61% vs small: 48%)** and having a good work life balance **(large: 59% vs small: 52%).**

- However, respondents from large organizations are slightly less likely to report bullying at work (large: 14% vs small:17%), harassment (large: 12% vs small:15%), or discrimination (large: 15% vs small: 20%) and offer higher job security (large: 70% vs small: 67%).

Marginalized and racialized groups:

- Those identified as belonging to an ethnic or marginalized group feel less psychologically protected (ranging from 64-73%) than respondents who did not identify in these groups (77%). Ethnic and marginalized respondents also felt less fairly compensated or recognized for their work (41-50%) than non-marginalized respondents (55%).

- **Workload management** is also a concern for those segments (55% to 62%, compared with non-marginalized respondents at 65%).

- Respondents who identify as racialized persons (64%) as well as those with mental impairments (64%) feel a much lower sense of **respect at their workplace** compared to respondents who do not identify with any marginalized group (75%).

- Job security was lower among respondents who identified as racialized (58%), with a mental impairment (59%) or as 2SLGBTQIA+ (56%) than those who do not identify with any marginalized group (75%).

Union status:

- Across all factors and nearly all statements, **unionized respondents indicated lower scores**. The only statement in which unionized workers scored higher is **job security (unionized: 71% vs ununionized: 67%).**

Detailed Findings
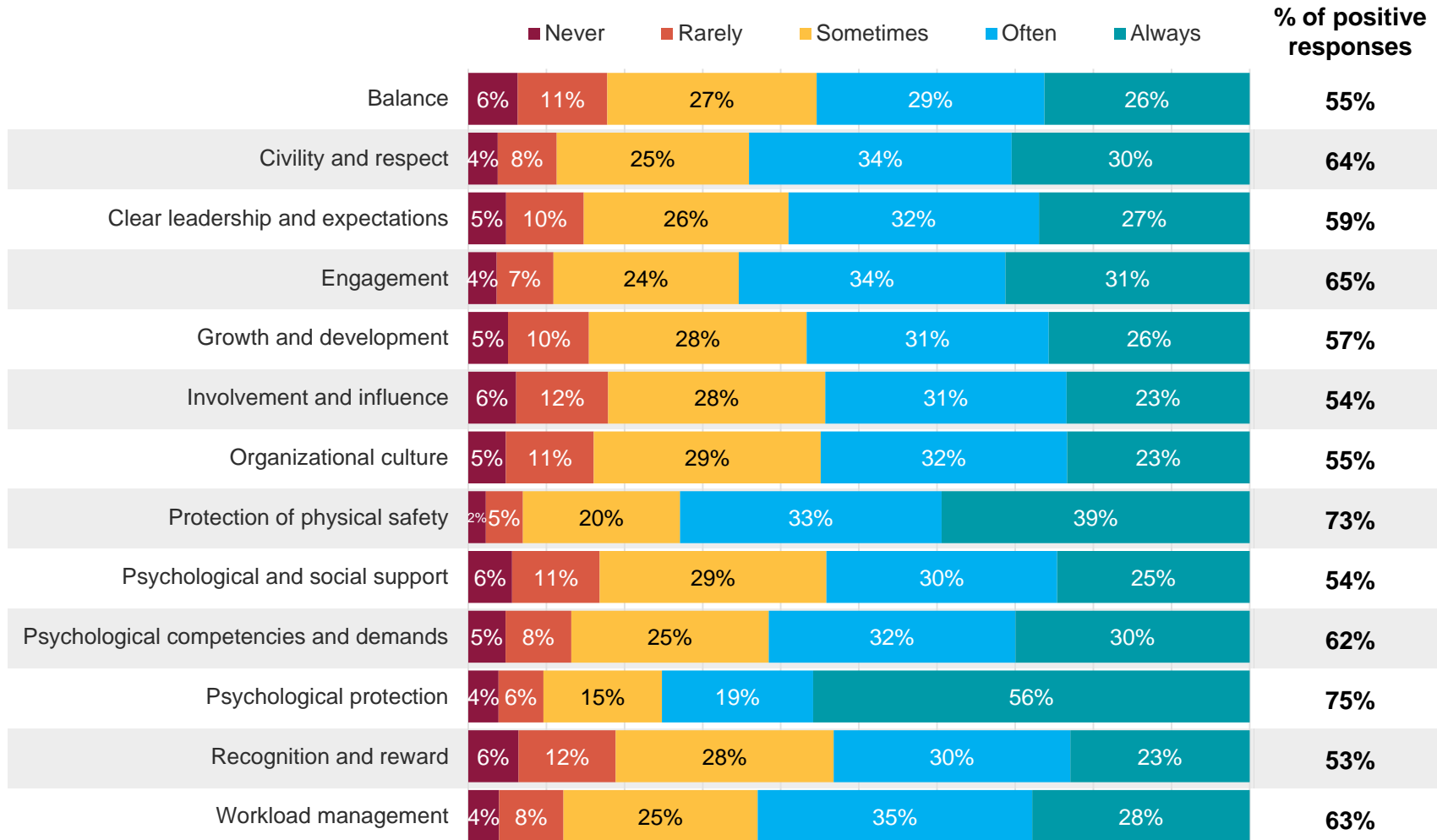
Psychosocial Factors

The psychosocial factors described in CSA z1003[1] (a workplace evaluation tool) are work conditions that can have either a positive or a negative effect on employee psychological health and safety. These factors, within the influence and responsibility of employers, can include interactions with co-workers, clients, or management. They don't include factors outside the control of the employer such as family history, employee health or genetics.

Guarding Minds at Work was commissioned by Canada Life and additional resources are supported by Workplace Strategies for Mental Health.

© Samra, J., Gilbert, M., Shain, M., Bilsker, D. 2009-2020, with amendments by Stuart, H. 2022.   All rights reserved. Website development and data storage by the Canadian Centre for Occupational Health and Safety (CCOHS).

1. Psychological health and safety in the workplace : prevention, promotion, and guidance to staged implementation
Mississauga, Ontario : CSA Group ; Québec, Québec : Bureau de normalisation du Québec; 2013
First edition.

10

Psychosocial Factors

	Never	Rarely	Sometimes	Often	Always	% of positive responses
Balance	6%	11%	27%	29%	26%	**55%**
Civility and respect	4%	8%	25%	34%	30%	**64%**
Clear leadership and expectations	5%	10%	26%	32%	27%	**59%**
Engagement	4%	7%	24%	34%	31%	**65%**
Growth and development	5%	10%	28%	31%	26%	**57%**
Involvement and influence	6%	12%	28%	31%	23%	**54%**
Organizational culture	5%	11%	29%	32%	23%	**55%**
Protection of physical safety	2%	5%	20%	33%	39%	**73%**
Psychological and social support	6%	11%	29%	30%	25%	**54%**
Psychological competencies and demands	5%	8%	25%	32%	30%	**62%**
Psychological protection	4%	6%	15%	19%	56%	**75%**
Recognition and reward	6%	12%	28%	30%	23%	**53%**
Workload management	4%	8%	25%	35%	28%	**63%**

% of Positive Responses

This column shows the percentage of positive responses for each psychosocial factor. This is those who reported that positive conditions exist always or often or that negative conditions rarely or never exist.

Psychosocial Factors by Segments

Psychosocial Factor	% Positive Responses	Age			Manager		Region						Industry					
		18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Healthcare	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
Balance	55%	48% ▲	52% ▼	64% ▲	54%	56%	57%	58% ▲	56%	53%	53%	52%	47% ▼	39% ▼	44% ▼	60%	57%	51%
Civility and respect	64%	58% ▲	62% ▼	70% ▲	66%	63%	65%	65%	66%	61%	61%	61%	54% ▼	39% ▼	56% ▼	69%	65%	57%
Clear leadership and expectations	59%	53% ▲	57% ▼	65% ▲	62% ▲	57% ▼	61%	60%	61%	55%	57%	56%	52% ▼	43% ▼	47% ▼	63%	60%	53%
Engagement	65%	58% ▲	64%	72% ▲	69% ▲	64% ▼	69%	67%	66%	65%	63%	62%	62%	53% ▼	64%	68%	64%	62%
Growth and development	57%	54% ▲	55%	60% ▲	62% ▲	54% ▼	57%	58%	58%	54%	54%	55%	50% ▼	39% ▼	49% ▼	64% ▲	57%	47%
Involvement and influence	54%	49% ▲	52%	60% ▲	63% ▲	50% ▼	53%	57%	55%	52%	52%	53%	47% ▼	36% ▼	43% ▼	59%	53%	42% ▼
Organizational culture	55%	50% ▲	52% ▼	61% ▲	58% ▲	53% ▼	53%	58% ▲	56%	51%	52%	52%	45% ▼	39% ▼	42% ▼	62% ▲	57%	45% ▼
Protection of physical safety	73%	65% ▲	72%	80% ▲	73%	73%	76%	76%	74%	69%	71%	69% ▼	64% ▼	52% ▼	62% ▼	78% ▲	77%	67%
Psychological and social support	54%	47% ▲	52%	61% ▲	56%	53%	56%	55%	55%	51%	52%	50%	47% ▼	41% ▼	44% ▼	59% ▲	54%	48%
Psychological competencies and demands	62%	54% ▲	58% ▼	70% ▲	62%	62%	62%	64%	62%	58%	59%	59%	54% ▼	36% ▼	56% ▼	66%	61%	59%
Psychological protection	75%	68% ▲	74%	81% ▲	73%	76%	76%	77%	76%	72%	73%	72%	71% ▼	50% ▼	73%	78%	76%	70%
Recognition and reward	53%	48% ▲	50% ▼	59% ▲	57% ▲	51% ▼	54%	58% ▲	53%	51%	48% ▼	50%	42% ▼	36% ▼	43% ▼	60% ▲	57%	36% ▼
Workload management	63%	57% ▲	60% ▼	70% ▲	62%	63%	67%	65%	63%	61%	60%	59% ▼	55% ▼	55%	56% ▼	63%	63%	55%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

12

Psychosocial Factors by Segments

Psychosocial Factor	% Positive Responses	Marginalized								Organization Size			Unionized Position	
		Racialized groups	2SLGBTQ+	Mental Impairment	Mood Disorder	Chronic Pain	Physical disability	Non marginalized groups	Not a Racialized person	Less than 100	101-500	501+	Unionized	Not unionized
Balance	55%	49% ▼	49% ▼	44% ▼	49% ▼	49% ▼	55%	58% ▼	57% ▼	59% ▼	53%	52% ▼	48% ▼	59% ▼
Civility and respect	64%	57% ▼	60%	54% ▼	61%	60%	65%	66% ▼	66% ▼	67% ▼	63%	61% ▼	56% ▼	68% ▼
Clear leadership and expectations	59%	53% ▼	53% ▼	49% ▼	57%	56%	65%	61% ▼	60%	63% ▼	58%	54% ▼	50% ▼	63% ▼
Engagement	65%	57% ▼	59% ▼	57%	62%	63%	70%	68% ▼	67% ▼	68% ▼	64%	63% ▼	60% ▼	68% ▼
Growth and development	57%	51% ▼	55%	50%	55%	51%	59%	58%	58%	59% ▼	56%	54% ▼	48% ▼	60% ▼
Involvement and influence	54%	48% ▼	47% ▼	47%	48% ▼	50%	55%	57% ▼	56% ▼	61% ▼	52%	48% ▼	42% ▼	60% ▼
Organizational culture	55%	51% ▼	49% ▼	46%	50% ▼	50%	59%	56%	56%	62% ▼	53%	47% ▼	42% ▼	60% ▼
Protection of physical safety	73%	66% ▼	68%	61% ▼	73%	73%	76%	74%	74% ▼	75% ▼	72%	71% ▼	65% ▼	76% ▼
Psychological and social support	54%	48% ▼	48% ▼	40% ▼	48% ▼	50%	54%	57% ▼	56% ▼	57% ▼	53%	51% ▼	47% ▼	58% ▼
Psychological competencies and demands	62%	56% ▼	56% ▼	51% ▼	55% ▼	59%	65%	64% ▼	63%	65% ▼	59%	58% ▼	53% ▼	65% ▼
Psychological protection	75%	68% ▼	71%	64% ▼	73%	72%	75%	77% ▼	77% ▼	76%	74%	74%	69% ▼	78% ▼
Recognition and reward	53%	47% ▼	50%	41% ▼	49% ▼	49%	54%	55% ▼	55% ▼	57% ▼	51%	50% ▼	45% ▼	57% ▼
Workload management	63%	55% ▼	58% ▼	53% ▼	60%	62%	65%	65% ▼	65% ▼	66% ▼	61%	60% ▼	57% ▼	66% ▼

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
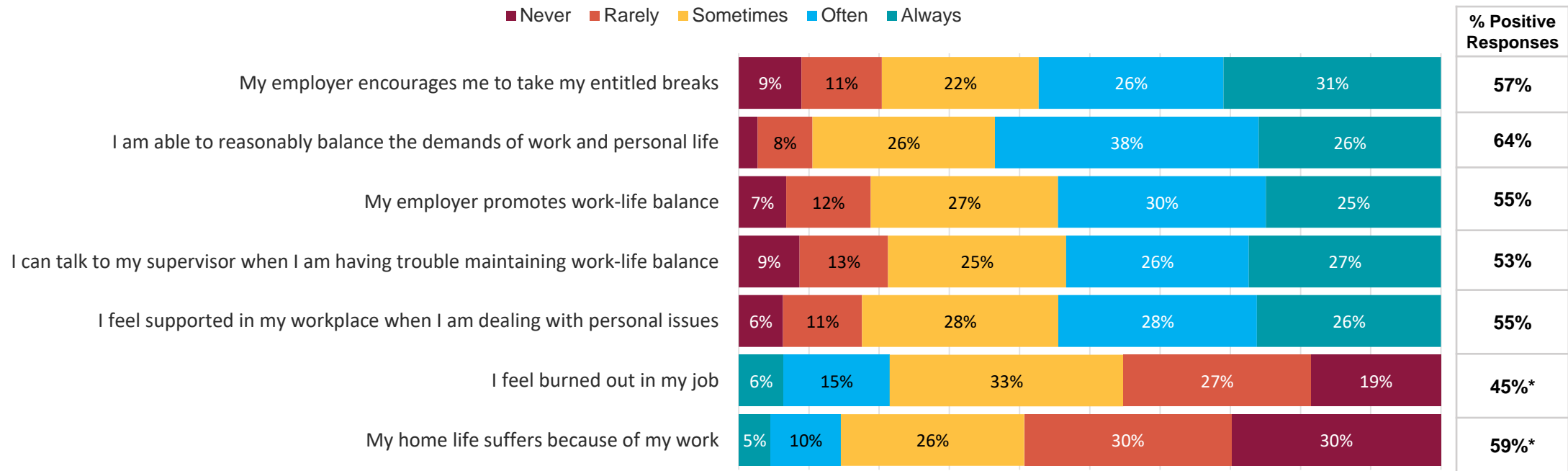* "Never/Rarely' used for summarizing negatively phrased statements.

Psychosocial Factors by Statements

Balance

- Despite two-thirds (64%) of respondents claiming they are usually able to balance the demands of their work and personal life, they indicate that Canadian workplaces fall short on **the level of support they provide their employees** to help them achieve this balance.

- Just over **half (55%) say their employer promotes work-life balance** and a similar proportion feel supported when dealing with personal issues (55%) or are when they are struggling to maintain work-life balance (53%).

- **Four-in-ten (41%)** say their **homelife suffers because of their work** at least some of the time.

Factor Average= 55%
(average of positive responses)

Legend: ■ Never ■ Rarely ■ Sometimes ■ Often ■ Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
My employer encourages me to take my entitled breaks	9%	11%	22%	26%	31%	**57%**
I am able to reasonably balance the demands of work and personal life		8%	26%	38%	26%	**64%**
My employer promotes work-life balance	7%	12%	27%	30%	25%	**55%**
I can talk to my supervisor when I am having trouble maintaining work-life balance	9%	13%	25%	26%	27%	**53%**
I feel supported in my workplace when I am dealing with personal issues	6%	11%	28%	28%	26%	**55%**
I feel burned out in my job	6%	15%	33%	27%	19%	**45%***
My home life suffers because of my work	5%	10%	26%	30%	30%	**59%***

(Note: for "I feel burned out in my job" and "My home life suffers because of my work" the bar colour order is reversed — Always/Often shown first.)

