



Commissioned by:



# Psychological Health and Safety in the Workplace

FEBRUARY 2017

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# Background

- Ipsos Public Affairs was commissioned by the Great-West Life Centre for Mental Health in the Workplace (the Centre) to conduct a national public opinion research survey related to psychological health and safety in the workplace.
- This represents the third such survey Ipsos has conducted on behalf of the Centre, following earlier waves in 2009 and 2012. An earlier study on depression in the workplace was conducted on behalf of Great-West Life in 2007.
- Similar to the 2009 and 2012 surveys, the iteration asks employees to report on those factors that impact psychological health and safety in Canadian workplaces. These snapshots in time help the Centre and like-minded organizations to track the progress of workplace mental health efforts.
- The Centre's objectives include:
  - Increasing knowledge and awareness of workplace health and safety.
  - Improving the ability to respond to mental health issues at work.
  - Turning knowledge into action through practical strategies and tools for employers.
- 2017 marks the 10-year anniversary of the Centre. Throughout the year, the Centre is telling the story of the evolution of workplace mental health and recognizing the leaders and pioneers with whom it has worked to advance the issue of workplace mental health.

# Methodology

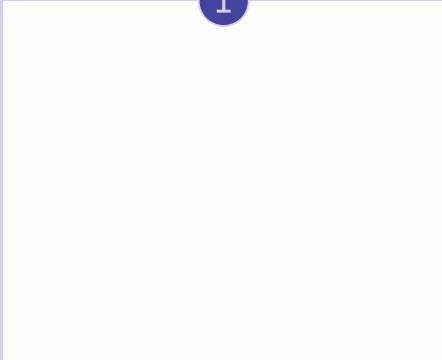
- The methodology for this research involved an online survey among employed Canadians.
- A total of n=5,010 surveys were completed from September 19<sup>th</sup> to September 27<sup>th</sup>, 2016.
  - This includes a total of n=2,963 surveys among employees and n=2,047 among managers/supervisors.
- The sample for this study was drawn from the Ipsos i-Say panel, targeting employed Canadians. Quota sampling and weighting were employed in order to balance demographics and ensure that the sample's composition reflects that of the actual employed Canadian population according to Census data.
- Statistical margins of error are not applicable to online polls, however an unweighted probability sample of this size, with a 100% response rate, would have an estimated margin of error of  $\pm 1.6$  percentage points, 19 times out of 20, had the entire population of employed adults in Canada been polled. For the population of managers/supervisors, the credibility interval is  $\pm 2.5$  percentage points; for the population of employees, the credibility interval is  $\pm 2.1$  points.
- A note on reading this report: In this survey some questions were asked among managers/supervisors, some among employees (i.e. non-managers/supervisors), and some among all respondents. Throughout this report, 'managers/supervisors' refers to questions asked among managers/supervisors, 'employees' refers to questions asked among non-managers/supervisors, and 'managers/employees' refers to questions asked among all respondents.



