VISION ZERO

How to create a healthy work environment and promote wellbeing at work with Vision Zero

VISION ZERO
Safety.Health.Wellbeing.

developed by **issa**

Foreword

The Vision Zero mindset is about the journey towards a prevention culture and a higher prevention-level. It is based on the assumption that all accidents, harm and work-related ill-health are preventable. Vision Zero is the ambition and commitment to create and ensure safe and healthy work by preventing all accidents, harm and work-related diseases, and continually promoting excellence in safety, health and wellbeing (SHW). Vision Zero should be understood as a human process towards the ideal. It is also a value-based vision, implying that work should not negatively affect workers' SHW, and if possible, should help them maintain or improve their SHW and develop their self-confidence, competences and employability.

It is important to realize that a Vision implies a long-term ambition; it does not imply that "zero" is or should be a target, but rather an ambition based on the understanding that accidents, harm and work-related ill-health are preventable through proper and timely design, planning, procedures and practices. The ISSA's Vision Zero concept is flexible and can be adjusted to the specific safety, health or wellbeing priorities for prevention in any given context.

This Guide aims to support leaders and managers by providing ample background information on wellbeing at work including a wellbeing maturity model tool. This tool aims to help enterprises of all sizes and economic activities to understand their prevention level in relation to wellbeing.

Already in 1948, the World health Organisation defined health as "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity" in its constitution. Wellbeing is therefore an important aspect of workers' health. While it takes social wellbeing into consideration, this Wellbeing guide mainly focusses on the core business of Vision Zero: the workplace. It provides guidance on how to reorientate organizational practices towards reaching a proactive or creative level of wellbeing in an organizational setting.

This Guide is for anybody who would like to contribute to workplaces in which every individual realizes their potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community. It addresses the topic of wellbeing from different angles, top down as well as bottom up, individual as well as collective. It provides helpful insight in the current state of wellbeing within your organization, and it invites you to seriously consider what you can do within your range of activities to improve wellbeing in your organization.

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How to use this Guide

This ISSA Guide elaborates on the 7 Golden Rules for Vision Zero in relation to wellbeing at work. It is advised to first use the Guide for the 7 Golden Rules to identify the most relevant and important areas for improvement in your organization and to integrate as far as possible the specific guidance on wellbeing in the organization's key safety, health and wellbeing (SHW) activities as part of the normal business and working processes.

This Guide complements the series of VZ guides, including, environment, supply chain, SMEs and sectoral guides on construction, mining, agriculture, etc. as well as the ISSA Proactive Leading Indicators guide to measure and SHW at work. Other relevant guidance are the ISSA Guidelines on Workplace Health Promotion, the ISO 45003 standard on psychological health and safety at work: Guidance on managing psychosocial risks, and ISO 10075 1-3 on ergonomic principles related to mental workload.

The Guide includes a simple tool that is applicable to organizations of all sizes and is meant to indicate the prevention level at which the organization is operating according to the Vision Zero Enterprise Maturity Scale Model. This will help organizations evaluate and reorientate their practices towards reaching the proactive or creative levels.

Figure 1. Three pillars of ISSA's Vision Zero

1. **Safety at workplaces – The classic approach**
2. **Health work – The undervalued factor**
3. **Wellbeing by leadership and a prevention culture**

Source: Adapted from ISSA (2017).

This Guide underlines the importance of promoting wellbeing at work through the development of a prevention culture and leading by example. The ISSA Vision Zero Strategy recognises that while all pillars of Safety, Health and Wellbeing are important (see Figure 1), many organizations are more advanced in their safety management than in the management of health and wellbeing. In such a situation, it makes sense to focus on indicators for health and wellbeing, as they are already well-developed for safety. Then it is useful to elaborate on what is already a good (safety) practice in the organization, and thereby avoid setting up separate activities for health and wellbeing. Broadening the scope from already successful safety activities to health and wellbeing may be preferable, though the new focus may need dedicated communication within the organization.

The context in which the organization operates will point to key indicators to prioritize in the short, medium, and long term. Furthermore, depending on the activities of the organization, it may be necessary to tailor the indicators to fit organizational practices. This would be sensible as long as the indicators' aims are not diluted towards a more reactive focus.

Furthermore, where an organization is already at an advanced prevention level in relation to wellbeing at work, it is recommended that these are evaluated from a Vision Zero point of view to achieve integration of various activities and avoid replication of resources. On the other hand, enterprises in countries where the knowledge/practice of Vision Zero is incubating, can use the tool included in this Guide to identify at which stage their practices are in relation to wellbeing at work and how they can gradually improve them.

Scientific status

This Guide combines the knowledge from occupational safety and health experts, organizations and research. It builds on previous Vision Zero publications, such as:

Zwetsloot, G.I.J.M.; Leka, S.; Kines, P.; Jain, A. 2020. "Vision Zero: Developing proactive leading indicators for safety, health and wellbeing at work", in *Safety Science*, Vol. 130, October.

Jain, A.; Leka, S.; & Zwetsloot, G. 2018. *Managing health,safety and well-being: Ethics, responsibility and sustainability.* Dordrecht, Springer.

ISSA. 2017. *7 Golden Rules – for zero accidents and healthy work: A guide for employers and managers.* Geneva, International Social Security Association.

ISSA. 2020. *Proactive Leading Indicators: A guide to measure and manage safety, health and wellbeing at work*. Geneva, International Social Security Association.

A summary report, which also contains a more comprehensive list of references, is published on the Vision Zero website as:

Leka, S. 2022. *Vision Zero and well-being*. Geneva, International Social Security Association.

1. Introduction to wellbeing

- Are your employees regularly reporting being stressed?
- Have you noticed communication problems or frequent conflicts amongst your staff?
- Are your staff absent frequently, either on a short or long term basis?
- Are there issues with productivity and errors in your organization?
- Do staff complain of challenges meeting both work and other competing life demands?
- Do you consider your enterprise attractive both for existing and to-be-recruited staff?
- Do you feel that as a manager or leader, you could show more commitment to wellbeing of your staff?