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
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15

Psychological Health and Safety in Canadian Workplaces – June 2023

Balance by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- **Work-life balance** scores are lowest among younger respondents and those working in the health care, first response or education sectors. Quebec respondents reported the highest level of work-life balance.

- Non-managerial staff (people with no other staff reports) are less likely to feel they are supported when it comes to **balance**, while managers are more likely to say they experience burnout frequently.

- **Burnout** rates are significantly worse for health care, first responders and educators with 65%, 72% and 65% respectively saying they sometimes, often or always feel burned out. See burnout slide later in report (page 63) for more details.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
My home life suffers because of my work (never or rarely)*	59%	49% ▼	54% ▼	71% ▲	51% ▼	64% ▲	61%	72% ▲	56% ▼	55%	53% ▼	55% ▼	52% ▼	40% ▼	54%	58%	60%	50%
I feel supported in my workplace when I am dealing with personal issues	55%	49% ▼	53%	60% ▲	56%	54%	59%	53%	56%	53%	52%	53%	46% ▼	38% ▼	42% ▼	59% ▲	55%	46%
I can talk to my supervisor when I am having trouble maintaining work-life balance	53%	48% ▼	53%	57% ▲	56% ▲	52% ▼	56%	53%	56% ▲	51%	50%	49% ▼	46% ▼	36% ▼	36% ▼	60% ▲	54%	52%
My employer promotes work-life balance	55%	50% ▼	51% ▼	60% ▲	56%	54%	57%	57%	55%	51%	56%	50% ▼	42% ▼	37% ▼	43% ▼	65% ▲	52%	41%
I am able to reasonably balance the demands of work and personal life	64%	55% ▼	59% ▼	73% ▲	62%	64%	64%	69% ▲	62%	63%	63%	59% ▼	54% ▼	55%	57% ▼	69% ▲	66%	58%
My employer encourages me to take my entitled breaks	57%	52% ▼	55% ▼	63% ▲	57%	58%	59%	56%	59% ▲	52%	58%	55%	53%	39% ▼	43% ▼	60%	59%	72% ▲
I feel burned out in my job (never or rarely)*	45%	32% ▼	38% ▼	60% ▲	40% ▼	48% ▲	43%	50% ▲	45%	45%	41% ▼	43%	35% ▼	28% ▼	35% ▼	45%	51% ▲	37%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

16

Balance by Segments

- Marginalized groups, larger organizations and union workers have lower scores regarding work-life balance.

Statement	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
My home life suffers because of my work (never or rarely)*	59%	**49% ▼**	**53% ▼**	**48% ▼**	**43% ▼**	**50% ▼**	57%	**64% ▲**	**62% ▲**	**61% ▲**	58%	58%	**55% ▼**	**61% ▲**
I feel supported in my workplace when I am dealing with personal issues	55%	**48% ▼**	52%	53%	44%	52%	61%	**56% ▲**	**56% ▲**	**58% ▲**	53%	**51% ▼**	**44% ▼**	**59% ▲**
I can talk to my supervisor when I am having trouble maintaining work-life balance	53%	**49% ▼**	48%	51%	44%	48%	55%	**55% ▲**	**54% ▲**	**56% ▲**	54%	**50% ▼**	**44% ▼**	**58% ▲**
My employer promotes work-life balance	55%	**50% ▼**	**48% ▼**	**49% ▼**	47%	50%	49%	**56% ▲**	**56% ▲**	**58% ▲**	53%	**51% ▼**	**45% ▼**	**59% ▲**
I am able to reasonably balance the demands of work and personal life	64%	**56% ▼**	**54% ▼**	**53% ▼**	**41% ▼**	**53% ▼**	57%	**67% ▲**	**65% ▲**	**67% ▲**	62%	**60% ▼**	**58% ▼**	**66% ▲**
My employer encourages me to take my entitled breaks	57%	**54% ▼**	54%	57%	52%	55%	61%	58%	**58% ▲**	**60% ▲**	55%	**55% ▼**	**52% ▼**	**60% ▲**
I feel burned out in my job (never or rarely)*	45%	**38% ▼**	**35% ▼**	**29% ▼**	**34% ▼**	**38% ▼**	48%	**49% ▲**	**47% ▲**	**50% ▲**	**40% ▼**	**41% ▼**	**36% ▼**	**49% ▲**

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

17

Civility and Respect

- Although the majority of respondents (72%) feel they are treated with **respect** and fairness, a sizable minority (28%) of respondents do not feel that way.

- Three-in-ten respondents do not feel that their workplace treats all employees with **respect** (28%) and **fairness** (27%).

- Just over half (53% / 58%) feel that their company deals with **conflict** well and has effective ways of **addressing inappropriate behaviour** from customers.

Factor Average= 64%

Legend: ■Never ■Rarely ■Sometimes ■Often ■Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
People treat each other with respect at work		4%	21%	40%	32%	**72%**
My workplace effectively handles conflict among employees	5%	11%	31%	29%	23%	**53%**
People from all backgrounds are treated fairly in my workplace		5%	19%	33%	41%	**73%**
My workplace has effective ways of addressing inappropriate behaviour from the people we serve	5%	10%	27%	32%	26%	**58%**

18

Civility and Respect by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Younger staff are more likely to indicate **unfair treatment** in their workplace (35%) and are less likely to feel that **conflicts** are resolved effectively (49%).

- Workers in the health care, first response and education sectors experience a lower sense of **civility and respect (all statements)** at work compared to other sectors.

- Respondents from the Prairies report the lowest level of **respect** in the workplace (66%), while Quebec respondents indicate the highest level of respect (78%). Ontarians are the most likely to **feel protected from inappropriate customers** (61%).

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
People treat each other with respect at work	72%	67% ▼	70% ▼	78% ▲	73%	72%	74%	78% ▲	73%	66% ▼	69%	69%	65% ▼	46% ▼	69%	79% ▲	71%	69%
My workplace effectively handles conflict among employees	53%	49% ▼	50% ▼	58% ▲	56% ▲	51% ▼	57%	51%	56% ▲	51%	49%	48% ▼	40% ▼	31% ▼	42% ▼	56% ▲	56%	45%
People from all backgrounds are treated fairly in my workplace	73%	65% ▼	72% ▼	81% ▲	73%	73%	74%	73%	74%	73%	74%	71%	67% ▼	45% ▼	68%	75%	74%	70%
My workplace has effective ways of addressing inappropriate behaviour from the people we serve	58%	52% ▼	55% ▼	63% ▲	61% ▲	56% ▼	55%	58%	61% ▲	54%	54%	55%	45% ▼	36% ▼	45% ▼	65% ▲	60%	46%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

19

Civility and Respect by Segments

- Canadian workplaces have room to improve the effectiveness of **conflict resolution** among marginalized groups and unionized workers, especially in large organizations (48%).

- Racialized respondents as well as those with mental impairment reported a lower sense of **respect** at their workplace compared to others (48% / 43%). Workers in unionized positions are much less likely to feel respected at their workplace (only 42%).
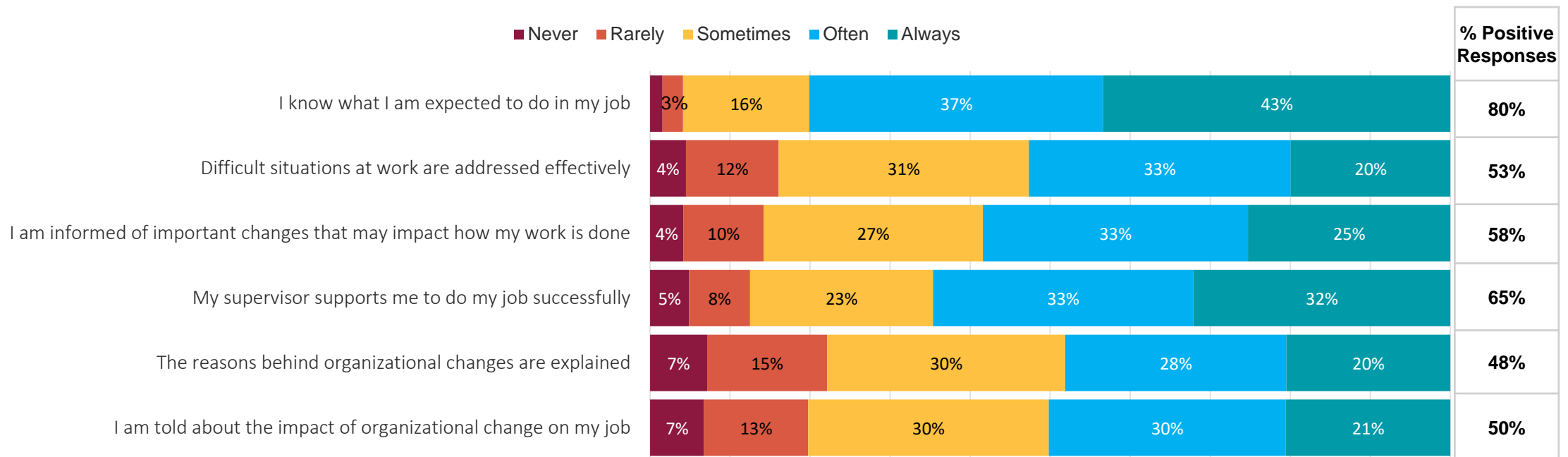
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
People treat each other with respect at work	72%	**64% ▼**	68%	71%	64%	**64% ▼**	**71%**	**75% ▲**	**74% ▲**	**74% ▲**	72%	**71% ▼**	**66% ▼**	**75% ▲**
My workplace effectively handles conflict among employees	53%	**48% ▼**	51%	49%	43%	47%	**54%**	**54% ▲**	**54% ▲**	**58% ▲**	51%	**48% ▼**	**42% ▼**	**57% ▲**
People from all backgrounds are treated fairly in my workplace	73%	**62% ▼**	70%	72%	**60% ▼**	74%	**76%**	**76% ▲**	**76% ▲**	75%	74%	**72% ▼**	**66% ▼**	**77% ▲**
My workplace has effective ways of addressing inappropriate behaviour from the people we serve	58%	**54% ▼**	53%	**54%**	48%	53%	**61%**	**59% ▲**	**59% ▲**	**61% ▲**	57%	**55% ▼**	**49% ▼**	**62% ▲**

Clear Leadership and Expectations

- Based on respondent feedback, it appears that while Canadian workplaces clearly communicate work expectations, leadership needs to improve the level of **transparency in their decision-making**.

- Eight-in-ten (80%) of respondents say they usually **know what is expected** from them at work and two-thirds (65%) feel adequately **supported by their supervisor to achieve success**.

- However, two-in-five (42%) say that communication about important changes that impact their work is infrequent, and a larger proportion (52%) feel the reasons and potential impact of organizational changes are usually not explained.

Factor Average= 59%

Legend: ■ Never ■ Rarely ■ Sometimes ■ Often ■ Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
I know what I am expected to do in my job		3%	16%	37%	43%	**80%**
Difficult situations at work are addressed effectively	4%	12%	31%	33%	20%	**53%**
I am informed of important changes that may impact how my work is done	4%	10%	27%	33%	25%	**58%**
My supervisor supports me to do my job successfully	5%	8%	23%	33%	32%	**65%**
The reasons behind organizational changes are explained	7%	15%	30%	28%	20%	**48%**
I am told about the impact of organizational change on my job	7%	13%	30%	30%	21%	**50%**

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

Clear Leadership and Expectations by Segments

RECHERCHE EN SANTÉ MENTALE MENTALE CANADA / MENTAL HEALTH RESEARCH CANADA

- Younger respondents (48%) are more likely to feel difficult situations at work are not addressed effectively.

- Respondents in the Prairies indicate lower scores in clear leadership and expectations compared to other provinces (multiple statements).

- Health care workers, first respondents, and educators are the least likely to report clear leadership at their workplace (multiple statements).

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
I know what I am expected to do in my job	80%	68% ▼	79%	89% ▲	77% ▼	81% ▲	84%	81%	81%	77%	79%	76% ▼	81%	63% ▼	76%	77%	79%	81%
Difficult situations at work are addressed effectively	53%	48% ▼	49% ▼	59% ▲	58% ▲	50% ▼	55%	54%	54%	49%	51%	50%	46%	38%	35% ▼	56% ▲	55%	47%
I am informed of important changes that may impact how my work is done	58%	54% ▼	55% ▼	64% ▲	62% ▲	56% ▼	58%	60%	60%	53%	56%	55%	53%	42% ▼	45% ▼	65% ▲	57%	51%
My supervisor supports me to do my job successfully	65%	61% ▼	64%	68% ▲	66%	64%	71% ▲	61% ▼	66%	63%	67%	61%	55% ▼	46% ▼	54% ▼	71% ▲	67%	59%
The reasons behind organizational changes are explained	48%	44% ▼	45% ▼	54% ▲	54% ▲	45% ▼	50%	50%	50%	45%	43% ▼	45%	37% ▼	34%	33% ▼	52% ▲	51%	32% ▼
I am told about the impact of organizational change on my job	50%	45% ▼	48% ▼	56% ▲	56% ▲	47% ▼	49%	52%	52%	43% ▼	48%	48%	43% ▼	35% ▼	38% ▼	58% ▲	52%	47%

Clear Leadership and Expectations by Segments

- Marginalized groups and unionized workers indicated lower scores pertaining to **leadership** at their workplace (multiple statements.

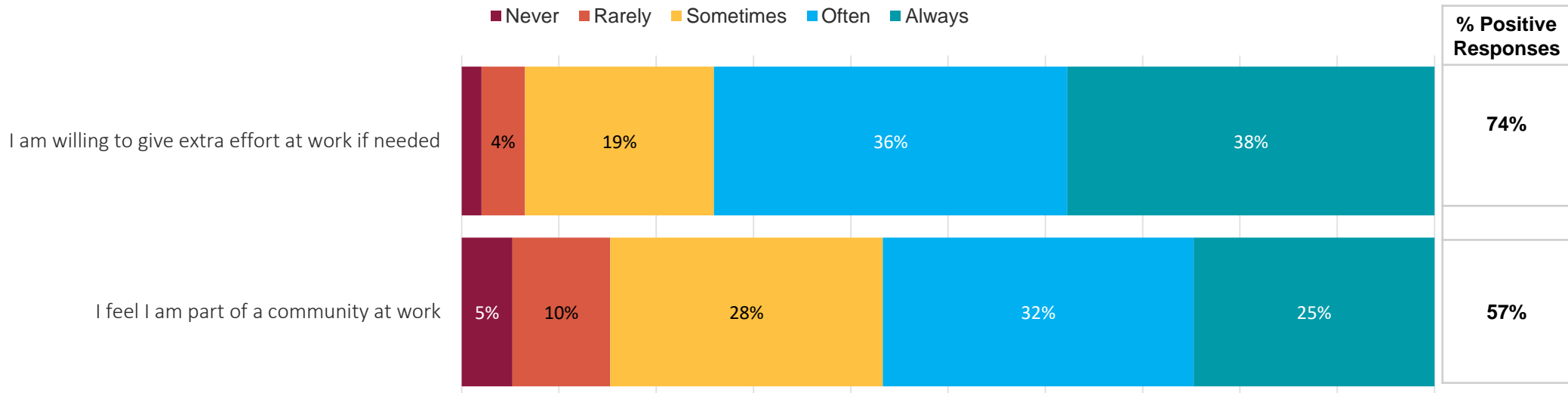- Respondents from larger organizations indicated they have less **clear leadership** (multiple statements).

Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
I know what I am expected to do in my job	80%	**71% ▼**	**75% ▼**	80%	75%	**84%**	**85%**	**82% ▲**	82% ▲	81%	79%	**80%**	**77% ▼**	**82% ▲**
Difficult situations at work are addressed effectively	53%	**46% ▼**	**45% ▼**	47% ▼	**47%**	51%	**61%**	**55% ▲**	54% ▲	59% ▲	51%	**45% ▼**	**42% ▼**	**58% ▲**
I am informed of important changes that may impact how my work is done	58%	54% ▼	54%	**54% ▼**	42% ▼	51% ▼	**65%**	60% ▲	59% ▲	63% ▲	59%	53% ▼	48% ▼	63% ▲
My supervisor supports me to do my job successfully	65%	**59% ▼**	61%	**66%**	52% ▼	65%	**70%**	66% ▲	66% ▲	67% ▲	63%	62% ▼	56% ▼	69% ▲
The reasons behind organizational changes are explained	48%	45% ▼	**41% ▼**	46%	39%	39% ▼	**54%**	50% ▲	49% ▲	55% ▲	46%	41% ▼	37% ▼	53% ▲
I am told about the impact of organizational change on my job	50%	44% ▼	**45%**	49%	41%	45%	**53%**	52% ▲	52% ▲	55% ▲	50%	45% ▼	40% ▼	55% ▲

23

Engagement

- Most respondents **enjoy their work**, feel **pride in their work** and are **committed to the success** of their company. Three-quarters (74%) of respondents say they are willing to put in extra effort when needed, and more than half (57%) feel they are part of a community at work.

Factor Average= 65%

	% Positive Responses
I am willing to give extra effort at work if needed	**74%**
I feel I am part of a community at work	**57%**

Legend: Never, Rarely, Sometimes, Often, Always

I am willing to give extra effort at work if needed: 4% / 19% / 36% / 38%

I feel I am part of a community at work: 5% / 10% / 28% / 32% / 25%

24

Engagement by Segments

- Younger respondents indicated less engagement scores across all statements, most notably much lower for **giving extra effort** (only 63%). Health care workers and first responders are less likely to say they are willing to put in an extra effort (70% and 57% respectively).

- Respondents in Quebec and Atlantic provinces are more **willing to give extra effort at work** (77% and 79% respectively) compared to other regions. While B.C. respondents are the least likely to say they feel like they are **a part of a community at work**.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
I am willing to give extra effort at work if needed	74%	63% ▼	72%	83% ▲	76% ▲	73% ▼	79% ▲	77% ▲	74%	72%	70%	72%	70% ▼	57% ▼	70%	76%	74%	64%
I feel I am part of a community at work	57%	53% ▼	55% ▼	61% ▲	62% ▲	54% ▼	58%	58%	58%	57%	56%	52% ▼	54% ▼	49% ▼	57%	60%	53%	60%

25

Engagement by Segments

- Racialized groups indicated less **engagement (multiple statements).**

- Engagement is higher in smaller companies and non-unionized workplaces.
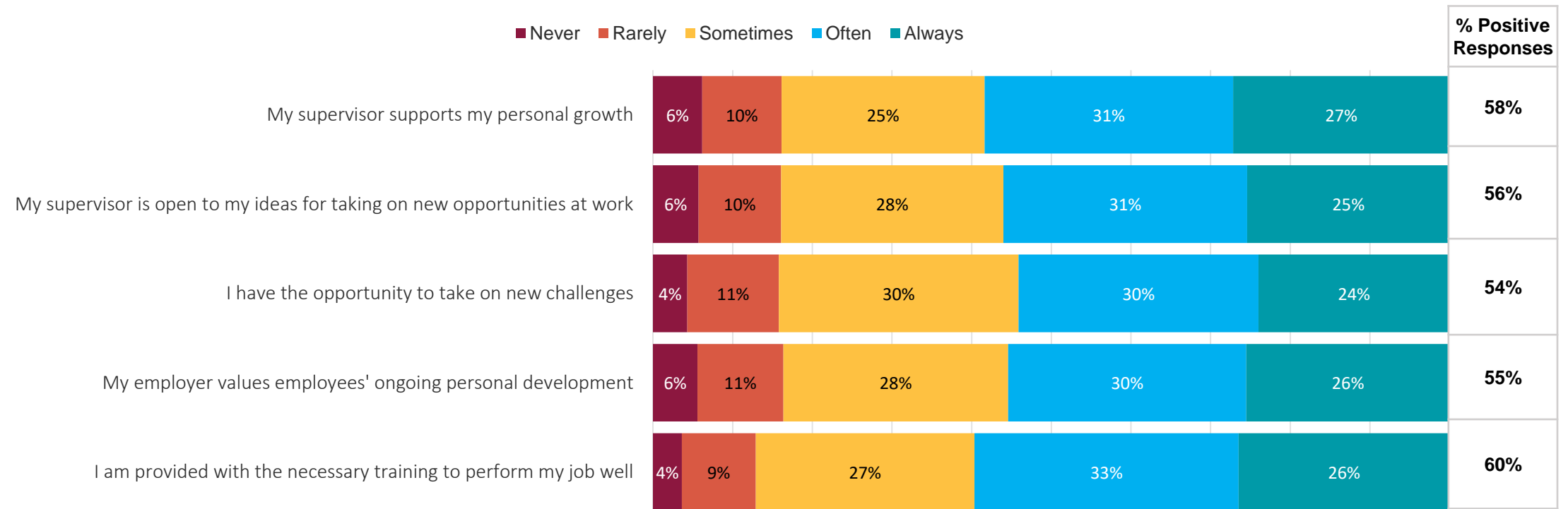
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
I am willing to give extra effort at work if needed	74%	**64% ▼**	70%	71%	64%	73%	**82% ▲**	**77% ▲**	**76% ▲**	76% ▲	72%	**72% ▼**	**69% ▼**	**76% ▲**
I feel I am part of a community at work	57%	**51% ▼**	**49% ▼**	53%	49%	52%	59%	**59% ▲**	**58% ▲**	59% ▲	56%	**54% ▼**	**50% ▼**	**60% ▲**

Growth and Development

- Most respondents say they **frequently receive job training** (60%) and feel their supervisor **supports their personal growth** (58%).
- Just over half feel they have the opportunity to take on **new challenges** (54%) or feel their employer **values their ongoing personal development** (55%).

Factor Average= 57%

	Never	Rarely	Sometimes	Often	Always	% Positive Responses
My supervisor supports my personal growth	6%	10%	25%	31%	27%	**58%**
My supervisor is open to my ideas for taking on new opportunities at work	6%	10%	28%	31%	25%	**56%**
I have the opportunity to take on new challenges	4%	11%	30%	30%	24%	**54%**
My employer values employees' ongoing personal development	6%	11%	28%	30%	26%	**55%**
I am provided with the necessary training to perform my job well	4%	9%	27%	33%	26%	**60%**

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

27

Psychological Health and Safety in Canadian Workplaces – June 2023

Growth and Development by Segments

- Managers and those working in Finance / Legal / Insurance are more likely to feel their employer encourages their **growth and development** (multiple statements).

- Respondents in Quebec are more likely to feel their employer encourages their **growth and development** (multiple statements).

Statements	% Positive Responses	18-34	35-54	55+	Manager	Not manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/legal/insurance	Manufacturing	Retail
My supervisor supports my personal growth	58%	58%	57%	59%	63% ▲	56% ▼	59%	59%	60%	62%	55%	56%	50% ▼	44% ▼	52% ▼	69% ▲	58%	47%
My supervisor is open to my ideas for taking on new opportunities at work	56%	53% ▼	56%	58% ▲	61% ▲	53% ▼	59%	59% ▲	56%	54%	54%	54%	44% ▼	33% ▼	48% ▼	66% ▲	58%	39% ▼
I have the opportunity to take on new challenges	54%	52%	53%	57% ▲	64% ▲	49% ▼	53%	54%	56%	48%	53%	54%	47%	29% ▼	49%	60% ▲	51%	45%
My employer values employees' ongoing personal development	55%	52% ▼	54%	59% ▲	61% ▲	52% ▼	56%	58% ▲	56%	49% ▼	53%	53%	48% ▼	36% ▼	51%	61% ▲	56%	47%
I am provided with the necessary training to perform my job well	60%	55% ▼	57% ▼	64% ▲	63% ▲	58% ▼	60%	62%	61%	59%	57%	56%	60%	50%	46% ▼	65% ▲	60%	60%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements. **28**

Psychological Health and Safety in Canadian Workplaces – June 2023

Growth and Development by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Those who do not identify as being a part of a racialized or marginalized group and those who work in non-unionized positions are more likely to say their employer encourages their growth and development (across all statements).
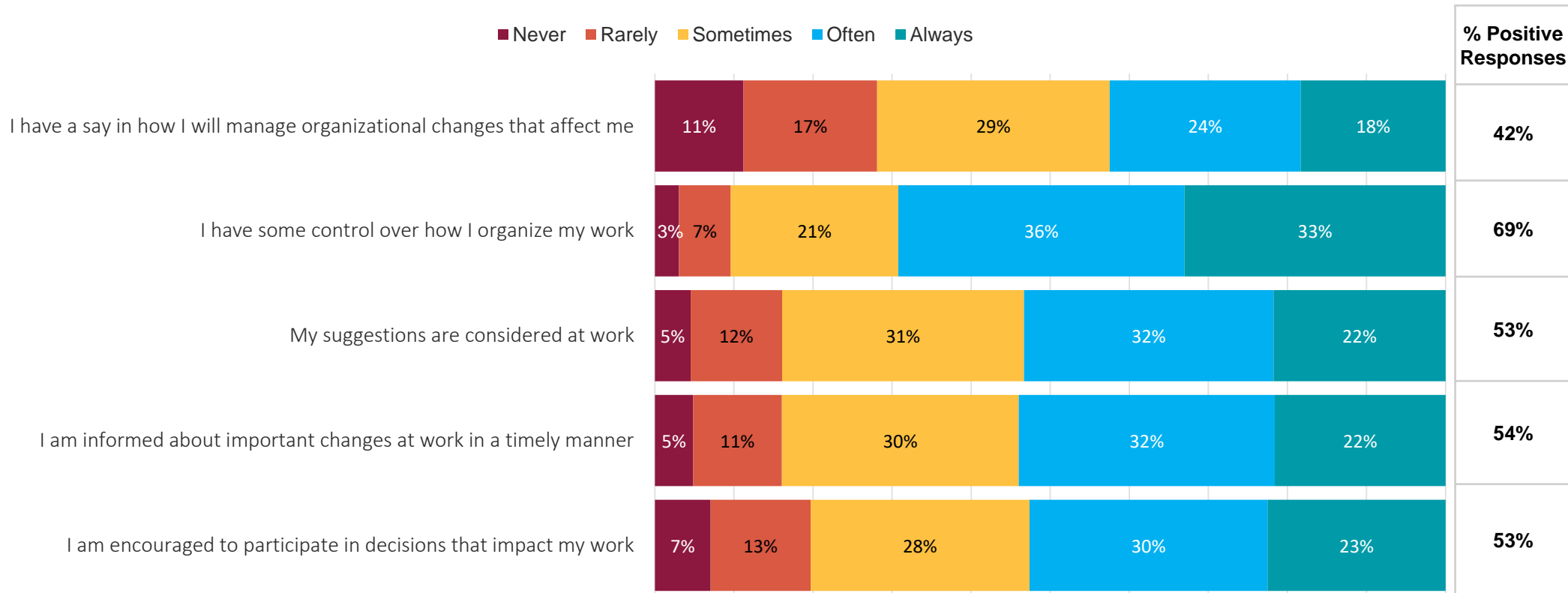
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
My supervisor supports my personal growth	58%	54% ▼	58%	58%	52%	51% ▼	56%	59% ▲	59% ▲	60%	58%	57%	51% ▼	62% ▲
My supervisor is open to my ideas for taking on new opportunities at work	56%	52% ▼	56%	54%	44% ▼	49%	58%	57% ▲	57% ▲	58% ▲	56%	53% ▼	46% ▼	60% ▲
I have the opportunity to take on new challenges	54%	49% ▼	50%	53%	55%	49%	57%	56% ▲	55% ▲	58% ▲	52%	50% ▼	44% ▼	59% ▲
My employer values employees' ongoing personal development	55%	49% ▼	54%	54%	45%	50%	60%	57% ▲	57% ▲	57% ▲	57%	53% ▼	48% ▼	59% ▲
I am provided with the necessary training to perform my job well	60%	52% ▼	57%	57%	51%	55%	64%	62% ▲	61% ▲	63% ▲	60%	56% ▼	54% ▼	62% ▲

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

29

Psychological Health and Safety in Canadian Workplaces – June 2023

Involvement and Influence

- While more than two-thirds (69%) of respondents feel they have **some control** over how they organize their own work, six-in-ten (58%) feel they usually do not have a say in how they manage organizational changes that affect them.

- Only half (53%) of the respondents surveyed say their suggestions are considered, they are informed about important changes (54%), or they get to participate in decisions that impact their work (53%).

Factor Average= 54%

	Never	Rarely	Sometimes	Often	Always	% Positive Responses
I have a say in how I will manage organizational changes that affect me	11%	17%	29%	24%	18%	**42%**
I have some control over how I organize my work	3%	7%	21%	36%	33%	**69%**
My suggestions are considered at work	5%	12%	31%	32%	22%	**53%**
I am informed about important changes at work in a timely manner	5%	11%	30%	32%	22%	**54%**
I am encouraged to participate in decisions that impact my work	7%	13%	28%	30%	23%	**53%**

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

30

Involvement and Influence by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Canadian workplaces show indicators of top-down decision-making structure with older respondents in management positions reporting much higher levels of **influence and involvement** (multiple statements).

- Those working in finance/ legal/ insurance sectors are more likely to report having **control over work (72%)**, having **suggestions considered (59%)**, **being informed on changes (60%)**, and being encouraged to **participate in decision making** (multiple statements).

- Respondents in Quebec are more likely than others to indicate **having a say about organizational changes** and having a degree of **control** at work (46% / 75%). Respondents in **Alberta** feel less control over their work **(65%)** than others and respondents in the Prairies are the least likely to indicate being informed about important changes in a timely manner (49%).

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
I have a say in how I will manage organizational changes that affect me	42%	39% ▼	40% ▼	47% ▲	55% ▲	35% ▼	42%	46% ▲	42%	42%	40%	42%	35% ▼	33% ▼	30% ▼	44%	38%	38%
I have some control over how I organize my work	69%	59% ▼	68%	77% ▲	73% ▲	67% ▼	67%	75% ▲	69%	65%	65% ▼	66%	62% ▼	46% ▼	66%	72% ▲	69%	54% ▼
My suggestions are considered at work	53%	49% ▼	51% ▼	59% ▲	63% ▲	48% ▼	53%	53%	54%	52%	53%	52%	45% ▼	34% ▼	39% ▼	59% ▲	54%	40%
I am informed about important changes at work in a timely manner	54%	49% ▼	52% ▼	59% ▲	59% ▲	51% ▼	54%	56%	55%	49% ▼	51%	53%	47% ▼	31% ▼	40% ▼	60% ▲	53%	46%
I am encouraged to participate in decisions that impact my work	53%	48% ▼	52%	56% ▲	63% ▲	47% ▼	51%	52%	54%	51% ▼	51%	51%	45% ▼	38% ▼	42% ▼	59% ▲	52%	34% ▼

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
"Never/Rarely' used for summarizing negatively phrased statements.

31

Psychological Health and Safety in Canadian Workplaces – June 2023

Involvement and Influence by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Respondents indicated that Canadian workplaces have room to improve the sense of **influence and involvement** of typically marginalized groups, specifically racialized minorities, 2SLGBTQ+, and those with mood disorders.

- Similarly, those in unionized position are much less likely to feel they have any **decision-making power (40%)**.