## KEY FINDINGS

## 6 KEY TRENDS ABOUT PSYCHOLOGICAL HEALTH & SAFETY IN THE WORKPLACE

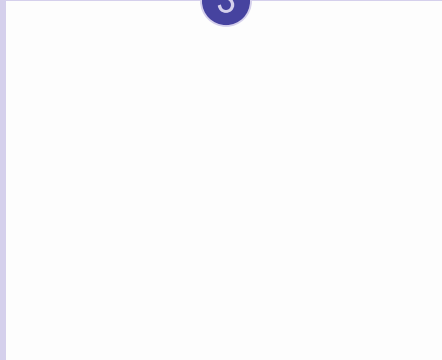
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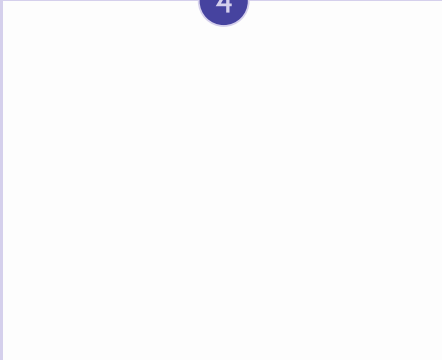
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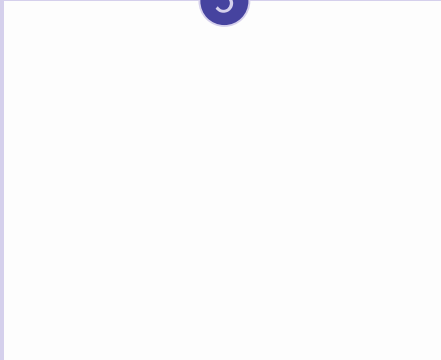
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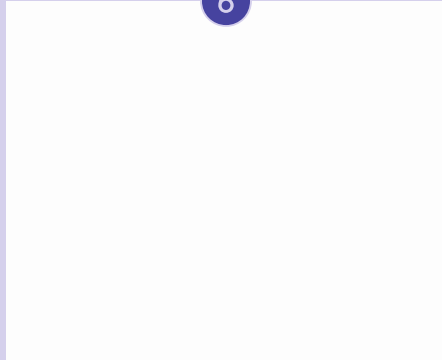
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# KEY FINDINGS

## The Standard

- The survey results show, although only 12% of workers are aware of the Standard and only 6% know that they work for an organization that is implementing the Standard, those who indicate that they work at organizations that are implementing the Standard report psychologically healthier and safer environments.
  - Half (51%) of those who work for an organization that is implementing the Standard say they know ‘a lot’ about mental health conditions like depression, compared to 29% of all employees in Canada who know ‘a lot.’
  - Just 5% of employees who work for an organization that is implementing the Standard ‘disagree’ that their workplace is a psychologically healthy and safe environment to work in, compared to 13% of those who know that their organization has not implemented the Standard.
- In each of the 13 different areas of psychosocial health and safety factors, those implementing the Standard were significantly more likely to describe a workplace where the psychosocial environment was a relative strength, while those who know that their organization has not implemented the Standard were more likely to describe the workplace as concerning. For example:
  - In the area of psychological support, just 10% of employees who work for an organization that is implementing the Standard describe the workplace that has serious/significant concerns, while 37% of those who work for an organization without the Standard describe a concerning workplace.
  - 56% of those whose organization is implementing the Standard describe the psychological environment as a relative strength, compared to just 31% of those whose organization has not implemented the Standard.
- Time missed from work due to depression also appears to be improved among those organizations that are implementing the Standard. Among those who currently suffer or have suffered from depression, the average number of days missed from work due to depression, stress or anxiety is 12.5 days per year. For those who work at an organization that is implementing the Standard, it falls to 7.4 days of missed work in the past year.

# KEY FINDINGS

## Guarding Minds @ Work

- In general, there was improvement this year over 2012 on most metrics relating to psychological health and safety.
- Respondents were assessed against 13 psychosocial factors, and were most likely to fall into the category of **serious or significant concerns** for:
  - PF2: Organizational Culture (34%, down 2 points from 2009);
  - PF4: Growth and Development (33%, no change);
  - PF1: Psychological Support (32%, -3 points);
  - PF6: Clear Leadership & Expectations (32%, -1 points);
  - PF3: Psychological Protection (31%, -3 points); and
  - PF5: Recognition & Reward (31%, -2 points).
- Respondents were most likely to show **relative strengths** for:
  - PF13: Engagement (47%, -12 point from 2009);
  - PF11: Protection of Physical Safety (41%, not asked in 2009); and
  - PF9: Involvement & Influence (37%, +3 points).
- While few differences were noted by gender this year, concerns around many psychosocial factors tend to be stronger among those 35 and up, employees (as opposed to managers), union members, those with lower annual incomes, and Canadians workers in the utilities, transportation & warehousing, and public administration sectors.
- Seven in ten (71%) respondents either somewhat (43%) or strongly (27%) agree that their workplace is a psychologically safe and healthy place to work, up 6 points from 2009. Moreover, managers (72%) are more likely to agree their workplace is psychologically safe and healthy place to work, compared to employees (69%).