People's values, needs and approaches to work have changed over the past years and especially since the Covid-19 pandemic. While the local context is an important influence on these issues, it has been found that organizational culture, work-life balance and a good social environment play a much bigger role in individuals' decision-making when it comes to choosing employment and staying in their jobs. This is especially true for younger generations who are prepared to change jobs much more frequently to find suitable working conditions. Employers are therefore placing more focus on recruitment and attracting talent as well as developing healthier working environments that promote safety, health and wellbeing (SHW) at work. Furthermore, with the rise of the digital economy and virtual work, the way 'work' and 'employment' have been traditionally defined has been challenged with many people engaging in platform work in the gig economy. This has also had an impact on our understanding of SHW at work.

The World Health Organization (WHO, 1948) has inextricably linked wellbeing to mental health which has been defined as a state of wellbeing in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community. Therefore, wellbeing at work relates to several aspects of a worker's experience such as their ability to work productively and creatively, to engage in strong and positive relationships, to fulfil their personal and social goals, and to contribute to their community, and have a sense of purpose.

According to this definition, wellbeing is influenced by considerations in the following key domains:

- health, both physical and mental health as well as engagement with healthy activities, recovery and support;
- security, both financial and in terms of physical and psychological safety;
- environment, both in terms of physical conditions, equipment and cultural aspects;
- relationships with others and associated communication and support; and
- purpose, in terms of life quality and growth.

Actions to improve SHW can be taken within the work context and outside of it. Actions taken in the workplace represent workplace interventions that are implemented in the work setting and consider the characteristics of work environments and workers.

The rise in focus on wellbeing at work has also been linked to the changing nature of work itself and working conditions which have implied the emergence of new risks to workers' SHW. For example, telework or hybrid work has implied more complexities both for workers and employers/leaders. Increased complexity of work, increased work pace and a constantly changing work environment are just some of the psychological and social working conditions, or psychosocial factors, that have emerged as key priorities in the modern work environment.

Psychosocial factors refer to aspects of work organization, design and management such as workload, autonomy, organizational culture and interpersonal relationships at work. They have been found to be related to several outcomes at the individual level (such as SHW), the organizational level (such as productivity, turnover and brand reputation) and the societal level (such as GDP, disability claims and national level innovation).

A healthy psychosocial work environment in terms of, for example, appropriate social support from leaders and peers, appropriate degree of autonomy and opportunities for learning and development, can positively contribute to health and wellbeing, as well as to safety. It is important to remember that both physical and psychological health at work are affected by psychosocial factors in terms of work organization and interpersonal relationships at work. At the same time, the physical work environment can also directly affect our health and wellbeing.

Psychological health and wellbeing at work are linked to the quality of the psychosocial work environment and its interplay with the physical work environment and employee needs and competences. Therefore, this Guide focuses on wellbeing at work and how a healthy psychosocial work environment can be developed within a Vision Zero prevention strategy. This focus has been chosen in line with the ISSA definition of wellbeing and in order to allow leaders and managers to create healthy work environments by developing a prevention culture that prioritises and addresses those work factors that impact on wellbeing most. For the purposes of this Guide the following definition of wellbeing at work will be used:

> *"Wellbeing – Psychological health at work is characterized by the active promotion and maintenance/sustainability of healthy psychosocial working conditions to sustain individuals' positive mental health and ability to work productively and creatively, and the active prevention of ill health and poor psychosocial working conditions."*
>
> Source: Adapted from ISSA (2020).

At the outset, it is important to define two critical concepts that are central to this effort: work-related stress and wellbeing at work. Work-related stress can be defined as the negative response individuals can have when their abilities and skills are poorly matched with the demands of their jobs and they receive no support (WHO, 2008). While wellbeing at work is about preventing poor psychosocial working conditions and poor psychological health (such as the experience of work-related stress), it is also about promoting and sustaining positive mental health and thriving at work. Worker wellbeing is an integrative concept that characterizes quality of life with respect to an individual's health and work-related environmental, organizational, and psychosocial factors.

1.1. Key considerations on the psychosocial work environment

There is now ample evidence that job demands (such as workload, work pace or bullying/harassment) and job resources (such as control/autonomy at work and support by managers and colleagues) as well as the level of balance between the effort we put into our work and the rewards we receive, are related to a range of individual and organizational outcomes. These include work-related stress, cardiovascular disease, depression and anxiety, and mortality at the individual level as well as sickness absenteeism, presenteeism (being at work but not being fully productive) and early exit from the workforce due to disability. While at the organizational level, they include lower productivity, job satisfaction and commitment to the organization, increased turnover and work-related errors. However, a healthy psychosocial work environment has also been found to be related to positive outcomes such as work engagement and innovative work behaviour as well as country innovation and higher GDP.

Trust and organizational justice are important aspects of a healthy psychosocial work environment as is a healthy psychosocial safety climate which refers to an organizational climate for employee psychological SHW. It is determined by organizational policies, practices, and procedures for the protection of worker psychological health and safety. It reflects senior management commitment, prioritization of SHW, organizational communication and organizational participation in relation to prevention of psychological ill health and the promotion of wellbeing at work. A high level of organizational trust and justice is important for workers to feel psychologically safe and trust that the organization does promote their SHW. Trust is always mutual and it is just as important that managers trust the people they lead.

When organizations develop healthy psychosocial work environments, they reap significant benefits and generate value and returns on their investment. However, when they fail to do so, they face significant challenges and even threats to their sustainability. Furthermore,

how well an organization manages the risks associated with the various psychosocial work environment dimensions, is related to whether they are faced with positive or negative outcomes.