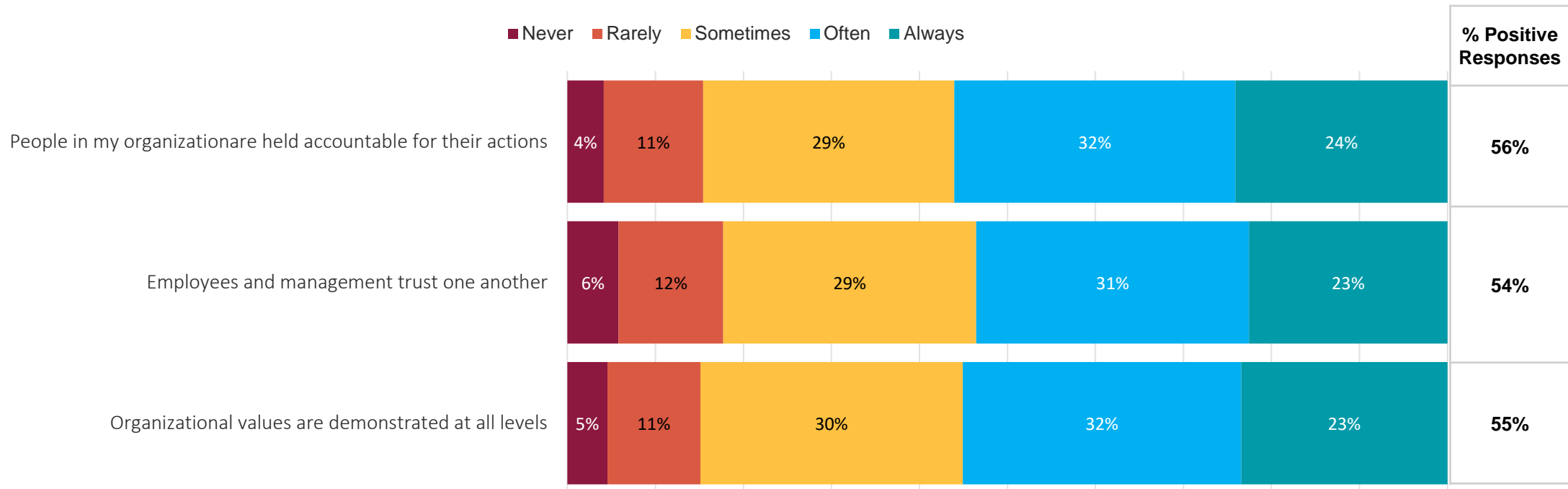- Respondents in larger organization indicated lower **involvement and influence** (across all statements).

Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
I have a say in how I will manage organizational changes that affect me	42%	**38% ▼**	**35% ▼**	**35% ▼**	39%	**35% ▼**	42%	**45% ▲**	**44% ▲**	**53% ▲**	**38% ▼**	**32% ▼**	**29% ▼**	**49% ▲**
I have some control over how I organize my work	69%	**58% ▼**	**62% ▼**	66%	64%	70%	75%	**72% ▲**	**72% ▲**	**72% ▲**	69%	**66% ▼**	**60% ▼**	**74% ▲**
My suggestions are considered at work	53%	**48% ▼**	**47% ▼**	**48% ▼**	**42% ▼**	50%	46%	**55% ▲**	**54% ▲**	**60% ▲**	52%	**46% ▼**	**39% ▼**	**60% ▲**
I am informed about important changes at work in a timely manner	54%	**49% ▼**	**46% ▼**	**49% ▼**	44%	**47% ▼**	54%	**56% ▲**	**55% ▲**	**59% ▲**	**50% ▼**	**49% ▼**	**43% ▼**	**59% ▲**
I am encouraged to participate in decisions that impact my work	53%	**47% ▼**	**48%**	**46% ▼**	49%	48%	59%	**55% ▲**	**54% ▲**	**59% ▲**	52%	**46% ▼**	**40% ▼**	**58% ▲**

Organizational Culture

- Only half of respondents say their organization holds people **accountable** for their actions (56%), builds **trust** between management and employees (54%) and demonstrates **organizational values** at all levels (55%).

Factor Average= 55%

Legend: ■ Never ■ Rarely ■ Sometimes ■ Often ■ Always

	Never	Rarely	Sometimes	Often	Always	% Positive Responses
People in my organizationare held accountable for their actions	4%	11%	29%	32%	24%	**56%**
Employees and management trust one another	6%	12%	29%	31%	23%	**54%**
Organizational values are demonstrated at all levels	5%	11%	30%	32%	23%	**55%**

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

33

Organizational Culture by Segments

RECHERCHE EN SANTÉ MENTALE MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Finance/ Legal/ Insurance sectors, managers, older respondents and those from Quebec perceive their **organizational culture** more favourably than others (all statements).

- Respondents from the Prairies, non-managers, and those working in the health care, first response or education sectors indicated the lowest scores in organization culture.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
People in my organization are held accountable for their actions	56%	51% ▼	52% ▼	63% ▲	58%	55%	53%	58%	59% ▲	54%	52% ▼	51% ▼	50%	39% ▼	44% ▼	62% ▲	58%	50%
Employees and management trust one another	54%	49% ▼	51% ▼	58% ▲	58% ▲	51% ▼	52%	58% ▲	53%	49% ▼	52%	53%	41% ▼	35% ▼	39% ▼	62% ▲	55%	43%
Organizational values are demonstrated at all levels	55%	51% ▼	53% ▼	60% ▲	59% ▲	53% ▼	54%	58% ▲	56%	50% ▼	52%	53%	45% ▼	42%	42% ▼	63% ▲	59% ▲	42%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

Organizational Culture by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Respondents who identified as racialized, 2SLGBTQ+, a unionized worker or working in a large companies indicated a less favourable perception of **organizational culture** compared to other groups.
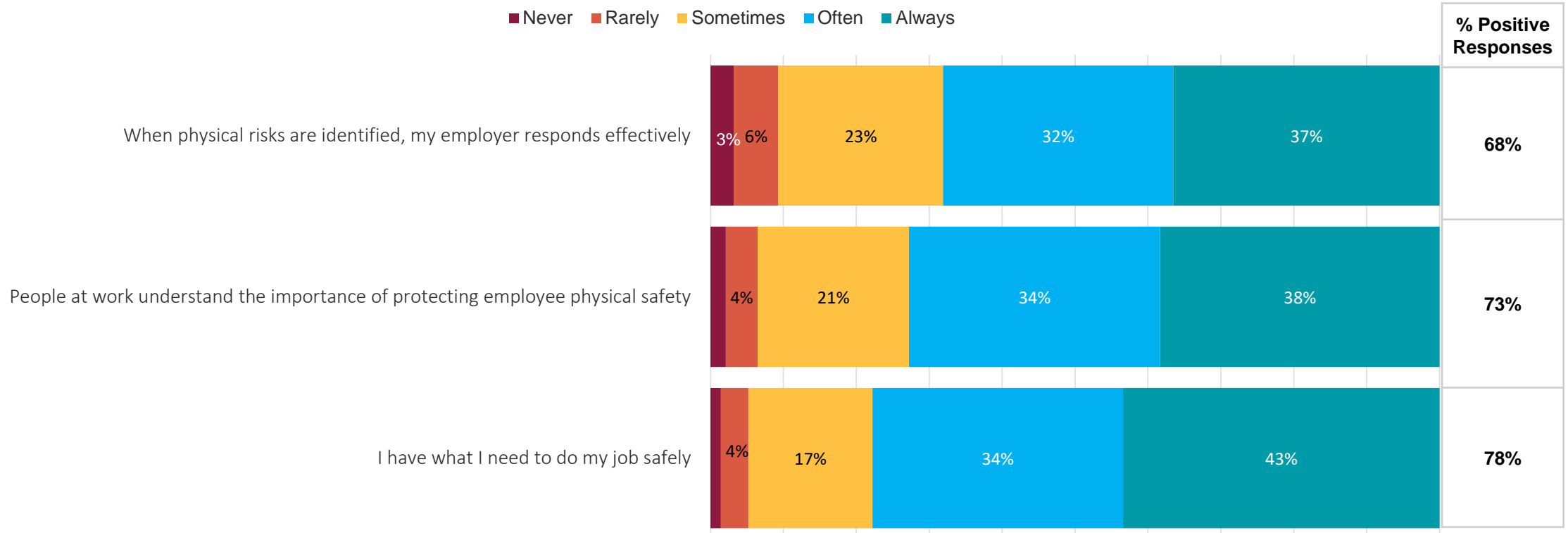
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non Marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
People in my organizationare held accountable for their actions	56%	53%	49% ▼	51% ▼	55%	51%	62%	57%	57%	62% ▲	55%	49% ▼	45% ▼	61% ▲
Employees and management trust one another	54%	48% ▼	48%	50%	41% ▼	48%	57%	55% ▲	55% ▲	62% ▲	51%	45% ▼	39% ▼	60% ▲
Organizational values are demonstrated at all levels	55%	50% ▼	48% ▼	50% ▼	43% ▼	49%	58%	57% ▲	56% ▲	61% ▲	55%	48% ▼	43% ▼	60% ▲

Protection of Physical Safety

- Nearly four-fifths of respondents say they have what they need to preform their job safely (78%) and seven-in-ten say their workplace effectively addresses physical risks (68%) and people at work are aware of the importance of protecting employee physical safety (73%).

Factor Average= 73%

Legend: ■ Never ■ Rarely ■ Sometimes ■ Often ■ Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
When physical risks are identified, my employer responds effectively	3%	6%	23%	32%	37%	**68%**
People at work understand the importance of protecting employee physical safety		4%	21%	34%	38%	**73%**
I have what I need to do my job safely		4%	17%	34%	43%	**78%**

Protection of Physical Safety by Segments

- Health care workers, first responders and educators indicated lower **physical protection at work** compared to other sectors.

- Younger workers were more likely to report concern about **physical safety risks** than other age groups.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ legal/ Insurance	Manufacturing	Retail
When physical risks are identified, my employer responds effectively	68%	**60% ▼**	68%	**74% ▲**	70%	67%	71%	70%	**70% ▲**	**63% ▼**	64% ▼	63% ▼	**60% ▼**	**46% ▼**	54% ▼	**77% ▲**	**76% ▲**	58%
People at work understand the importance of protecting employee physical safety	73%	**64% ▼**	71%	**80% ▲**	73%	72%	75%	**76% ▲**	74%	67%	70%	69%	**64% ▼**	**54% ▼**	65% ▼	76%	**77% ▲**	69%
I have what I need to do my job safely	78%	**69% ▼**	76% ▼	**85% ▲**	76%	79%	81%	**81% ▲**	77%	75%	78%	74% ▼	**69% ▼**	**57% ▼**	67% ▼	**82% ▲**	79%	74%

37

Scores = 'Often' + 'Always' except where otherwise stated

Protection of Physical Safety by Segments

RECHERCHE EN SANTÉ MENTALE MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Racialized groups report slightly lower – but statistically significant - levels of **physical safety protection at work**, compared to non racialized groups. The same is true of workers in unionized positions and those who work in larger organizations.

- Those with a mental impairment are less likely to feel they have what they need to do their **job safely**.
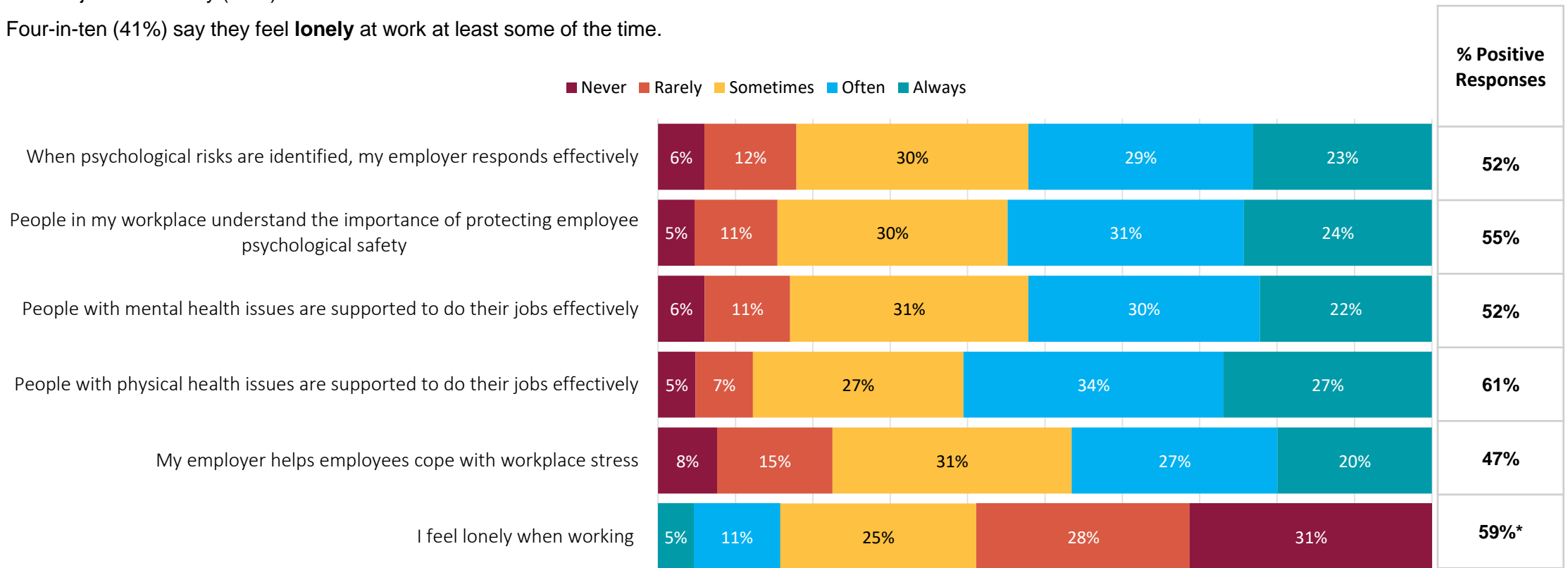
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
When physical risks are identified, my employer responds effectively	68%	**63% ▼**	64%	67%	**58% ▼**	65%	68%	**69% ▲**	**69% ▲**	**70% ▲**	67%	**66% ▼**	**59% ▼**	**72% ▲**
People at work understand the importance of protecting employee physical safety	73%	**65% ▼**	68%	73%	**60% ▼**	74%	**80% ▲**	**74% ▲**	**74% ▲**	**74% ▲**	73%	**71% ▼**	**66% ▼**	**76% ▲**
I have what I need to do my job safely	78%	**71% ▼**	**72% ▼**	78%	**64% ▼**	79%	79%	**80% ▲**	**79% ▲**	**80% ▲**	77%	**75% ▼**	**71% ▼**	**81% ▲**

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

38

Psychological Health and Safety in Canadian Workplaces – June 2023

Psychological and Social Support

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Respondents indicated their workplaces are not providing enough **psychological and social support**. The exception is workplaces supporting people with **physical health issues**.

- Approximately half say their workplace responds effectively to psychological risks (52%), understands the importance of protecting employee psychological safety (55%), helps respondents cope with workplace stress (47%) and that people with mental health issues are supported to do their jobs effectively (52%).

- Four-in-ten (41%) say they feel **lonely** at work at least some of the time.

Factor Average= 54%

Legend: ■ Never ■ Rarely ■ Sometimes ■ Often ■ Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
When psychological risks are identified, my employer responds effectively	6%	12%	30%	29%	23%	**52%**
People in my workplace understand the importance of protecting employee psychological safety	5%	11%	30%	31%	24%	**55%**
People with mental health issues are supported to do their jobs effectively	6%	11%	31%	30%	22%	**52%**
People with physical health issues are supported to do their jobs effectively	5%	7%	27%	34%	27%	**61%**
My employer helps employees cope with workplace stress	8%	15%	31%	27%	20%	**47%**
I feel lonely when working	5%	11%	25%	28%	31%	**59%***

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

Psychological and Social Support by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Health care workers, first responders and educators indicate the least **psychological and social support** at work. Further, younger workers indicate less psychological and social support than other age groups.