# KEY FINDINGS

## Managing Emotions

- **Managing Distressed Workers:** An overwhelming majority of managers (89%) feel it's important to keep improving their skills in managing distressed workers (down 3 points since 2012), with eight in ten (78%) acknowledging that they could do their own job more effectively if they found ways to manage these workers more easily (+13 points).
- **Negativity in Communications:** While eight in ten managers (83%) agree that negative emotions do not serve any useful function in their position (+13 points), half (50%) admit to immediately going on the defensive when they receive negative feedback at work (+8 points), and four in ten (42%) tend to communicate aggressively when they feel they're not getting their message across (+1 point).
  - Providing negative feedback to employees is increasingly a challenge, with six in ten managers (59%) agreeing that giving this type of feedback to workers makes them uncomfortable (+8 points).
  - When it comes to employees expressing their own negative emotions, managers have differing views: Nearly half (46%) agree that whining or crying at work is a ploy to get attention (-4 points). Conversely, half (53%) disagree with this point of view (+4 points).
- **Conflict at Work:** Seven in ten managers (69%) agree that dealing with conflict is one of the most stressful parts of their job (+9 points).

# KEY FINDINGS

## Current Job Attitudes

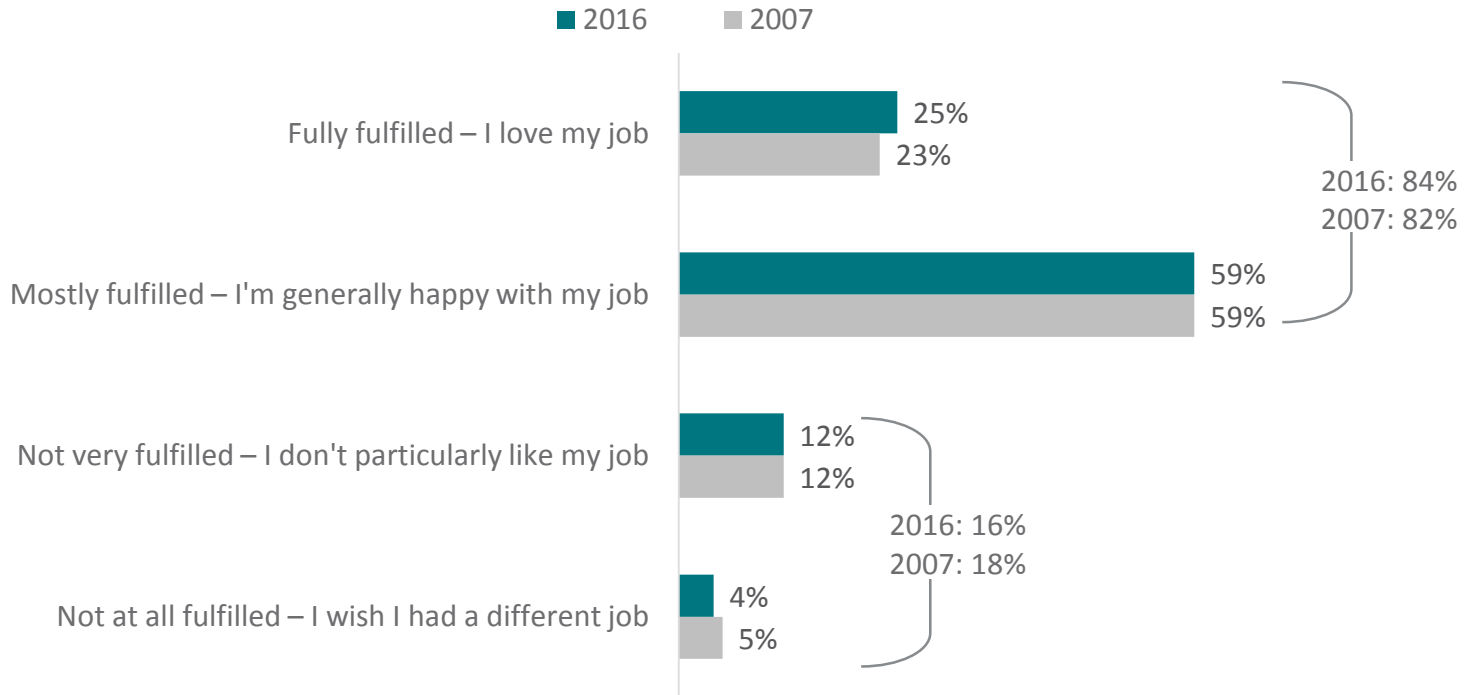
- **Job Fulfillment:** A significant majority of employed Canadians (84%) say they are fulfilled in their current job (up 2 points from 2007). This leaves 16% who say they are not fulfilled (down 2 points) – 12% don't particularly like their job, and 4% actively wish they had a different one.
- **Time Off Work:** While Canadians typically take more than two weeks off work per year for vacation, three in ten (28%) say they don't use up all their vacation days (-3 points) – mostly because they have too much work to do or because there's simply nobody to replace them. Canadians are noticeably less likely to stay home for reasons related to their health, taking on average...
  - 3 days off per year for physical illness (unchanged from 2007);
  - 1.6 days off to care for a family member (up by 0.09 days); and
  - just 1.2 days off for reasons related to their mental health (up by 0.1 days).
- **Knowledge of Mental Health Conditions:** Asked how much they know about mental health conditions like depression, two in ten (21%) employed Canadians rate their knowledge unfavourably, saying they either don't know much (18%) or know nothing at all (4%). Conversely, eight in ten (79%) claim to know at least something about these conditions. This is a marked improvement from 2007, when one in three respondents (34%) said they knew nothing or not much about mental health conditions.
- **Seeking Information:** Many have taken the time to educate themselves about depression and other mental health conditions: about half of all employed Canadians (48%) have sought this type of information in the past (+10 points since 2007), with managers being significantly more likely than employees to have done so.