Promoting wellbeing at work by developing healthy psychosocial working conditions is about balances between:

- demands and resources at work;

- effort and reward;

- time and quality;

- draining and energizing activities;

- competences and challenges;

- work life and private life.

Organizations need to consider how to create balance between work demands and resources, for example workload and work pace according to staffing levels; how to create clear roles and responsibilities and interpersonal trusting relationships, including avoiding conflicts or bullying; how to balance the effort workers put into their work versus the different types of rewards and recognition they receive; how the tasks workers have to deal with match their skills, abilities and competences; and how work-life balance can be promoted through flexible and adaptable working practices.

1.2. The case for developing a healthy work environment and promoting wellbeing at work

In many countries there is now specific legislation that applies to SHW while recently an international standard was also introduced in this area: ISO 45003: 2021 - Psychological health and safety at work – Guidelines for managing psychosocial risks.

Workplace SHW are also being increasingly seen as an essential component of responsible business practices, recognizing that organizations cannot be responsible and good externally, while having a poor social performance internally. An active healthy workforce is a key determinant of sustainable economic and human development which is explicitly recognized in the United Nations Sustainable Development Goals. As calls for organizations to be more socially responsible increase, issues relating to SHW at work are gradually seen as fundamental human rights as well as an essential component of responsible business practices.

Table 1. Potential healthy and unhealthy psychosocial work environment dimensions

Dimensions	Unhealthy psychosocial working conditions	Healthy psychosocial working conditions
Organizational culture & function	Poor psychosocial safety climate, poor communication, low levels of support for problem solving and personal development, lack of definition of, or agreement on, organizational objectives and values, organizational injustice	Good psychosocial safety climate, clear organizational objectives, alignment of worker and organisational values, appropriate support for problem solving and personal development, good communication processes, high organizational trust
Job content	Lack of variety or short work cycles, fragmented or meaningless work, under use of skills, high uncertainty, continuous exposure to people through work	Meaningful work, appropriate use of skills, work retaining employee interest and engagement, appropriate support
Workload & work pace	Work overload or underload, machine and alogorithm pacing, high levels of time pressure, continually subject to deadlines	Appropriate level of workload, appropriate work pace, human in control work pacing, sensible and achievable deadlines
Work schedule	Shift working (especially irregular), night shifts, inflexible work schedules, unpredictable hours, long or unsociable hours	Sensible shifts and reasonable working hours to maintain work-life balance, flexible working practices
Control	Low participation in decision making, lack of control over workload, pacing, shift working	Participation in decision making, control at work
Environment & equipment	Inadequate equipment availability, suitability or maintenance; poor environmental conditions such as lack of space, poor lighting, excessive noise	Good physical working conditions according to good practice guidance
Interpersonal relationships at work	Social or physical isolation, poor leadership practices, poor relationships with superiors, interpersonal conflict, lack of social support, harassment, violence, discrimination	Supportive leadership, good relationships at work, teamwork, social support, appropriate policies and procedures to deal with conflicts, respect of diversity
Role in organization	Role ambiguity, role conflict, responsibility for people	Clear roles and responsibilities, appropriate support to meet objectives
Career development	Career stagnation and uncertainty, under promotion or over promotion, poor pay, job insecurity, low social value to work	Appropriate career prospects & development matching skills & performance, effort reward balance, valuable/meaningful work, job security
Home-work interface	Conflicting demands of work and home, issues arising from telework from home, low support at home, dual career problems	Work-life balance, supportive organizational policies and practices to achieve 'life balance'

Source: Adapted from Leka, Jain and Lerouge (2018).

In 2022, the principle of a safe and healthy working environment was added to the International Labour Organization's Fundamental Principles and Rights at Work, thereby committing all ILO Member States to respect and promote the fundamental right to a safe and healthy working environment, whether or not they have ratified the relevant Conventions.

However, developing safe and healthy working conditions and promoting wellbeing at work are not only a legal and moral obligation – they also pay off economically. SHW is associated with strategic and often intangible business benefits, and rather than focusing on business cases narrowly oriented towards economic outcomes, it is important to take a holistic value-based approach to developing the business case which can help organizations internalize the value of SHW and incorporate them in all organizational strategies, systems, and behaviours. A value-oriented business case is based on the legal, financial, and moral justification for taking action. Investments in SHW at work avoid human suffering and protect our health and our physical and psychological integrity, but they also have a positive impact on the motivation of employees, on the quality of work and products, on the organization's reputation, and on the satisfaction levels of employees, managers and customers and thus on economic success. Healthy working conditions contribute to healthy businesses. Therefore, wellbeing is now considered a strategic priority by many organizations and countries.

This Guide focuses on how employers can develop a healthy psychosocial work environment and promote wellbeing at work within a Vision Zero prevention strategy which prioritises the role of leadership in this process.

2. Wellbeing and Vision Zero

Vision Zero is a journey and a process towards the ideal, based on values implying that work should not negatively affect workers' SHW but should help them maintain or improve their SHW and develop their self-confidence, competences and employability. Accidents, harm and work-related ill-health are preventable through proper and timely design, planning, procedures and practices.

Risks arising from unhealthy psychosocial working conditions can be systematically managed like any other type of risk. A healthy psychosocial work environment in terms of, for example appropriate social support from leaders and peers, appropriate degree of autonomy and opportunities for learning and development, can positively contribute to health and wellbeing, as well as to safety.

In many organizations, the human resources (HR) department is in charge of supporting the development of wellbeing, while engineers or occupational safety and health (OSH) professionals are mostly involved in supporting health and safety. While HR departments have much experience in dealing with people, they are usually less experienced in developing systematic prevention and risk management practices; likewise, OSH professionals usually have less experience with addressing work organization. At the same time, the effective implementation of a prevention culture and systematic management of risks will depend on decisions taken by line and top managers. Top management commitment is of outmost importance for the successful promotion of SHW at work. Breaking through the various barriers of organizational silos and creating a common SHW strategy implies opportunities for greater organizational effectiveness and synergies.