- Respondents from Quebec have the highest scores in **psychological and social support** while respondents in the Prairies indicate the lowest.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
When psychological risks are identified, my employer responds effectively	52%	**46% ▼**	51%	**58% ▲**	**55% ▲**	**50% ▼**	53%	**56% ▲**	52%	50%	49%	**48% ▼**	45%	40%	**39% ▼**	**57% ▲**	54%	50%
People in my workplace understand the importance of protecting employee psychological safety	55%	**49% ▼**	**53% ▼**	**61% ▲**	**58% ▲**	**53% ▼**	57%	**59% ▲**	56%	**49% ▼**	52%	**50% ▼**	**47% ▼**	48%	**46% ▼**	**62% ▲**	54%	**40% ▼**
People with mental health issues are supported to do their jobs effectively	52%	**48% ▼**	**50% ▼**	**57% ▲**	**55% ▲**	**51% ▼**	54%	52%	54%	52%	51%	**48% ▼**	**45% ▼**	**36% ▼**	**39% ▼**	**59% ▲**	50%	47%
People with physical health issues are supported to do their jobs effectively	61%	**55% ▼**	**60%**	**65% ▲**	62%	60%	63%	60%	62%	59%	59%	58%	**51% ▼**	**41% ▼**	55%	**66% ▲**	58%	52%
My employer helps employees cope with workplace stress	47%	**41% ▼**	**45% ▼**	**52% ▲**	**49% ▲**	**45% ▼**	51%	47%	48%	**44% ▼**	44%	**42% ▼**	**39% ▼**	43%	**33% ▼**	**57% ▲**	46%	39%
I feel lonely when working (Never or Rarely)*	59%	**46% ▼**	**57% ▼**	**70% ▲**	58%	59%	60%	59%	60%	54%	59%	57%	56%	**41% ▼**	54%	56%	61%	62%

40

Psychological and Social Support by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Marginalized groups, unionized workers and employees in larger organizations feel less **psychologically and socially supported**.

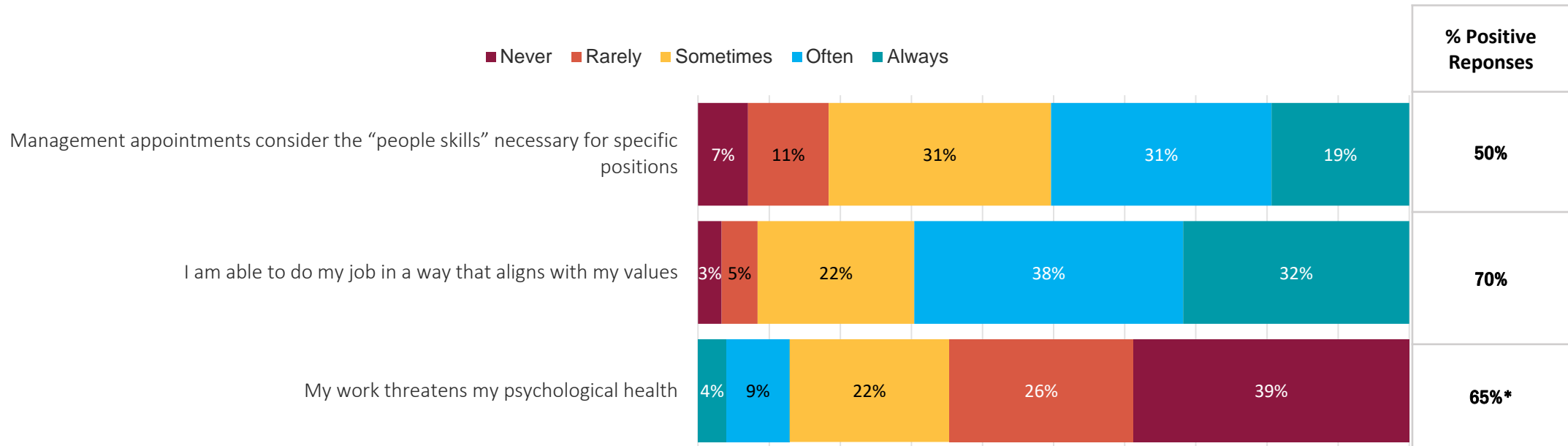| Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
When psychological risks are identified, my employer responds effectively	52%	**46% ▼**	47%	44% ▼	42%	47%	53%	**55% ▲**	**54% ▲**	**56% ▲**	51%	**48% ▼**	**43% ▼**	**56% ▲**
People in my workplace understand the importance of protecting employee psychological safety	55%	**48% ▼**	**46% ▼**	47% ▼	39% ▼	49%	58%	58% ▲	56% ▲	58% ▲	53%	52% ▼	48% ▼	58% ▲
People with mental health issues are supported to do their jobs effectively	52%	**46% ▼**	46%	47% ▼	39% ▼	46%	55%	54% ▲	53% ▲	56% ▲	50%	49% ▼	44% ▼	56% ▲
People with physical health issues are supported to do their jobs effectively	61%	**54% ▼**	58%	61%	47% ▼	60%	58%	62% ▲	62% ▲	62% ▲	57%	59%	52% ▼	64% ▲
My employer helps employees cope with workplace stress	47%	**42% ▼**	41%	39% ▼	34% ▼	40% ▼	43%	49% ▲	47% ▲	50% ▲	47%	43% ▼	38% ▼	51% ▲
I feel lonely when working (Never or Rarely)*	59%	**51% ▼**	48% ▼	47% ▼	40% ▼	57%	58%	62% ▲	60% ▲	59%	61%	58%	55% ▼	61% ▲

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

41

Psychological Competencies and Demands

- Seven-in-ten (70%) say they are able to do their job in a way that aligns with their values and two-thirds (65%) do not often feel their work threatens their **psychological health**.

- Respondents are split equally when it comes to their opinion about management appointments considering the "**people skills**" necessary for specific positions.

Factor Average= 62%

	Never	Rarely	Sometimes	Often	Always	% Positive Reponses
Management appointments consider the "people skills" necessary for specific positions	7%	11%	31%	31%	19%	**50%**
I am able to do my job in a way that aligns with my values	3%	5%	22%	38%	32%	**70%**
My work threatens my psychological health	4%	9%	22%	26%	39%	**65%***

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

42

Psychological Health and Safety in Canadian Workplaces – June 2023

Psychological Competencies and Demands by Segments

- Health care workers, first responders, educators and young people reported lower scores on Psychological Competencies and Demands.

- First responders have an extremely low score with only three in ten (27%) indicating their work never or rarely **threatens psychological health.**

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
Management appointments consider the "people skills" necessary for specific positions	50%	46% ▼	**47% ▼**	**57% ▲**	**56% ▲**	**47% ▼**	52%	**48% ▼**	**54% ▲**	48%	50%	47%	**45%**	**33% ▼**	**43% ▼**	**57% ▲**	50%	52%
I am able to do my job in a way that aligns with my values	70%	**61% ▼**	67% ▼	**78% ▲**	69%	70%	70%	**75% ▲**	69%	**65% ▼**	67%	**66% ▼**	63% ▼	**48% ▼**	67%	**75% ▲**	67%	59%
My work threatens my psychological health (Never or Rarely)*	65%	**54% ▼**	60% ▼	**76% ▲**	60% ▼	67% ▲	64%	69% ▲	64%	62% ▼	60% ▼	65%	53% ▼	**27% ▼**	58%	**65%**	64%	67%

43

Psychological Competencies and Demands by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Racialized groups, employees of larger organizations as well as unionized workers indicate they are less likely to feel their **psychological competencies and demands** are being met.
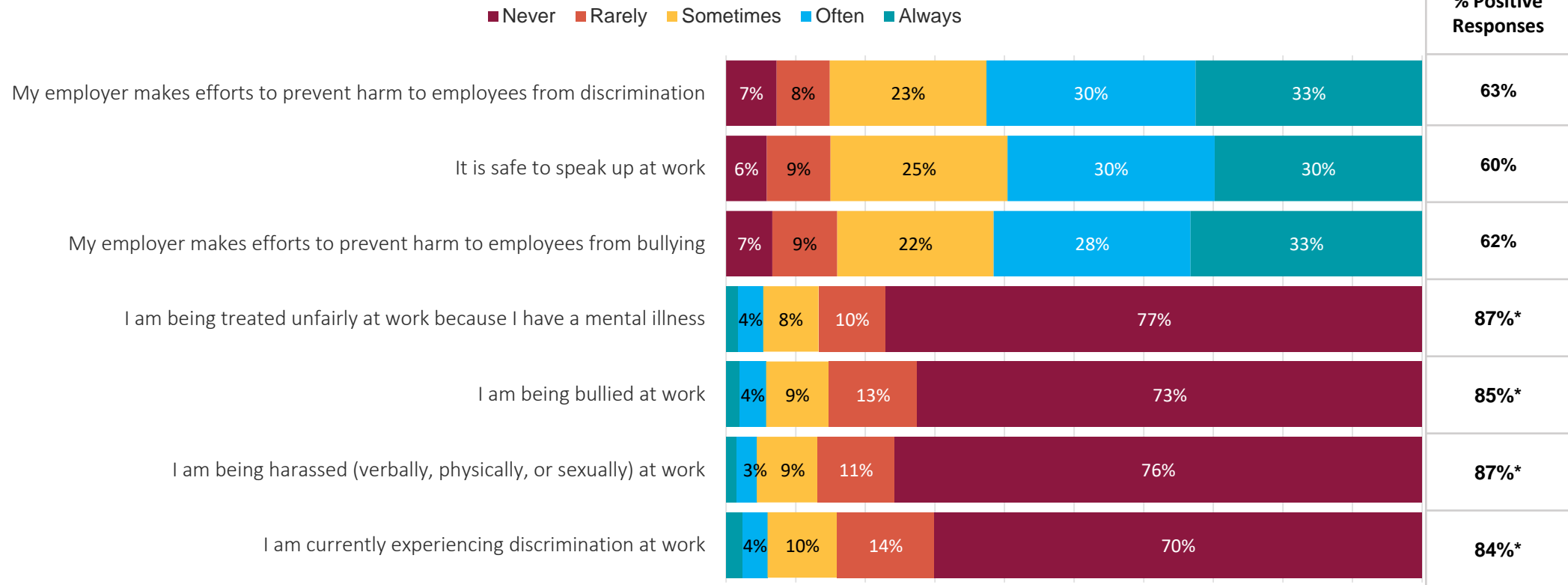
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
Management appointments consider the "people skills" necessary for specific positions	50%	48%	49%	48%	46%	49%	57%	51%	**51%**	54% ▲	50%	46% ▼	39% ▼	55% ▲
I am able to do my job in a way that aligns with my values	70%	**62% ▼**	65%	68%	64%	70%	75%	**72% ▲**	**71% ▲**	**72% ▲**	65% ▼	68%	65% ▼	72% ▲
My work threatens my psychological health (Never or Rarely)*	65%	**58% ▼**	54% ▼	49% ▼	45% ▼	58% ▼	62%	**68% ▲**	**66% ▲**	69% ▲	62%	61% ▼	56% ▼	69% ▲

44

Psychological Protection

- Six-in-ten (63%) say their employer makes efforts to prevent harm from **discrimination** and **bullying**, and feel It is safe to **speak up at work** (60%).

- Eight-in-ten respondents indicated that they never or rarely experience **bullying, harassment or discrimination** (85%, 87% and 84% respectively).

Factor Average= 75%

Legend: ■Never ■Rarely ■Sometimes ■Often ■Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
My employer makes efforts to prevent harm to employees from discrimination	7%	8%	23%	30%	33%	**63%**
It is safe to speak up at work	6%	9%	25%	30%	30%	**60%**
My employer makes efforts to prevent harm to employees from bullying	7%	9%	22%	28%	33%	**62%**
I am being treated unfairly at work because I have a mental illness	77%	10%	8%	4%		**87%***
I am being bullied at work	73%	13%	9%	4%		**85%***
I am being harassed (verbally, physically, or sexually) at work	76%	11%	9%	3%		**87%***
I am currently experiencing discrimination at work	70%	14%	10%	4%		**84%***

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* "Neve

– June 2023

Psychological Protection by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Younger respondents, as well as first responders, indicate a higher likelihood to experience **bullying, harassment or discrimination** at work and feel their employer is not making enough effort to prevent this.

- Health care, first responder and education sectors indicate less **psychological protection**.

- Respondents in Quebec have the highest level of **psychological protection** at work.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
My employer makes efforts to prevent harm to employees from discrimination	63%	56% ▼	63%	67% ▲	66% ▲	61% ▼	63%	58% ▼	66% ▲	61%	62%	61%	52% ▼	43% ▼	56% ▼	71% ▲	65%	55%
It is safe to speak up at work	60%	56% ▼	56% ▼	65% ▲	63% ▲	58% ▼	61%	58%	61%	57%	58%	59%	49% ▼	44% ▼	50% ▼	65% ▲	63%	53%
My employer makes efforts to prevent harm to employees from bullying	62%	55% ▼	61%	66% ▲	64% ▲	60% ▼	62%	64% ▲	63%	57% ▼	58%	58% ▼	54% ▼	45% ▼	52% ▼	70% ▲	66% ▲	53%
I am being treated unfairly at work because I have a mental illness (never or rarely)	87%	76% ▼	86%	95% ▲	81% ▼	90% ▲	87%	92% ▲	86%	84%	85%	84%	88%	60% ▼	91% ▲	86%	87%	85%
I am being bullied at work (never or rarely)	85%	77% ▼	85%	91% ▲	80% ▼	88% ▲	87%	90% ▲	85%	82%	84%	81% ▼	84%	50% ▼	86%	85%	84%	84%
I am being harassed (verbally, physically, or sexually) at work (never or rarely)	87%	78% ▼	86%	94% ▲	81% ▼	90% ▲	86%	91% ▲	87%	85%	84%	83% ▼	86%	58% ▼	89%	86%	86%	84%
I am currently experiencing discrimination at work (never or rarely)	84%	76% ▼	83%	91% ▲	79% ▼	87% ▲	85%	89% ▲	83%	80%	82%	81% ▼	83%	52% ▼	84%	81%	83%	80%

Psychological Protection by Segments

RECHERCHE EN SANTÉ MENTALE CANADA \ MENTAL HEALTH RESEARCH CANADA

- Racialized groups, those with a mental impairment and unionized workers indicate less **psychological protection.**
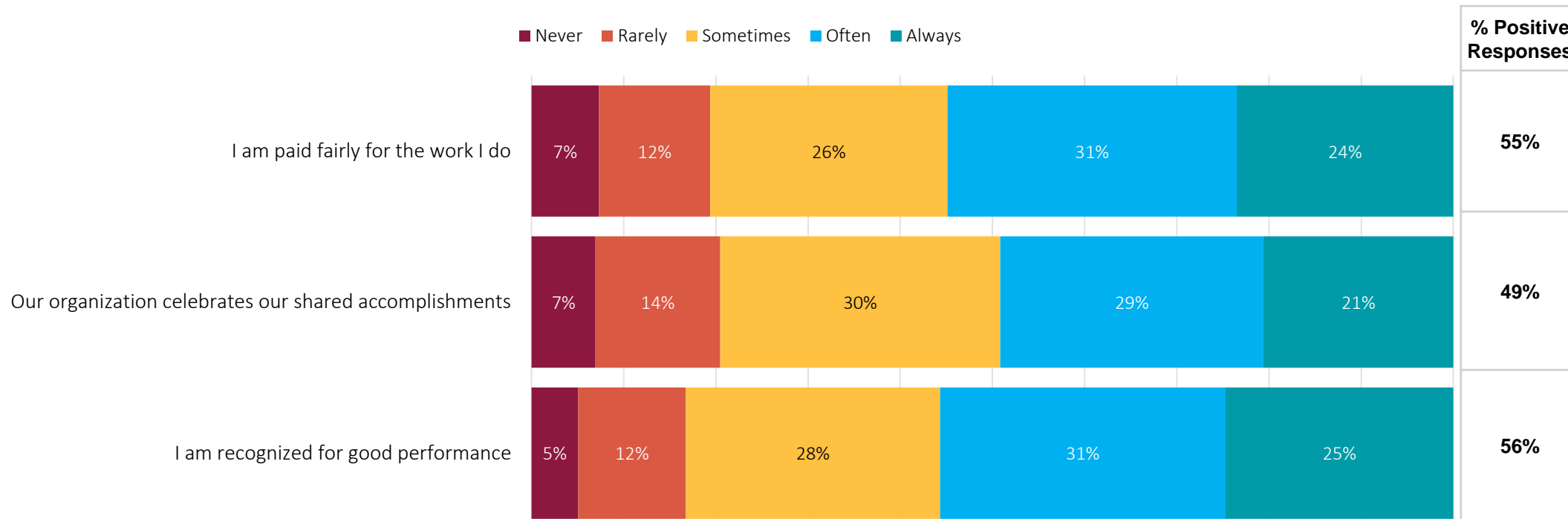
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
My employer makes efforts to prevent harm to employees from discrimination	63%	**59% ▼**	**57% ▼**	60%	53%	59%	57%	**64% ▲**	63% ▲	63%	65%	**62%**	**55% ▼**	**66% ▲**
It is safe to speak up at work	60%	**54% ▼**	58%	58%	47% ▼	56%	63%	**61% ▲**	61% ▲	66% ▲	58%	**53% ▼**	**48% ▼**	**65% ▲**
My employer makes efforts to prevent harm to employees from bullying	62%	**54% ▼**	56%	58%	**50% ▼**	58%	61%	**64% ▲**	63% ▲	62%	63%	**60%**	**54% ▼**	**65% ▲**
being treated unfairly at work because I have a mental illness (never or rarely)	87%	**77% ▼**	83%	**82% ▼**	**70% ▼**	86%	87%	**90% ▲**	89% ▲	87%	**83% ▼**	**88% ▲**	**85% ▼**	**88% ▲**
being bullied at work (never or rarely)	85%	**77% ▼**	81%	85%	76% ▼	81%	90%	**88% ▲**	87% ▲	85%	83%	86%	**81% ▼**	**87% ▲**
being harassed (verbally, physically, or sexually) at work (never or rarely)	87%	**80% ▼**	85%	86%	81%	84%	89%	**89% ▲**	88% ▲	87%	85%	88%	**84% ▼**	**88% ▲**
I am currently experiencing discrimination at work (never or rarely)	84%	**73% ▼**	79%	85%	72% ▼	83%	81%	**87% ▲**	86% ▲	85%	**80% ▼**	85%	**80% ▼**	**86% ▲**

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* "Never/Rarely' used for summarizing negatively phrased statements.