## **CURRENT JOB ATTITUDES**

# FULFILLMENT IN CURRENT JOB

- A majority of Canadians (84%) claim to be fulfilled when it comes to their job. However, for 16% the opposite is true: one in ten (12%) don't particularly like their job, and 4% actively wish they worked somewhere else. Numbers are very similar to those seen in 2007.



QA1. Overall, how fulfilled or unfulfilled are you in your current job?  
Base: All Respondents 2016 (n=5010); 2007 (n=3843)

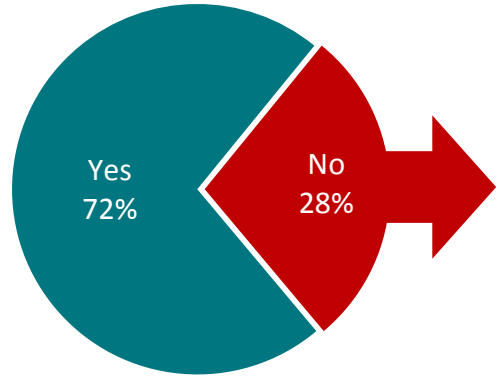
# TIME OFF WORK

- On average, Canadians take more than three weeks of holiday leave per year, but three in ten (28%) still don't use all their vacation days. Those who don't are most likely to say they either have too much work (30%) or there is nobody to replace them (29%). When it comes to their mental health, Canadians take on average just one day off per year.