2.1. Wellbeing by leadership

Leadership visibility and commitment to the promotion of wellbeing is essential. Leaders should lead by example in prioritising and promoting wellbeing at work. Furthermore, promoting a healthy psychosocial work environment is all about good leadership and good management. To do so, leaders need to have developed competencies around wellbeing, including awareness and understanding of what wellbeing and psychosocial work environment mean, good practice in creating a healthy work environment underpinned by values, trust, and the principles of prevention, and how to mainstream wellbeing in organizational practices (see section 3.2) to promote meaningful work and a healthy organizational culture. Healthy organizations intentionally integrate wellbeing into their business objectives.

Leaders should maintain a strong and sustained voice regarding the importance of wellbeing at work. They need to communicate a strong message to their employees regarding the development of a wellbeing culture. It is important to remember that cultural change is an outcome of the expectations and messages sent by leadership. Mental health should represent as much of a priority as physical health in the organization.

The leadership voice and message on wellbeing needs to be based on a shared and consistent understanding of what wellbeing and healthy psychosocial work environment

mean. Wellbeing interventions are more effective when there is clarity around this message across the organization. This message and vision in relation to wellbeing requires open lines of communication and that leaders and managers stay connected with their employees. Frequent, safe and honest communication with employees is the best way to achieve this and it can take different forms depending on the size and activities of the organization.

2.2. Principles of prevention and wellbeing

Wellbeing goals are applicable to various levels including the individual and organizational levels. It is important that these are complementary to each other. At the organizational level, it is important that wellbeing is embedded in organizational goals and that there is a shared understanding of these goals and associated responsibilities. Important dimensions of wellbeing at the organizational level include trust and a strong sense of psychological safety that allows both managers and staff to openly discuss challenges in relation to wellbeing and celebrate good practices. This presupposes the existence of a collaborative, participative and supportive culture, underpinned by fairness and justice. Often managers and employees may feel uneasy to share psychological health issues. This implies that the focus is on the individual and not on the organization and low organizational trust and psychological safety are implied. Developing healthy psychosocial working conditions and healthy organizations should be the priority as described in the next section.

At the same time, it is important to recognize that individual employees not only have their own needs, values, competencies and abilities but also that their work situation might differ depending on their experience and job position. Therefore, in considering wellbeing dimensions at the employee level, various issues need to be considered such as physical, cognitive, emotional and social demands, access to information and sense of predictability, available support from managers and colleagues, autonomy and influence over their work life, recognition and sense of purpose, and value alignment between employees and the organization. These and other aspects of the psychosocial work environment are not static and should be systematically evaluated over a period of 1-2 years, especially recognising that organizational change is a common feature of most organizations.

Furthermore, to truly achieve wellbeing, employers need to promote a good balance between work and private life. It is well known that SHW are impacted by various social determinants and work is one of them. Socioeconomic background, cultural background, access to support services are other examples. While employers are responsible for providing healthy working conditions, it is important that they are aware of the wider environment their workers are living in and associated challenges. Many employers are providing further support to their workers through corporate social responsibility actions and initiatives that extend to the communities in which the organization operates. In this way, both the community's and the organization's sustainability go hand in hand.

2.3. Prevention levels to achieve optimum wellbeing in workplaces

The Vision Zero mindset is about the journey towards a higher prevention-level. This is also true for wellbeing. Organizations can be at different steps in their journey towards wellbeing prevention. Some might be passive or only reactive as issues emerge while others might be active having implemented several actions to promote wellbeing at work. Fewer organizations are recognized as proactive or even creative according to the Vision Zero Enterprise Maturity Scale Model presented below. These organizations prioritize wellbeing in a preventive manner. Wellbeing is an integrated part of business leadership with an ongoing daily focus. There is a focus on creating the best workplace to attract and retain managers and employees.

Figure 2. Organizational prevention levels: Vision Zero Enterprise Maturity Scale Model
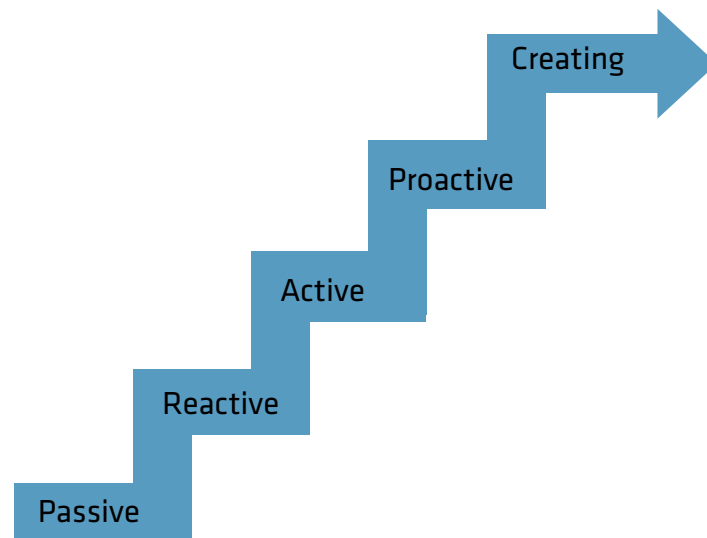
Source: The enterprise maturity scale model is inspired by Prof Patrick Hudson, who developed this ladder model around 1999/2000. It was then adapted and further developed by various researchers and OSH practitioners and optimized for this guide by Human House.

Creative Level	Wellbeing is an integrated part of business leadership with an ongoing daily focus. There is a focus on creating the best workplace to attract and retain managers and employees.
Proactive Level	The organization prioritizes wellbeing and focuses on preventing psychological ill health before it occurs.
Active Level	Wellbeing is said to be a priority, but there is not always consistency between words and actions in the organization.
Reactive Level	The organization only focuses on wellbeing in case of, for example, many stress incidents or conflicts.
Passive level	Wellbeing is not a priority in the organization.