Recognition and Reward

- Respondents are equally split on their perception of **recognition and reward**. Half (55% / 56%) say they are paid fairly and recognized at work while others do not feel that way.

Factor Average= 53%

Legend: ■ Never ■ Rarely ■ Sometimes ■ Often ■ Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
I am paid fairly for the work I do	7%	12%	26%	31%	24%	**55%**
Our organization celebrates our shared accomplishments	7%	14%	30%	29%	21%	**49%**
I am recognized for good performance	5%	12%	28%	31%	25%	**56%**

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

Recognition and Reward by Segments

- Younger respondents are less likely to feel they are **paid fairly (46%).**

- Managers have higher levels of **recognition and reward** than non-managers (all statements).

- The Health care, first responders and education sectors indicate a lower level of recognition and reward.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
I am paid fairly for the work I do	55%	**46%** ▼	51% ▼	**64%** ▲	**56%**	54%	58%	58% ▲	55%	56%	52%	51%	**46%** ▼	41%	48%	**59%** ▲	**61%** ▲	**29%** ▼
Our organization celebrates our shared accomplishments	49%	48%	47% ▼	52% ▲	**53%** ▲	**47%** ▼	49%	49%	52% ▲	**46%** ▼	45%	47%	37% ▼	28% ▼	39% ▼	**63%** ▲	**53%** ▲	**36%** ▼
I am recognized for good performance	56%	51% ▼	52% ▼	62% ▲	**60%** ▲	**53%** ▼	57%	67% ▲	53% ▼	51% ▼	48% ▼	51% ▼	42% ▼	38% ▼	42% ▼	**59%** ▲	57%	43%

Recognition and Reward by Segment

- All marginalized groups, unionized workers and employees of large organizations are less likely to say they are **paid fairly**.
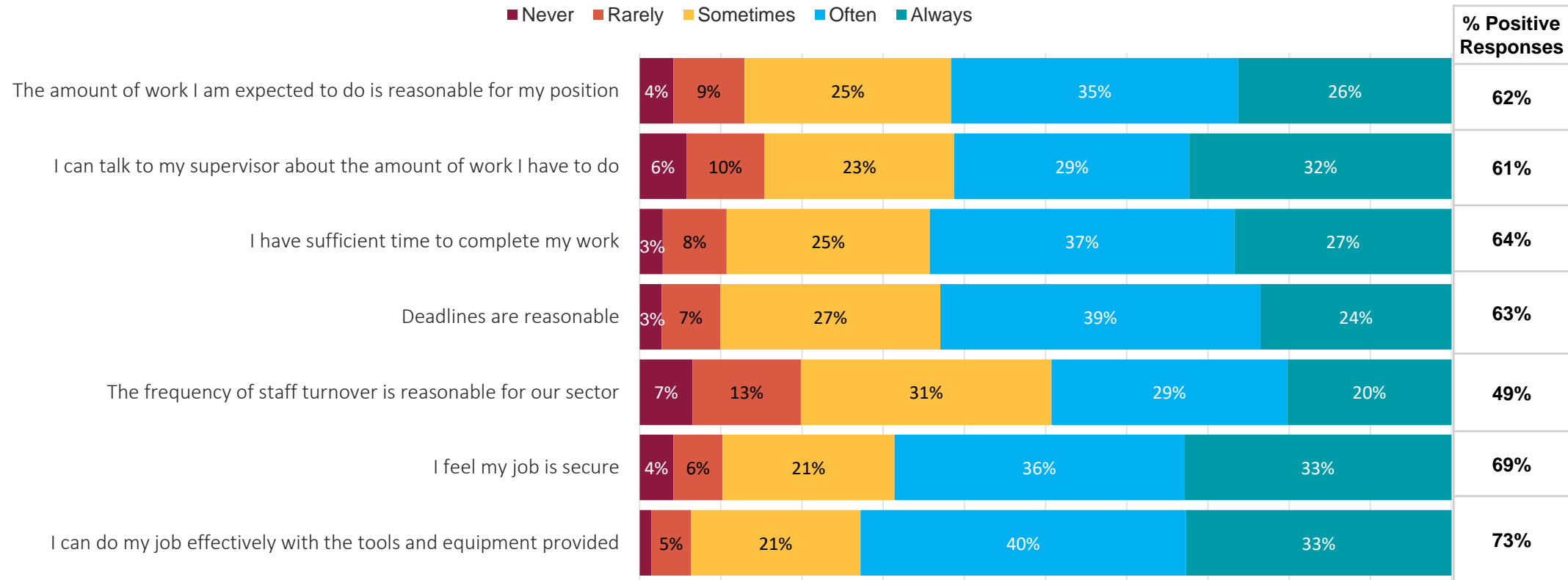
Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
I am paid fairly for the work I do	55%	**45% ▼**	50%	**48% ▼**	**38% ▼**	51%	56%	**58% ▲**	**57% ▲**	**57% ▲**	53%	53%	**51% ▼**	**57% ▲**
Our organization celebrates our shared accomplishments	49%	47%	51%	48%	41%	45%	51%	50%	50%	**52% ▲**	48%	**46% ▼**	**39% ▼**	**54% ▲**
I am recognized for good performance	56%	**48% ▼**	50%	**50% ▼**	**45% ▼**	52%	56%	58% ▲	57% ▲	61% ▲	51% ▼	51% ▼	46% ▼	60% ▲

Workload Management

- Nearly two-thirds say their **workload** is a reasonable amount (62%), they **have enough time** to complete their work (64%) and can **talk to their supervisor about their workload** (61%)

- Seven-in-ten (69%) feel their **job is secure** and say they are **provided with the tools and equipment** do their job effectively (73%).

Factor Average= 63%

Legend: ■ Never ■ Rarely ■ Sometimes ■ Often ■ Always

Statement	Never	Rarely	Sometimes	Often	Always	% Positive Responses
The amount of work I am expected to do is reasonable for my position	4%	9%	25%	35%	26%	**62%**
I can talk to my supervisor about the amount of work I have to do	6%	10%	23%	29%	32%	**61%**
I have sufficient time to complete my work	3%	8%	25%	37%	27%	**64%**
Deadlines are reasonable	3%	7%	27%	39%	24%	**63%**
The frequency of staff turnover is reasonable for our sector	7%	13%	31%	29%	20%	**49%**
I feel my job is secure	4%	6%	21%	36%	33%	**69%**
I can do my job effectively with the tools and equipment provided		5%	21%	40%	33%	**73%**

Workload Management by Segment

- Younger and middle-aged respondents, as well as health care and education workers are less likely to feel their **workload** is well-managed.

- Non-managers (66%) are more likely to say they have **more time to complete their work** than managers (60%).

- Respondents in Quebec have the highest scores in **workload management**, while Albertans feel less **job security** and respondents in the Prairies perceive more **staff turnover**.

Statements	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
The amount of work I am expected to do is reasonable for my position	62%	**55% ▼**	**57% ▼**	**71% ▲**	60%	63%	67%	63%	63%	62%	60%	**56% ▼**	**51% ▼**	51%	**49% ▼**	61%	64%	55%
I can talk to my supervisor about the amount of work I have to do	61%	**57% ▼**	60%	**66% ▲**	63%	60%	67%	**65% ▲**	61%	60%	59%	**57% ▼**	**53% ▼**	57%	**51% ▼**	65%	61%	61%
I have sufficient time to complete my work	64%	**57% ▼**	**60% ▼**	**73% ▲**	**60% ▼**	**66% ▲**	67%	67%	65%	63%	60%	**60% ▼**	**55% ▼**	57%	**53% ▼**	62%	67%	54%
Deadlines are reasonable	63%	**57% ▼**	**59% ▼**	**70% ▲**	62%	64%	69%	62%	64%	64%	62%	60%	**56% ▼**	50%	58%	64%	62%	56%
The frequency of staff turnover is reasonable for our sector	49%	**44% ▼**	**45% ▼**	**56% ▲**	**52% ▲**	**48% ▼**	52%	50%	**51% ▲**	**41% ▼**	48%	46%	**37% ▼**	46%	46%	46%	46%	37%
I feel my job is secure	69%	**64% ▼**	67%	**73% ▲**	68%	69%	72%	**76% ▲**	67%	66%	**64% ▼**	65%	71%	65%	72%	70%	67%	58%
I can do my job effectively with the tools and equipment provided	73%	**65% ▼**	**70% ▼**	**81% ▲**	72%	73%	78%	**76% ▲**	73%	69%	70%	**69% ▼**	**63% ▼**	**59% ▼**	**64% ▼**	73%	73%	66%

Workload Management by Segment

- Racialized groups and those with a mental impairment have lower scores in **workload management** across all questions.

- **Job security** is the only statement in which unionized workers scored higher than non-unionized workers (71% / 67%).

- Racialized groups (58%) and those with a mental impairment (56%) and those who identity as 2SLGBTQ+ (59%) **report lower job security.**

Statements	% Positive Responses	Racialized groups	2SLGBTQ+	Mood Disorder	Mental Impairment	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
The amount of work I am expected to do is reasonable for my position	62%	**51% ▼**	56% ▼	**55% ▼**	52%	59%	**64%**	**65% ▲**	**64% ▲**	**67% ▲**	**56% ▼**	**57% ▼**	**54% ▼**	**65% ▲**
I can talk to my supervisor about the amount of work I have to do	61%	**55% ▼**	57%	58%	**48% ▼**	57%	**63%**	**63% ▲**	63% ▲	63%	61%	60%	**55% ▼**	**64% ▲**
I have sufficient time to complete my work	64%	**57% ▼**	57% ▼	62%	57%	62%	**63%**	**66% ▲**	**66% ▲**	**69% ▲**	62%	**60% ▼**	**57% ▼**	**67% ▲**
Deadlines are reasonable	63%	**56% ▼**	61%	63%	55%	66%	68%	64% ▲	**64% ▲**	**68% ▲**	**59% ▼**	**58% ▼**	**56% ▼**	**66% ▲**
The frequency of staff turnover is reasonable for our sector	49%	**42% ▼**	45%	47%	39%	49%	51%	**51% ▲**	**51% ▲**	55% ▲	47%	**44% ▼**	**41% ▼**	**53% ▲**
I feel my job is secure	69%	**58% ▼**	**59% ▼**	66%	**56% ▼**	67%	72%	**72% ▲**	**71% ▲**	67%	68%	70%	**71% ▲**	**67% ▼**
I can do my job effectively with the tools and equipment provided	73%	**66% ▼**	68%	72%	65%	73%	76%	**75% ▲**	**74% ▲**	76% ▲	72%	**69% ▼**	**66% ▼**	**76% ▲**

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* "Never/Rarely' used for summarizing negatively phrased statements.

Psychosocial Hazards

Psychosocial hazards[1] are aspects in the design or management of work that increase the risk of work-related stress and can lead to psychological or physical harm.
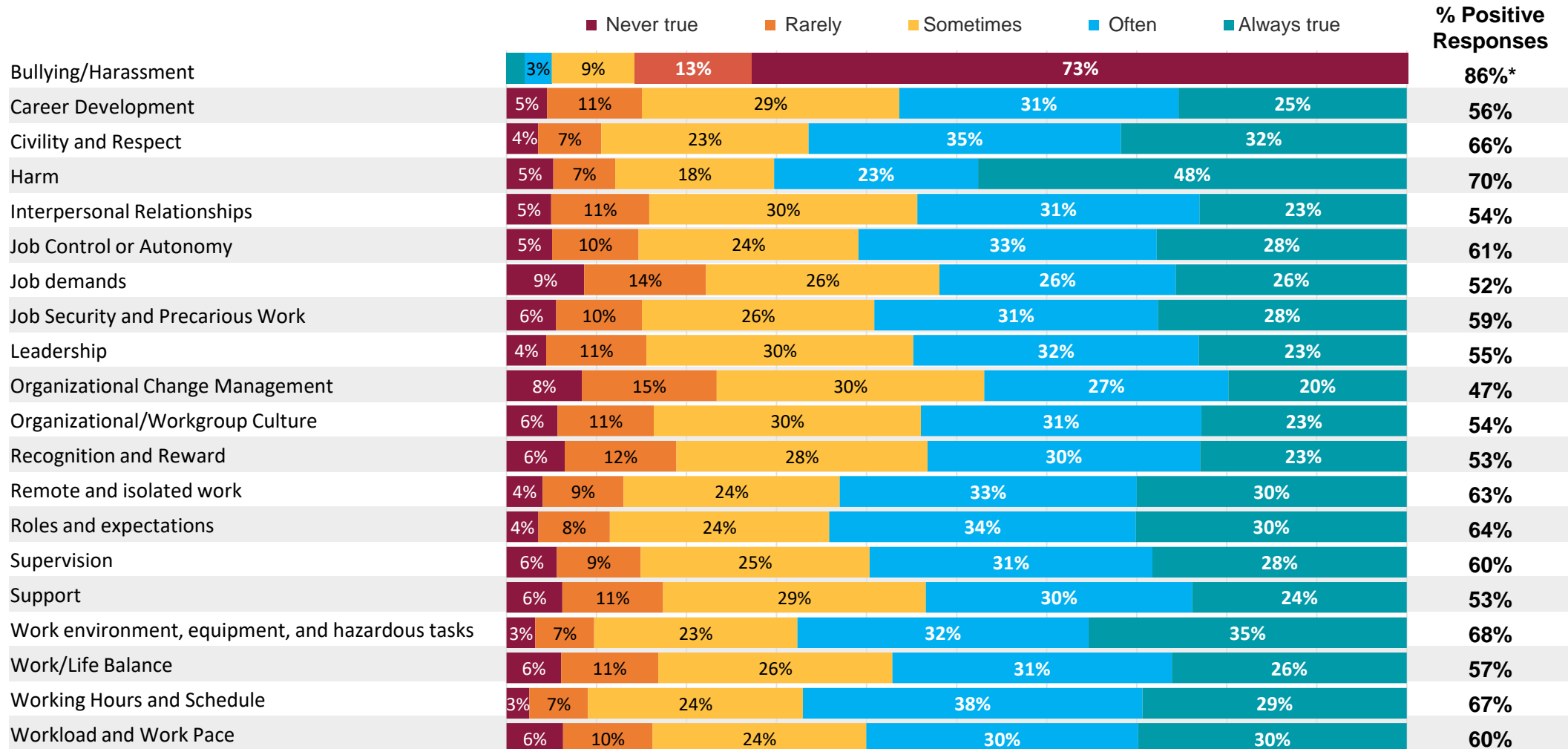
The Guarding Minds employee survey statements are mostly written in the positive to contribute to solution-based thinking and avoid creating dissatisfaction among the respondents who respond. The psychosocial hazards, which are necessarily written in the negative, do not appear in the employee survey. They are provided exclusively for the employer to consider potential risks of not addressing psychological health and safety.