## Average number of days taken off work in a typical year for...

	2016	2007
Holidays	16.9	16.5
Physical illness	3	3
Mental health reasons	1.2	1.1
Care of a family member	1.6	1.51

## Do you use all of your vacation days



	2007
Yes	69%
No	31%

## Reason

	2016	2007
I have too much work	30%	30%
My employer discourages it	6%	6%
There is no one to replace me	29%	28%
I'm concerned that someone else would take my place in my absence	7%	3%
Other	47%	53%

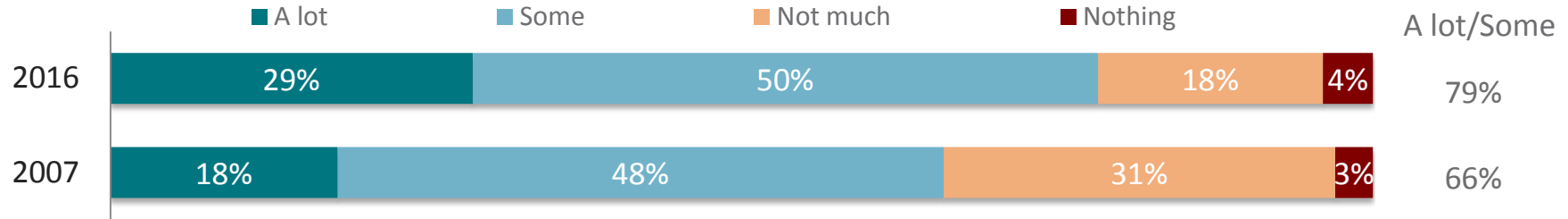
QA2. In a typical year, how many days would you say you take off work for... Base: All Respondents 2017 (n=5010); 2007 (n=3843)

QA3. Do you use all of your vacation days? Base: All Respondents 2016 (n=5010); 2007 (n=3843)

QA4. Why don't you use all of your vacation days? Base: Do not use all vacation days (n=1419); 2007 (1190)

# KNOWLEDGE OF MENTAL HEALTH CONDITIONS

- Eight in ten Canadians (79%) claim to know either a lot (29%) or something (50%) about mental health conditions like depression – up significantly from 2007 (+13 points), suggesting that awareness of mental health conditions is broadly increasing. Conversely, fewer (22%) say they either don't know much or know nothing about these conditions. There has been a rise in knowledge across key subgroups since 2007, though gains are smaller among those aged 55+ and non-managerial employees.



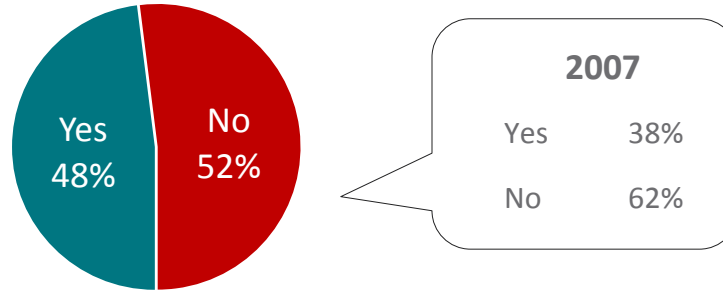
		% Know a lot									
		Total	Gender		Age			Manager Status		Implementing the Standard	
		Total	Male	Female	18-34	35-54	55+	Manager	Employee	Yes	No
			A	B	C	D	E	L	M	R	S
2016		5010	2216	2794	1352	2457	1201	2047	2963	290	101
		29%	23%	35% <sub>A</sub>	35% <sub>DE</sub>	28% <sub>E</sub>	22%	34% <sub>M</sub>	25%	51%	46%
2007		3843	2002	1835	1290	1974	579	1248	2595	-	-
		18%	12%	24% <sub>A</sub>	21% <sub>DE</sub>	17%	17%	18%	18%	-	-

QA5. How much would you say you know about mental health conditions like depression?

Base: All Respondents 2016 (n=5,010); 2007 (n=3,843)

# SEEKING INFORMATION

- About half of all employed Canadians have sought information about mental health conditions like depression at some point, up 10 points since 2007. Women and younger respondents are more likely to have sought this type of information, as are managers as compared to employees. All demographic subgroups are significantly more likely to have sought information in 2016 as compared to 2007, though the gains are smaller among those 55 and over and non-managerial employees.