3. Developing a healthy psychosocial work environment and promoting wellbeing at work

Reaching the proactive and creative levels on the Vision Zero Enterprise Maturity Scale Model will require enterprises, leaders and teams to develop a healthy psychosocial work environment. Creating a healthy workplace will ensure, and also clearly signal, that the organization prioritizes wellbeing and that it is an integrated part of business leadership with an ongoing daily focus. Addressing wellbeing in a proactive way therefore requires that wellbeing is embedded and integrated into the strategies, activities and practices of organizations, i.e. into their business processes, systems, and culture as well as into the mind-set of managers and workers. This is important for successful healthy workplace programmes, policies and management, especially over time, and requires the active involvement of key stakeholders.

Definitions of healthy workplaces have evolved from a focus on physical health and the physical work environment (e.g. dealing with chemical, physical and biological hazards) to include psychological health and wellbeing and the psychosocial work environment (e.g. workplace culture and work organization) as well as the connection between workplaces and the wider community, and recognize the importance of a holistic approach to effectively promote wellbeing at work. A healthy workplace not only implements practices and actions that strive to prevent negative outcomes, but rather also works to promote positive health and wellbeing outcomes.

According to the WHO (2010), a healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace by considering the following, based on identified needs:

- health and safety concerns in the physical work environment;
- health, safety and wellbeing concerns in the psychosocial work environment, including work organization and workplace culture;
- personal health resources in the workplace; and
- ways of participating in the community to improve the health of workers, their families and other members of the community.

3.1. How to create a healthy psychosocial work environment and promote wellbeing at work

A healthy workplace is not a state but a continuous process of improvement (continuously monitoring, evaluating and further developing implemented actions). The cornerstone in this process is the implementation of appropriate needs and risk assessment, and management processes, in a collaborative and inclusive manner involving all key stakeholders in the organization, underpinned by leadership commitment, worker involvement and ethics and values.

Creating a healthy psychosocial work environment and promoting wellbeing at work requires the continuous assessment of risks to safety, health and wellbeing, the provision of appropriate information and training on psychosocial risks and their impact, and the availability of health-promoting organizational support practices and structures. This process broadly follows the following steps (see Figure 3):

1. Ensure visible leadership commitment and mobilise the SHW team - The first critical step is to mobilize and ensure visible commitment from leaders and key stakeholders in the organization. Commitment, support, and resources are needed from senior management and stakeholders to facilitate the SHW team that will work on the implementation of change in the working environment. This team should include a variety of representatives from a variety of departments and levels of the enterprise. At least half of the team should be non-management employees and attention should be paid to gender representation and other characteristics of a diverse workforce. Furthermore, workers' representatives should be consulted and be involved in this team.

2. Assess - The second step is to assess both the present employee and organization situation, along with the future outcomes that are desired. Data should be gathered on the demographics of employees, disability, work-related illnesses and injuries, general health and wellbeing and associated behaviours, employee engagement, productivity of the organization, turnover and issues that have arisen from risk assessment processes. The present situation of employee health and wellbeing can be collected via health risk assessments and confidential surveys. Assessment of the desired future of the employee and organization situation may involve benchmarking exercises to identify how other similar companies are scoring on the data previously discussed. It is important to ask employees about their opinions and ideas with regard to the improvement of the psychosocial work environment and their wellbeing and how they believe the employer can help.

3. Prioritize and develop action plan - Once all the information has been gathered, the third step is for the SHW team to prioritize the identified issues and deal with them in the appropriate order. This decision-making process should consider: the opinions of leaders and managers, employees and their representatives, as well as the risk to employees; whether there is a potential solution to the problem and how easy it is to implement; and also the cost of the problem if it continues to be ignored. Based on this prioritization, an action plan should be developed which outlines the actions to be taken over the short, medium and long term. This plan should set out the activities/ interventions that will address the problems that were prioritized and the timeframes for these actions including identifying those responsible for them. It should include long-term objectives, so it is possible to identify successes in the future, as well as the budget, resources and facilities required. Evaluation for each initiative should also be planned.

4. Implement - The fourth step is to implement the action plans, with responsibilities having already been assigned in the previous stage. Employee involvement is crucial again at this stage, as is the demonstration of support and commitment from management for the specific policies or programmes. When developing a healthy psychosocial work environment, a combination of primary, secondary and tertiary

interventions should be used. Primary interventions are actions at the organizational level targeting psychosocial work environment dimensions which help to prevent or reduce harmful effects and promote wellbeing at work. Primary interventions should be the priority and are aimed towards prevention. Where primary interventions are not possible (e.g., due to the nature of work), secondary and tertiary interventions should be implemented. Secondary interventions seek to increase employee resources by raising awareness and understanding through effective training and other appropriate measures (for example, health promotion activities). While tertiary interventions are aimed at reducing the harmful effects of exposure to negative aspects of the psychosocial work environment by implementing rehabilitation programmes and taking other corrective and supportive actions.

5. Evaluate and improve - The final step is to evaluate, to determine what is, and what is not, working and identify what is important for success. The process of implementation should be evaluated, as well as the short-term and long-term outcomes. On the basis of the evaluation, changes should be made in order to improve the programmes and initiatives that have already been implemented. This includes learning from incidents in relation to mental health just as learning from incidents in relation to physical health takes place.