1. International Organization for Standardization. (2021). Occupational health and safety management — Psychological health and safety at work — Guidelines for managing psychosocial risks (ISO Standard No. 45003). Retrieved from https://www.iso.org/standard/64283.html

Psychosocial Hazards – Key Findings

- We see more significant levels of variation between scores when looking at sectors compared to other demographic factors. Age remains one of the more significant factors to scoring with younger respondents scoring lower (fewer respond Often / Always) across a multiple of factors. Mental impairment and racialized groups are secondary demographic factors in this analysis.

- First Responder hazard scores are often more than 20% lower than overall averages, indicating the presence of multiple significant hazards in this workplace, both internally and externally driven.

- Retail also shows significant hazards, many of these hazards were not identified by the psychosocial factors.

- Organizational Change Management (47% positive responses) demonstrated the lowest scores across all segments in term of psychosocial factors.

- Support was also rated low across all segments (53% positive responses), particularly in the areas of supporting employees with mental or physical health issues and helping employees cope with workplace stress.

Psychosocial Hazards

	Never true	Rarely	Sometimes	Often	Always true	% Positive Responses
Bullying/Harassment	3%	9%	13%	73%		86%*
Career Development	5%	11%	29%	31%	25%	56%
Civility and Respect	4%	7%	23%	35%	32%	66%
Harm	5%	7%	18%	23%	48%	70%
Interpersonal Relationships	5%	11%	30%	31%	23%	54%
Job Control or Autonomy	5%	10%	24%	33%	28%	61%
Job demands	9%	14%	26%	26%	26%	52%
Job Security and Precarious Work	6%	10%	26%	31%	28%	59%
Leadership	4%	11%	30%	32%	23%	55%
Organizational Change Management	8%	15%	30%	27%	20%	47%
Organizational/Workgroup Culture	6%	11%	30%	31%	23%	54%
Recognition and Reward	6%	12%	28%	30%	23%	53%
Remote and isolated work	4%	9%	24%	33%	30%	63%
Roles and expectations	4%	8%	24%	34%	30%	64%
Supervision	6%	9%	25%	31%	28%	60%
Support	6%	11%	29%	30%	24%	53%
Work environment, equipment, and hazardous tasks	3%	7%	23%	32%	35%	68%
Work/Life Balance	6%	11%	26%	31%	26%	57%
Working Hours and Schedule	3%	7%	24%	38%	29%	67%
Workload and Work Pace	6%	10%	24%	30%	30%	60%

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* "Never/Rarely' used for summarizing negatively phrased statements.

56

Psychosocial Hazards by Segment

Psychosocial Hazard	% Positive Responses	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ Legal/ Insurance	Manufacturing	Retail
Bullying/Harassment (never or rarely)*	85%	77% ▼	85%	92% ▲	80% ▼	88% ▲	86%	90% ▲	85%	82%	83%	81% ▼	84%	53% ▼	86%	84%	85%	83%
Career Development	56%	53% ▼	55%	60% ▲	62% ▲	53% ▼	56%	58%	58%	52%	55%	54%	51% ▼	39% ▼	48% ▼	62% ▲	56%	51%
Civility and Respect	66%	60% ▼	64% ▼	73% ▲	68%	66%	67%	69% ▲	67%	62%	65%	64%	58% ▼	42% ▼	59% ▼	72% ▲	67%	61%
Harm	70%	63% ▼	70%	76% ▲	70%	70%	71%	71%	72%	67%	68%	68%	65% ▼	49% ▼	66%	76% ▲	73%	64%
Interpersonal Relationships	54%	50% ▼	51% ▼	60% ▲	58% ▲	52% ▼	56%	54%	57% ▲	51%	51%	51%	44% ▼	35% ▼	41% ▼	59% ▲	57%	46%
Job Control or Autonomy	61%	53% ▼	60%	67% ▲	68% ▲	57% ▼	59%	64% ▲	62%	58%	58%	59%	53% ▼	42% ▼	54% ▼	65%	60%	44% ▼
Job demands	60%	49% ▼	55% ▼	72% ▲	56% ▼	62% ▲	59%	65% ▲	59%	57%	56%	58%	50% ▼	35% ▼	53% ▼	62%	61%	55%
Job Security and Precarious Work	59%	55% ▼	56% ▼	65% ▲	61%	58%	62%	61%	60%	54%	57%	57%	52% ▼	52%	56%	60%	59%	49% ▼
Leadership	55%	50% ▼	52% ▼	61% ▲	60% ▲	52% ▼	53%	56%	56%	52%	52%	52%	47% ▼	38% ▼	42% ▼	61% ▲	57%	44% ▼
Organizational Change Management	47%	43% ▼	44% ▼	52% ▲	55% ▲	43% ▼	47%	49%	48%	43%	44%	45%	38% ▼	34% ▼	34% ▼	51%	47%	39%
Organizational/Workgroup Culture	54%	49% ▼	51% ▼	60% ▲	58% ▲	52% ▼	56%	55%	56%	51%	52%	50% ▼	49% ▼	43% ▼	49% ▼	60% ▲	52%	51%
Recognition and Reward	53%	48% ▼	50% ▼	59% ▲	57% ▲	51% ▼	54%	58% ▲	53%	51%	48% ▼	50%	42% ▼	36% ▼	43% ▼	60% ▲	57%	36% ▼
Remote and isolated work	63%	54% ▼	60% ▼	72% ▲	60% ▼	65% ▲	67%	67% ▲	62%	61%	62%	58% ▼	53% ▼	37% ▼	55% ▼	62%	62%	33% ▼
Roles and expectations	64%	57% ▼	62%	71% ▲	66% ▲	63%	65%	66%	65%	60%	62%	62%	60%	46% ▼	54% ▼	67%	63%	59%
Supervision	60%	57% ▼	59%	62%	64% ▲	58% ▼	63%	59%	61%	60%	58%	57%	50% ▼	41% ▼	51% ▼	69% ▲	61%	48% ▼
Support	53%	48% ▼	52%	59% ▲	55%	52%	57%	53%	55%	52%	51%	50%	45% ▼	39% ▼	42% ▼	60% ▲	52%	46%
Work environment, equipment, and hazardous tasks	68%	60% ▼	66%	74% ▲	69%	67%	70%	71% ▲	68%	64%	65%	63% ▼	60% ▼	49% ▼	56% ▼	73% ▲	72%	63%
Work/Life Balance	57%	51% ▼	55% ▼	64% ▲	58%	57%	59%	59%	58%	55%	56%	53% ▼	47% ▼	42% ▼	45% ▼	65% ▲	57%	51%
Working Hours and Schedule	67%	59% ▼	64% ▼	75% ▲	66%	68%	72%	68%	68%	66%	64%	64%	60% ▼	54% ▼	61% ▼	67%	68%	58%
Workload and Work Pace	60%	54% ▼	57% ▼	66% ▲	60%	60%	64%	61%	61%	58%	59%	56% ▼	53% ▼	49% ▼	48% ▼	62%	61%	63%

Psychosocial Hazards by Segment

Psychosocial Hazard	% Positive Responses	Racialized groups	2SLGBTQ+	Mental Impairment	Mood Disorder	Chronic Pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
Bullying/Harassment (never or rarely)*	85%	77% ▼	82%	76%	85%	83%	86%	88%	87%	86% ▼	83% ▼	86%	82% ▼	87% ▲
Career Development	56%	51% ▼	54%	51%	55%	51%	60% ▲	58% ▼	58%	60% ▲	56% ▼	53%	48% ▼	60% ▲
Civility and Respect	66%	59% ▼	62%	55%	64%	62%	68%	69%	68%	70% ▲	65% ▼	62%	57% ▼	71% ▲
Harm	70%	64% ▼	65% ▼	57%	67%	67%	68%	73% ▲	72%	71%	71%	70%	64% ▼	73% ▲
Interpersonal Relationships	54%	50% ▼	50%	46%	50%	50%	59% ▲	56% ▼	55%	59% ▲	53% ▼	49% ▼	44% ▼	59% ▲
Job Control or Autonomy	61%	53% ▼	55% ▼	56%	56%	59%	67% ▲	64% ▼	63%	65% ▲	60% ▼	56% ▼	50% ▼	66% ▲
Job demands	60%	53% ▼	51% ▼	48%	49%	55% ▲	61%	64% ▲	61%	64% ▲	55% ▼	57%	52% ▼	63% ▲
Job Security and Precarious Work	59%	51% ▼	54% ▼	47%	57%	57%	62%	62%	61%	63% ▲	58% ▼	56%	53% ▼	62% ▲
Leadership	55%	52%	48% ▼	46%	50%	50%	55%	57% ▲	56%	61% ▲	54% ▼	48% ▼	43% ▼	60% ▲
Organizational Change Management	47%	43% ▼	40% ▼	39%	43%	40%	50% ▲	49%	48%	54% ▲	45% ▼	39% ▼	35% ▼	52% ▲
Organizational/Workgroup Culture	54%	50% ▼	48% ▼	45%	49%	50%	58% ▲	56% ▼	55%	57% ▲	53% ▼	51%	46% ▼	58% ▲
Recognition and Reward	53%	47% ▼	50%	41%	49%	49%	54%	56%	55%	57% ▲	51% ▼	50%	45% ▼	57% ▲
Remote and isolated work	63%	55% ▼	56% ▼	49%	56%	62% ▲	61%	67% ▲	65%	65%	61% ▼	62%	57% ▼	65% ▲
Roles and expectations	64%	59% ▼	58% ▼	54%	61%	61%	68% ▲	66%	65%	68% ▲	63% ▼	61%	56% ▼	68% ▲
Supervision	60%	55% ▼	58%	49%	60% ▲	55% ▼	61%	61%	61%	62%	59% ▼	57%	51% ▼	64% ▲
Support	53%	48% ▼	49%	41%	50%	49%	54%	56%	55%	56% ▲	52% ▼	51%	45% ▼	57% ▲
Work environment, equipment, and hazardous tasks	68%	62% ▼	63%	56%	66%	66%	70%	70%	69%	70%	67% ▼	65%	60% ▼	71% ▲
Work/Life Balance	57%	52% ▼	50% ▼	44%	51%	50%	54%	60% ▲	58%	60% ▲	56% ▼	54%	49% ▼	61% ▲
Working Hours and Schedule	67%	59% ▼	63%	59%	65%	67%	71%	69% ▼	69%	71% ▲	64% ▼	63%	61% ▼	70% ▲
Workload and Work Pace	60%	54% ▼	56%	51%	56%	57%	63%	62%	62%	63% ▲	57% ▼	57%	54% ▼	63% ▲

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
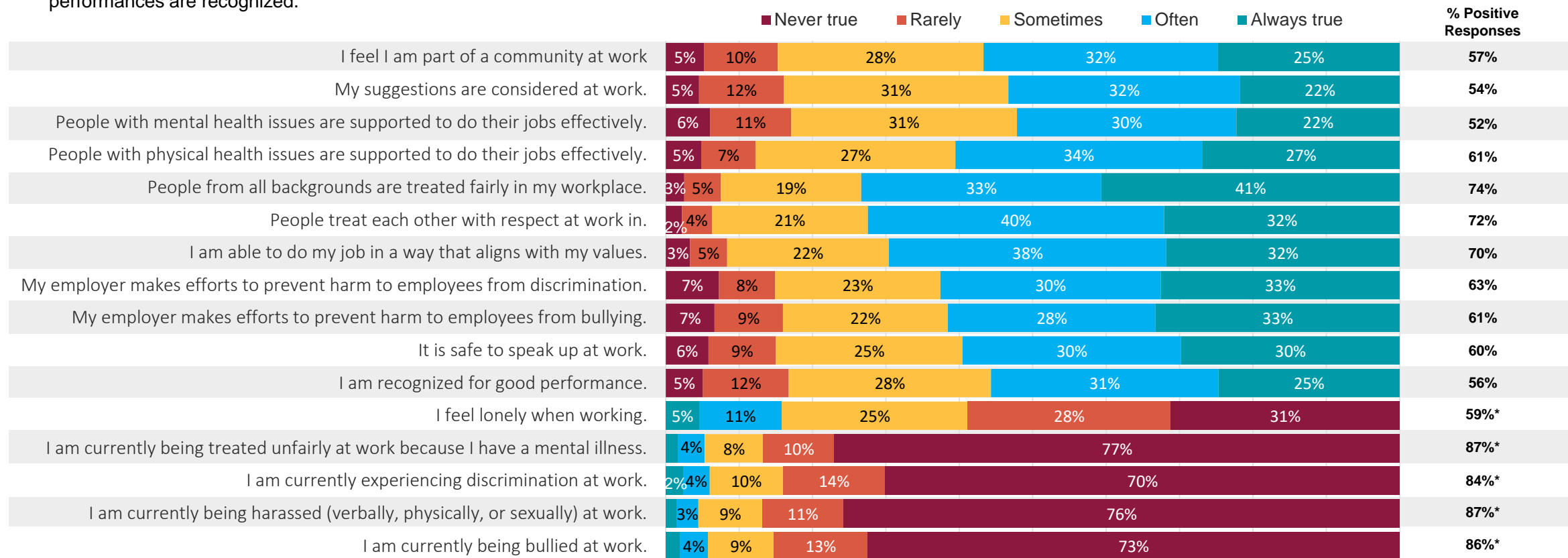** "Never/Rarely' used for summarizing negatively phrased statements.*

58

Indicators of Inclusion

Indicators of Inclusion

- Overall, most Canadian respondents feel a sense of **inclusion at work**. Seven-in-ten (72%) say people treat each other with **respect** at work, all backgrounds are treated fairly (73%), and that their work aligns with their values (70%).

- However, Canadian workplaces have room to improve in areas where more than a third of respondents feel employees with mental health issues are not supported to do their jobs effectively, do not feel part of a community at work, that their suggestions are considered or their good performances are recognized.

Factor Average= 67%

	Never true	Rarely	Sometimes	Often	Always true	% Positive Responses
I feel I am part of a community at work	5%	10%	28%	32%	25%	57%
My suggestions are considered at work.	5%	12%	31%	32%	22%	54%
People with mental health issues are supported to do their jobs effectively.	6%	11%	31%	30%	22%	52%
People with physical health issues are supported to do their jobs effectively.	5%	7%	27%	34%	27%	61%
People from all backgrounds are treated fairly in my workplace.	3%	5%	19%	33%	41%	74%
People treat each other with respect at work in.	2%	4%	21%	40%	32%	72%
I am able to do my job in a way that aligns with my values.	3%	5%	22%	38%	32%	70%
My employer makes efforts to prevent harm to employees from discrimination.	7%	8%	23%	30%	33%	63%
My employer makes efforts to prevent harm to employees from bullying.	7%	9%	22%	28%	33%	61%
It is safe to speak up at work.	6%	9%	25%	30%	30%	60%
I am recognized for good performance.	5%	12%	28%	31%	25%	56%
I feel lonely when working.	5%	11%	25%	28%	31%	59%*
I am currently being treated unfairly at work because I have a mental illness.		4%	8%	10%	77%	87%*
I am currently experiencing discrimination at work.	2%	4%	10%	14%	70%	84%*
I am currently being harassed (verbally, physically, or sexually) at work.		3%	9%	11%	76%	87%*
I am currently being bullied at work.		4%	9%	13%	73%	86%*

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Summary scores (displayed in the table) may differ from their sum in the chart by ±1% due to rounding off.
* "Never/Rarely' used for summarizing negatively phrased statements.

Indicators of Inclusion by Segment

- First responders score particularly low in indicators of inclusion with only **46%** reporting an inclusive workplace.

- Inclusion is indicated to be lower among younger respondents (61%), health care workers (61%), racialized people (60%) and those with unionized positions(61%).