		% Yes									
		Gender		Age			Manager Status		Implementing the Standard		
		Total	Male	Female	18-34	35-54	55+	Manager	Employee	Yes	No
			A	B	C	D	E	L	M	R	S
2016	Total	5010	2216	2794	1352	2457	1201	2047	2963	290	101
	%	48%	39%	57% <sub>A</sub>	59% <sub>DE</sub>	47% <sub>E</sub>	36%	55% <sub>M</sub>	43%	69%	69%
2007	Total	3843	2002	1835	1290	1974	579	1248	2595	-	-
	%	38%	31%	47% <sub>A</sub>	40% <sub>E</sub>	40% <sub>E</sub>	29%	38%	38%	-	-

QA6. How you ever sought information regarding mental health conditions, like depression?

Base: All Respondents 2016 (n=5010); 2007 (n=3843)

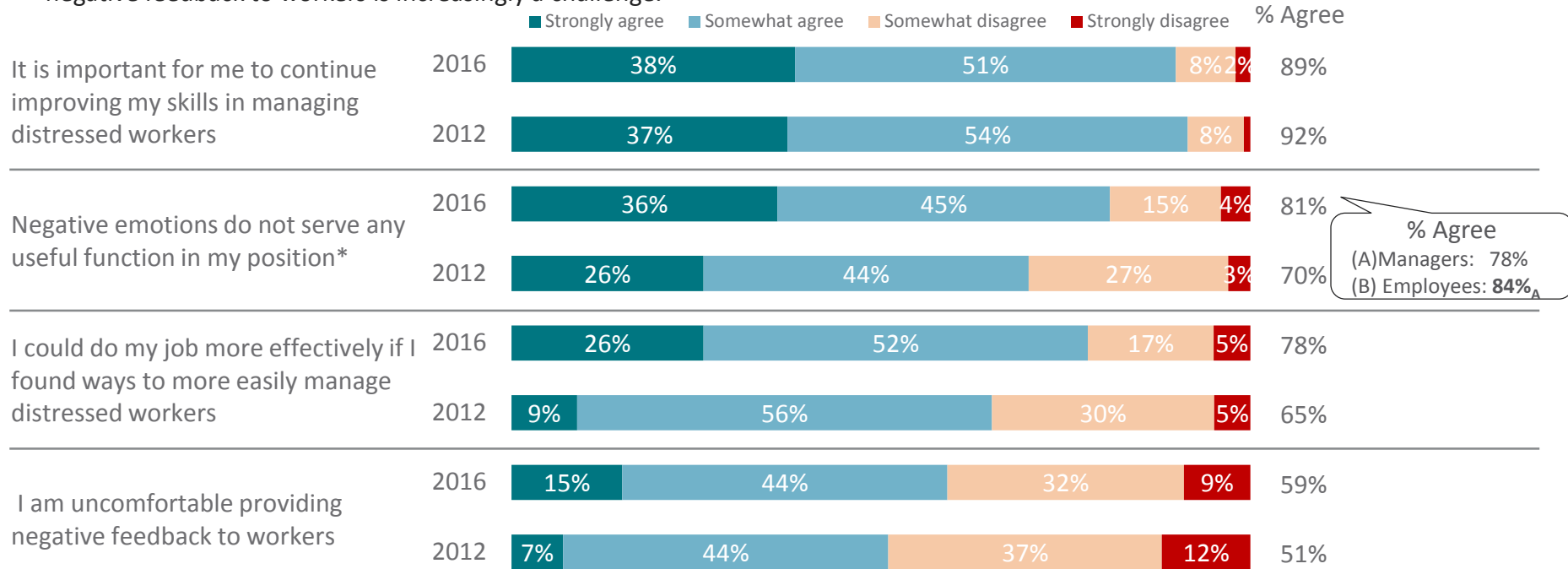


# MANAGING EMOTIONS



# MANAGING EMOTIONS

- A majority of managers (89%, -3) agree it's important for them to keep improving their skills in managing distressed workers and say (78%, +13) they could do their job more effectively if they found ways to do this more easily. For many (59%, +8), however, providing negative feedback to workers is increasingly a challenge.