Figure 3. Steps in creating a healthy psychosocial work environment and promoting wellbeing at work
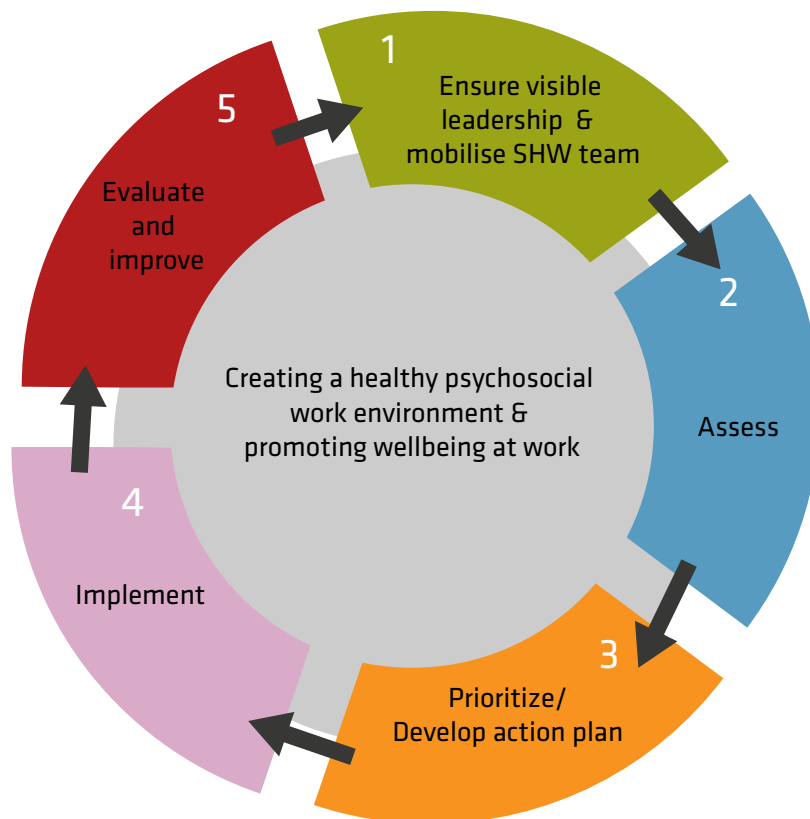
3.2. How to develop and promote meaningful work and a healthy organizational culture

In order to achieve success and continuous improvement in promoting SHW and developing a healthy organizational culture, it is important to embed these activities in organizational practice. Leaders, managers and workers must have 'ownership' of the process. All key stakeholders that can contribute to and shape a healthy workplace should be identified and actively engaged, which not only ensures sustainability of the activities but also helps to develop and promote meaningful work. It is important to recognize the expertise of people on their job and take into account their collective perception of their work environment. Workers and their representatives must not simply be consulted or informed but must be actively involved in every step of process from planning to evaluation considering their opinions and ideas. It is critical that workers have some collective means of expression. Commitment and engagement of senior leaders is important to integrate healthy workplaces into the enterprise's business goals and values and mainstream key activities in core business operations.

Mainstreaming involves embedding and integrating SHW into the strategies, activities and practices of organizations, i.e. into their business processes, systems, and culture as well as into the mind-set of managers and workers. This is important for successful healthy workplace programmes, policies and management, especially over time, and fostering the development of a healthy organizational culture. An enterprise's mission and vision should form the basis for strategically embedding organizational policies to enhance SHW and develop healthy workplaces. Every organization, even a very small enterprise, has some sort of planning and control cycle. A healthy workplace policy can be integrated into the normal planning and control cycle, but still can be based on a specific plan that will be developed with internal stakeholders. It is important to define a set of SHW performance indicators that can be used to monitor and communicate progress in the realization of the plan. Table 2 summarizes the key strategies that can be implemented for mainstreaming SHW in organizations.

Table 2. Strategies for mainstreaming safety, health and wellbeing

Develop integrated approaches to SHW

The development and integration of occupational safety, health and wellbeing management systems into existing management systems (e.g., quality, environmental or other management systems), so as to build on structures, procedures and ways of thinking and acting that are already accepted in the organization.

Implement and evaluate interventions

SHW policies need concrete programmes, interventions and actions in order to be able to achieve SHW improvements. Programmes, interventions and actions need to be implemented and evaluated to enable a better understanding of mainstreaming SHW.

Embed SHW in strategic management

An enterprise's mission and vision form the basis for strategically embedding organizational policies to enhance SHW. The strategic added-value of SHW depends therefore on the enterprise's vision of how the organization will be able to flourish in a sustainable manner in the longer run.

Integrate SHW into the planning and control cycle and in performance measurement

SHW policy should be integrated into the normal planning and control cycle, by defining a set of SHW performance indicators (leading and lagging indicators) that can be used to monitor progress and to communicate progress in the realization of the plans.

Integrate SHW into workplace innovations

Workplace innovation aims to create synergies between the parallel interests of SHW on the one hand, and good business and productivity at the other. Integrating SHW into workplace innovations involves the deployment of people in order to improve performance while creating better quality of work. It is also related to the development and implementation of interventions in the areas of work organization, control structure and employability of personnel.

Integrate SHW into human resource management (including training and education)

While safety engineers form the dominant profession for dealing with safety risks, and occupational health experts are dominant for dealing with health and wellbeing at work, the role of human resource management for SHW management is becoming increasingly important. It is also increasingly recognized that training and education on SHW is not only relevant for those on the shop floor, but also for the development of SHW management competencies.

Integrate SHW into human rights and business responsibility policies

With growing recognition of 'health and safety' as a fundamental human right, it is important to integrate SHW aspects into organizational human rights policies. Human rights policies, like SHW policies require a mixture of formal procedures to address issues, but also require the underlying values and principles, are shared as part of the organizational culture and internalized into the 'mind-sets' managers and employees. Procedures require values and the 'right' mind-sets to comply with them, while values and mind-sets require procedures to tackle issues in practical situations.

Create healthy and safe core processes and good work

The most challenging option for mainstreaming SHW is to create 'good work', i.e. to create work that has a positive impact on SHW, thereby reducing the need to manage SHW risks as an afterthought. Good work requires that in the design stage of the production process, attention is paid to the most important factors that can have a positive or negative impact on SHW at work.