Average of statements		Age			Manager		Region						Industry					
summary score	Total	18-34	35-54	55+	Manager	Non manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance/ legal/ insurance	Manufacturing	Retail
Indicator of Inclusion	67%	**61%▼**	66%	**74%**	68%	67%	68%	**70%▲**	68%	65%	66%	64%	**61%▼**	**46%▼**	**62%▼**	**71%▲**	68%	62%

Average of statements		Marginalized Groups								Organization Size			Unionized Position	
summary score	Total	Racialized groups	2SLGBTQ+	Mental impairment	Mood disorder	Chronic pain	Physical disability	Non marginalized groups	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
Indicator of Inclusion	67%	**60% ▼**	**62%▼**	**56%▼**	64%	65%	65%	**70%▲**	**69%▲**	**70%▲**	66%	**65%▼**	**61%▼**	**71%▲**

Other Psychological Factors

The following is a detailed analysis of **burnout rate, bullying, harassment and discrimination** and **hybrid / remote work.**

62

Frequency of Burnout Reported by Segment

- Less than half of respondents say they rarely or never experience burnout. This feeling is more widespread among respondents aged over 55, living in Quebec, working in non-unionized jobs and not belonging to any marginalized group.
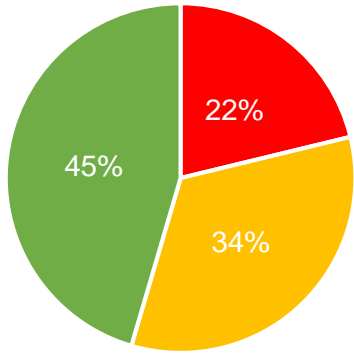
- frequently experience burnout
- sometimes experience burnout
- rarely or never experience burnout

	Total	18-34	35-54	55+	Manager	Not manager	ATL	QC	ON	PR	AB	BC	Health care	First responders	Education	Finance / legal/ insurance	Manufacturing	Retail
frequently experience burn out	22%	**28% ▲**	**26% ▲**	**13% ▼**	**25% ▲**	**20% ▼**	23%	**18% ▼**	21%	24%	23%	25%	**28% ▲**	26%	**28% ▲**	**18% ▼**	19%	21%
sometimes experience burn out	34%	**40% ▲**	**36% ▲**	**26% ▼**	35%	32%	34%	32%	34%	31%	36%	32%	37%	**46% ▲**	37%	37%	30%	42%
rarely or never experience burn out	45%	**32% ▼**	**38% ▼**	**60% ▲**	**40% ▼**	**48% ▲**	43%	**50% ▲**	45%	45%	**41% ▼**	43%	**35% ▼**	**28% ▼**	**35% ▼**	45%	**51% ▲**	37%

63

Burnout Rate by Segment Continued

- A fifth (21%) of respondents say they experience **burnout** frequently. This is more prevalent among health care workers (28%), educators (28%), and those who identify as LGBTQ2S+ (31%) as well as those who have a mental impairment (41%), have a mood disorder (34%) and those who work in a unionised position (27%).
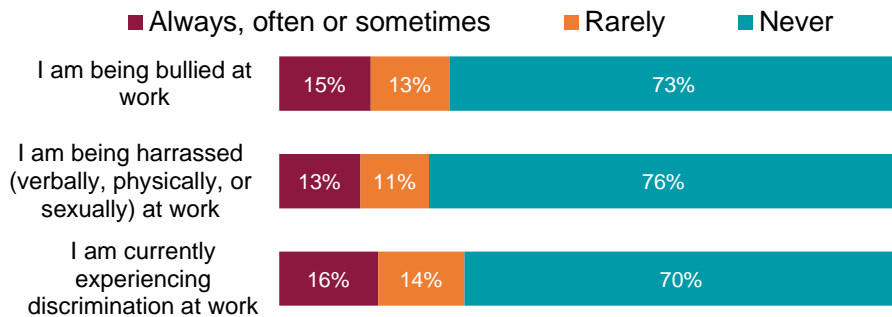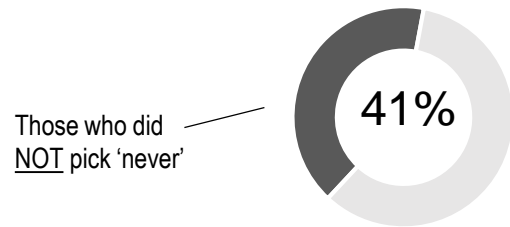
|	Total	Racialized Canadian	LGBTQ2S+	Mood disorder	Chronic pain	Physical disability	Mental impairment	None (marginalized groups)	Not a racialized person	Less than 100	101-500	501+	Unionized	Not unionized
frequently experience burn out	22%	**24%**	**31% ▲**	**34% ▲**	**33% ▲**	24%	**41% ▲**	**19% ▼**	**21% ▼**	**18% ▼**	**24% ▲**	**24% ▲**	**27% ▲**	**19% ▼**
sometimes experience burn out	34%	**38% ▲**	34%	37%	29%	28%	24%	**32% ▼**	**32% ▼**	**31% ▼**	36%	35%	**37% ▲**	**32% ▼**
rarely or never experience burn out	45%	**38% ▼**	**35% ▼**	**29% ▼**	**38% ▼**	48%	**34% ▼**	**50% ▲**	**47% ▲**	**50% ▲**	**40% ▼**	**41% ▼**	**36% ▼**	**49% ▲**

Bullying, Harassment and Discrimination

- One-in-four Canadian respondents experience some form of **psychological harm** (bullying, harassment, or discrimination - 28%, 24%, 30% respectively).

- Just over a third (36%) of respondents diagnosed with a mood disorder report being treated unfairly at work because of their mental illness at some point (did not indicate 'never').

- **Bullying, harassment** and **discrimination** is often nearly double (those who did not pick "never") for racialized groups compared to non-racialized groups.

Experience any type of psychological harm (bulling, harassment or discrimination)

41%

Those who did NOT pick 'never'

Legend: ■ Always, often or sometimes ■ Rarely ■ Never

	Always, often or sometimes	Rarely	Never
I am being bullied at work	15%	13%	73%
I am being harrassed (verbally, physically, or sexually) at work	13%	11%	76%
I am currently experiencing discrimination at work	16%	14%	70%

Respondents diagnosed with a mood disorder:
'I am treated unfairly at work because I have a mental illness'

- 65%
- 18%
- 18%
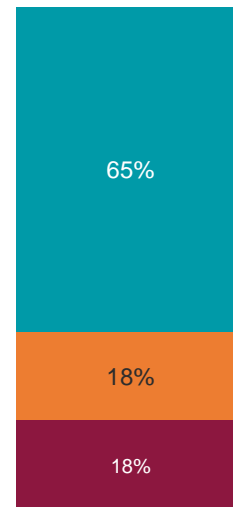
n=585

	Racialized groups	Non-Racialized groups
I am being bullied at work (Sometimes / Often / Always)	23%	13%
I am being harassed (verbally, physically, or sexually) at work (Sometimes / Often / Always)	20%	12%
I am currently experiencing discrimination at work (Sometimes / Often / Always)	27%	14%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in Segment with a smaller number of respondents but can still be inferred directionally.
* "Never/Rarely' used for summarizing negatively phrased statements.

65

Psychological Health and Safety in Canadian Workplaces – June 2023

Hybrid / Non-remote Work Samples

Remote work by management role		Count
Non-remote	Non-management	1,695
	Executives (Owner, C-Suite, Senior Management)	123
	Manager	338
Mostly in office (2 or less days at home)	Non-management	653
	Executives (Owner, C-Suite, Senior Management)	177
	Manager	273
Mostly remote (3 to 4 days at home)	Non-management	511
	Executives (Owner, C-Suite, Senior Management)	121
	Manager	178
Fully remote (5 or more days at home)	Non-management	700
	Executives (Owner, C-Suite, Senior Management)	124
	Manager	153
Total Sample Size		5,046*

* "Other" has been removed from the analysis

Remote Work	Count
Non-remote	2,389
Mostly in office (2 or less days at home)	1,208
Mostly remote (3 to 4 days at home)	875
Fully remote (5 or more days at home)	1,033
Total	5,505

Management role	Count
Non-management	3,559
Executives (Owner, C-Suite, Senior Management)	545
Manager	942
Total	5,505

Psychosocial Factors – Hybrid work

- Responses from those who work fully remote were more positive across all psychosocial factors and considerably more positive compared to those who work non-remote.

Factor	% Positive Responses	Non-remote	Hybrid (Less than 5 days at home)	Fully Remote (5+ days at home)
Balance	55%	**51%**	56%	**63%**
Civility and respect	64%	**58%**	**67%**	**73%**
Clear leadership and expectations	59%	**54%**	61%	**66%**
Engagement	65%	**63%**	67%	68%
Growth and development	57%	**49%**	**60%**	**66%**
Involvement and influence	54%	**46%**	**59%**	**64%**
Organizational culture	55%	**49%**	57%	**65%**
Protection of physical safety	73%	**68%**	75%	**80%**
Psychological and social support	54%	**49%**	56%	**63%**
Psychological competencies and demands	62%	**58%**	62%	**69%**
Psychological protection	75%	**73%**	75%	**81%**
Recognition and reward	53%	**46%**	**58%**	**61%**
Workload management	63%	**60%**	63%	**69%**

Psychosocial Factors – Hybrid work by Managerial level

- When looking at three different levels of roles in organizations (non-management, manager and executive) you can identify that it is especially non-management in non-remote environments where scores are significantly lower.

- Manager, or mid-level management, does not show the same benefit of being fully remote compared to executives and non-management. While non-managers and Executives see a progressive improvement of scores as one moves to remote work, managers see only a marginal change.

- While some of this difference can be attributed to different jobs which have more or less mid-management, this effect is still present to a degree when factoring this in.

Factors	% Positive Responses	Non-remote			Hybrid (Less than 5 days at home)			Fully Remote (5+ days at home)		
		Non-management	Executives	Manager	Non-management	Executives	Manager	Non-management	Executives	Manager
Balance	55%	**52%**	57%	**49%**	58%	59%	51%	**64%**	**65%**	52%
Civility and respect	64%	**57%**	66%	61%	66%	70%	67%	**73%**	**80%**	63%
Clear leadership and expectations	59%	**53%**	**70%**	56%	59%	**69%**	59%	**65%**	**76%**	58%
Engagement	65%	**61%**	**75%**	62%	66%	71%	67%	66%	**78%**	64%
Growth and development	57%	**46%**	**70%**	54%	58%	**68%**	61%	**64%**	**78%**	59%
Involvement and influence	54%	**42%**	**69%**	55%	54%	**73%**	61%	**61%**	**81%**	58%
Organizational culture	55%	**47%**	**67%**	52%	55%	**68%**	56%	**64%**	**78%**	54%
Protection of physical safety	73%	**67%**	78%	**66%**	**76%**	73%	73%	**81%**	**84%**	70%
Psychological and social support	54%	**48%**	**63%**	50%	55%	**61%**	56%	**62%**	**70%**	53%
Psychological competencies and demands	62%	**57%**	70%	56%	64%	63%	59%	**69%**	**76%**	59%
Psychological protection	75%	73%	76%	70%	77%	70%	72%	**82%**	82%	74%
Recognition and reward	53%	**44%**	**62%**	**47%**	**56%**	**67%**	54%	**60%**	**71%**	50%
Workload management	63%	61%	70%	**56%**	64%	67%	60%	**69%**	**76%**	59%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in segments with a smaller number of respondents but can still be inferred directionally.

*The bottom two boxes are used to summarize the negatively phrased statements (Never + Rarely).

68

Psychosocial Factors – Hybrid work by Managerial level

- Non-management employees report overall higher psychological health and safety when working remotely or in hybrid work situations.

- Executives also show benefits from remote work, but not from hybrid work environments.

- Mid-level management employees do not show the same benefit from either hybrid or remote work environments.

- Work sectors that do not allow for hybrid or remote work, such as some service, hospitality or manufacturing organizations, may be a factor in levels of psychological health and safety, but does not account for the entire difference.

Average PHS scores - Remote / Hybrid Work by Non-Management / Management Level
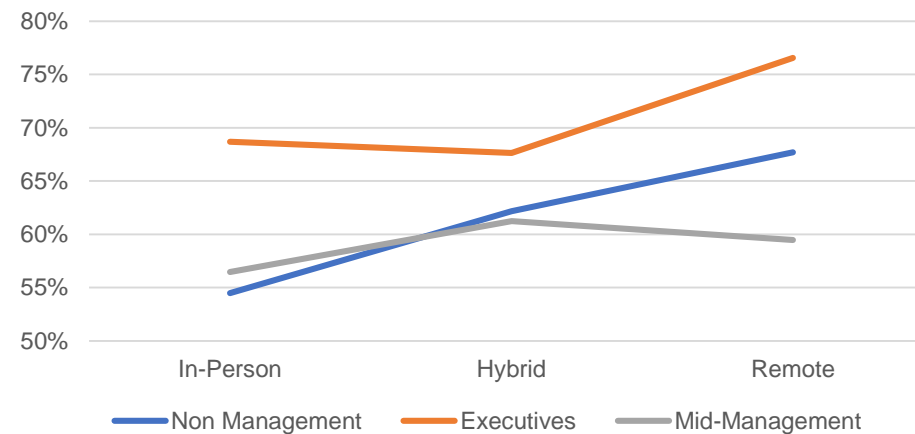
69

Statement Variations – Management Level by Hybrid Work

- This represents a cross section of statements across the guarding minds evaluation in which variations between hybrid/ remote / in-person exist for each management level. By examining themes and variations between scores on specific statements, we hope to illustrate why management does not see the specific improvements from remote work.

- Mid-management is more likely to indicate home-life suffers due to work with this even more pronounced in remote environments (46%). Being paid fairly also looks similar between mid-management and non-manager for non-remote and hybrid but shows significant variance in remote work with mid-management much lower (45%).

- We find a number of categories where mid-management has lower or equivalent scores to non-management regardless of work location – notably "I am paid fairly for the work I do", "difficult situations at work are addressed effectively" and some points where manager performs worst under all scenarios – notably "the amount of work I am expected to do is reasonable for my position" and an important statement "burn out".

- Two of the main benefits of mid-management are "the opportunity to take on new challenges" and "I have a say in how I will manage organizational changes that affect me" but in a fully remote environment, mid-management has no significant advantage over non-management.

Statement	non-remote			Hybrid (Less than 5 days at home)			Fully Remote (5+ days at home)		
	Non-management	Executives	Manager	Non-management	Executives	Manager	Non-management	Executives	Manager
My home life suffers because of my work **(Never + Rarely)** *	**64%**	59%	**49%**	62%	**48%**	**49%**	**65%**	59%	**46%**
I have a say in how I will manage organizational changes that affect me	**31%**	**63%**	**50%**	**38%**	**71%**	**51%**	43%	**79%**	45%
I am paid fairly for the work I do	**48%**	64%	49%	**58%**	**62%**	55%	**61%**	**75%**	**45%**
Difficult situations at work are addressed effectively	**47%**	**70%**	52%	50%	**68%**	55%	56%	**77%**	49%
I have the opportunity to take on new challenges	**40%**	**71%**	55%	53%	**72%**	62%	63%	**81%**	**65%**
I have some control over how I organize my work	**58%**	76%	64%	74%	**78%**	73%	**78%**	**86%**	70%
The amount of work I am expected to do is reasonable for my position	60%	**73**%	**52%**	62%	67%	**55%**	**70%**	**80%**	54%
I feel burned out in my job **(Never + Rarely)** *	46%	43%	**38%**	47%	47%	**36%**	**54%**	48%	40%

n= 5505 - Q: For each of the following statements, please indicate how frequently this occurs in your workplace, using a scale of 1 to 5, where 1 means the statement is never true and 5 it is always true in every instance. Choose 2 to 4 if Rarely (2), Sometimes (3) or Often (4) better represents the frequency to which you believe this statement is true; Significant changes are less detectable in segments with a smaller number of respondents but can still be inferred directionally.
*The bottom two boxes are used to summarize the negatively phrased statements (Never + Rarely).

70