Integrate SHW into values, culture and leadership within organizations

Organizations increasingly define core values, to give meaning to their existence and their value for society, and as a compass for strategic decisions. SHW at work represent important values. Values provide guidance for people on what is good or desirable and what is not. They exert major influence on the behaviour of individuals and teams and serve as broad guidelines in all situations. Values are also an important component in organizational culture and SHW culture. Therefore, value alignment between employees and leaders is important in order for SHW to be successfully integrated within organizations.

Source: Adapted from Jain, Leka and Zwetsloot (2018).

3.3. Assessing skills, competences and abilities based on organizational expectations

It is important for an organization to ensure that necessary skills and resources are available for the creation as well as sustainability of a healthy psychosocial work environment and the promotion of wellbeing at work. Raising awareness and educating leaders, managers and employees on the causes and consequences of work-related stress and harassment at work, including developing an understanding on how psychosocial risks can interact with one another and other risks, and the nature and scope of their potential outcomes, is essential.

Knowledge, competencies and skills on continuous promotion of wellbeing at work should therefore be developed through, assessment of training needs (which take into account the needs, experience, language skills, literacy and diversity of individual workers), and provision of appropriate training for leaders, managers and workers. Such training should also help develop competence to implement the measures and processes necessary for the prevention of psychosocial risks and promotion of wellbeing at work. Mechanisms should also be put in place for reporting or raising concerns, and external advice should be sought when such knowledge is not available in the organization.

The organization should inform workers of factors in the workplace that can affect SHW at work; paying attention to factors that can potentially create or increase stigma and/ or discrimination. Furthermore, workers should be informed of actions taken to promote a healthy psychosocial work environment and wellbeing and of support that is available to do so. These actions should include encouraging the reporting of psychosocial hazards, the reduction of fear of reprisals associated with reporting, and the promotion of trust in organizational processes and worker psychological safety.

4. The 7 Golden Rules and Proactive Leading Indicators

In order to successfully create a healthy workplace and reach a higher prevention level on wellbeing, Proactive Leading Indicators (PLI) on wellbeing reflecting the 7 Golden Rules of Vision Zero should be developed and implemented by organizations.

	1. Take leadership	Demonstrate commitment to the wellbeing of both managers and employees.

PLI Examples:
• Employee evaluations of leaders and managers as role models on wellbeing.
• Frequency of wellbeing as part of department meetings or 1-1 dialogues

	2. Identify hazards	Perform wellbeing risk assessments, for example when planning organizational and work changes. Risks arising from psychosocial hazards can be systematically managed just like any other type of risk.

PLI Examples:
• Number of risk assessments of organizational changes (e.g., how will a change in organizational structure affect the workload of the managers and employees affected by the restructuring of the organization?).

	3. Define targets	Define targets for the promotion of wellbeing on the basis of proactive leading indicators.

PLI Examples:
• Evaluation of objectives set on selected Workplace Assessment results.
• Frequency of onboarding instructions including wellbeing, for example principles for prioritization of tasks or enterprise Code of Conduct.
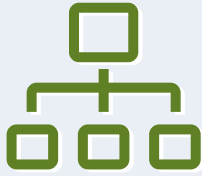
	4. Ensure a safe and healthy system	Create an ethical framework on wellbeing.

PLI Examples:
• Mapping whether managers and employees know where to go, if they experience stress symptoms, bullying or conflicts.
• Frequency of start-up meetings with wellbeing on the agenda (for example workload and collaboration in the group).

	5. Ensure safety and health in machines, equipment and workplaces	Prevention through design and procurement.

PLI Examples:
• Frequency of wellbeing considerations included when investing in new IT solutions (for example, requirements for complexity and learning of new processes and avoiding short repetitive work cycles).
• Wellbeing considerations in relation to the physical work environment (e.g., noise, lighting, physical isolation).

	6. Improve qualifications	Develop leader, manager, employee and support staff competences in relation to wellbeing.

PLI Examples:
• Number of education programmes including wellbeing (for example, stress prevention, guidelines for good behavioural conduct, harassment policies - or current topics, e.g. wellbeing in relation to pandemics).
• Access to suitably qualified professionals on wellbeing at work.

	7. Invest in People	Involve employees systematically and regularly in wellbeing dialogues

PLI Examples:
• Number of knowledge sharing on good wellbeing initiatives and best practices.
• Evaluation of employee feedback systems on wellbeing at work.
• Follow participatory approaches to collectively recognize, address, and solve problems.

5. Enterprise wellbeing maturity model tool

The following simple tool[1] is applicable to organizations of all sizes. It aims to provide organizations with an understanding of their prevention level in relation to wellbeing at work according to the Vision Zero Enterprise Maturity Scale Model shown earlier. This can help organizations reorientate their practices towards reaching the proactive or creative levels.

There are ten questions and for each of these six responses. Response 0 indicates lack of awareness, Response 1 corresponds to the 'passive' prevention level. Response 2 corresponds to the 'reactive' prevention level. Response 3 corresponds to the "active" prevention level. Response 4 corresponds to the 'proactive' prevention level. Response 5 corresponds to the "creative" prevention level.

These questions can be included in an organizational survey or can be used in group discussions in workshops where leaders, managers and employees indicate their responses. The score is then calculated as the average score on the total responses for the organization overall or per department. For example, if the average score for 'The general level of prevention on psychosocial work environment and wellbeing at work' is 3.5, this corresponds to the organization being evaluated by managers and employees as being between the "active" level (stage 3) and the "proactive" level (stage 4).

For each of the issues below, please indicate which statement best applies to your workplace.

How do things look in your enterprise?

Prioritization of the psychosocial work environment and wellbeing at work	Overall Rating
0. Don't know.	
1. The psychosocial work environment and wellbeing at work are not a priority at all in our workplace.	◯
2. We only focus on the psychosocial work environment and wellbeing at work if there is a serious incident or we have a lot of work-related sickness absence.	◯
3. The psychosocial work environment and wellbeing at work are a priority in daily life, but sometimes more in words than in action.	◯
4. The psychosocial work environment and wellbeing at work are a priority in everyday life, where words and actions match. My workplace has an ongoing focus on preventing psychological ill health problems before they occur.	◯
5. The psychosocial work environment and wellbeing at work are part of our business strategy and daily work. They are as high a priority as business objectives. The focus is on creating the best workplace to attract and retain the best people.	◯

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1. Adapted from Human House; www.humanhouse.com

Operational targets and the psychosocial work environment and wellbeing at work	Overall Rating
0. Don't know.	
1. Meeting operational targets always takes priority over the psychosocial work environment and wellbeing at work.	◯
2. Meeting operational targets is mostly prioritized over the psychosocial work environment and wellbeing at work.	◯
3. Meeting operational targets is sometimes given higher priority than the psychosocial work environment and wellbeing at work.	◯
4. Meeting operational targets is rarely prioritized over the psychosocial work environment and wellbeing at work.	◯
5. Meeting operational targets is never given priority over the psychosocial work environment and wellbeing at work.	◯

Senior leader commitment	Overall Rating
0. Don't know.	
1. Senior leaders in my organization do not focus on the psychosocial work environment and wellbeing at all.	◯
2. Senior leaders in my organization are often poor role models who rarely comply with the workplace policies on the psychosocial work environment and wellbeing at work.	◯
3. Senior leaders in my organization communicate that the psychosocial work environment and wellbeing are important - but words and actions don't always match.	◯
4. Senior leaders in my organization focus on preventing psychological ill health problems at work and developing a healthy psychosocial work environment instead of just solving problems after they have occurred.	◯
5. Senior leaders in my organization always consider the psychosocial work environment and wellbeing at work in operational decisions and are committed to continuous improvement of the psychosocial work environment.	◯

Management commitment	Overall Rating
0. Don't know.	
1. My immediate manager does not focus on the psychosocial work environment and wellbeing at all.	◯
2. My immediate manager is often a poor role model who rarely complies with the workplace policies on the psychosocial work environment and wellbeing at work.	◯
3. My immediate manager communicates that the psychosocial work environment and wellbeing are important - but words and actions don't always match.	◯
4. My immediate manager focuses on preventing psychological ill health problems at work and developing a healthy psychosocial work environment instead of just solving problems after they have occurred.	◯
5. My immediate manager always considers the psychosocial work environment and wellbeing at work in operational decisions and is committed to continuous improvement of the psychosocial work environment.	◯

Psychosocial risk management	Overall Rating
0. Don't know.	
1. We do not have an overview of the main psychosocial risks in our work.	◯
2. We only focus on preventing psychosocial risks if we have had a serious incident.	◯
3. We focus on learning from psychological ill health incidents and sick leave so that they do not happen again.	◯
4. We carry out ongoing psychosocial risk assessments of our work so that we can prevent incidents and sickness absence before they occur.	◯
5. We carry out regular psychosocial risk assessments of our work, and we regularly evaluate whether our preventive psychosocial work environment measures are working.	◯

Psychosocial work environment objectives and strategy	Overall Rating
0. Don't know.	
1. We do not set targets for our psychosocial work environment and wellbeing at work.	◯
2. We have targets for our psychosocial work environment and wellbeing at work, but only on sickness absence.	◯
3. We have targets on our psychosocial work environment and wellbeing at work, but only on sickness absence and serious incidents.	◯
4. We have different targets on our psychosocial work environment and wellbeing at work, both on sickness absence, serious incidents and other factors such as leadership quality, collaboration and work/life balance.	◯
5. We have a number of targets on the psychosocial work environment and wellbeing at work and they are considered as important as operational targets.	◯

Psychosocial work environment systems	Overall Rating
0. Don't know.	
1. We do not have a psychosocial work environment policy or procedure at my workplace.	◯
2. I believe that my workplace has some psychosocial work environment policy or procedure, but I do not know the content.	◯
3. My workplace has a psychosocial work environment policy or procedure, and I am familiar with the content.	◯
4. My workplace has a psychosocial work environment policy or procedure, and I have received training and instruction in my role and responsibilities.	◯
5. My workplace has a psychosocial work environment policy or procedure which is an integral part of the organization's overall business plan with the same focus and priority.	◯

Psychosocial work environment and task planning	Overall Rating
0. Don't know.	
1. Before starting a new task, we **never** think about the psychosocial risks that the task may entail.	🔴
2. Before starting a new task, we **rarely** think about the psychosocial risks that the task may entail.	🟠
3. Before starting a new task, we **sometimes** think about the psychosocial risks that the task may entail and try to prevent these risks.	🟡
4. Before starting a new task, we **often** think about the psychosocial risks that the task may entail and prevent these risks.	🟢
5. Before starting a new task, we **always** think about the potential psychosocial risks of the task and prevent these risks.	🟢

Psychosocial work environment competences	Overall Rating
0. Don't know.	
1. I have not received any training on the psychosocial work environment in relation to my work.	🔴
2. I have received some training on the psychosocial work environment in relation to my work.	🟠
3. I have received a lot of training on the psychosocial work environment in relation to my work.	🟡
4. I receive regular training on the psychosocial work environment in relation to my work.	🟢
5. I receive regular training on the psychosocial work environment in relation to my work, and we have regular evaluation of the quality of this training.	🟢

Employee involvement	Overall Rating
0. Don't know	
1. I have no influence on the improvement of my psychosocial work environment.	🔴
2. I can rarely influence the improvement of my psychosocial work environment.	🟠
3. I can sometimes influence the improvement of my psychosocial work environment.	🟡
4. I can often influence the improvement of my psychosocial work environment.	🟢
5. I can always influence the improvement of my psychosocial work environment.	🟢

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