**\* The statement "Negative emotions do not serve any useful function in my position" was asked to all respondents in 2016, but to managers only in 2012.**

# MANAGING EMOTIONS

- Respondents whose organization is implementing the Standard are more likely than those who are not to agree negative emotions don't serve any useful function.

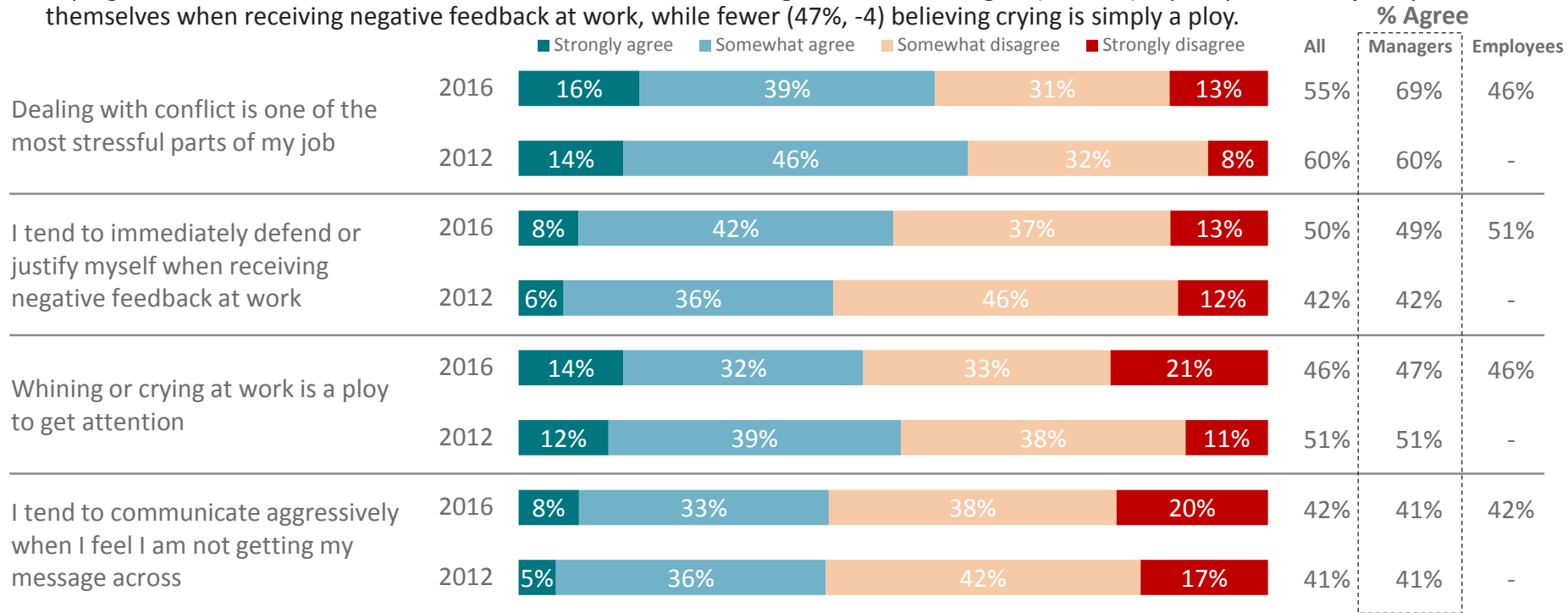
% Agree (Strongly/Somewhat)			
	Total	Implementing the Standard	
	Total	Yes	No
		E	F
<i>Base: Managers/Supervisors</i>	2003	200	76
It is important for me to continue improving my skills in managing distressed workers	89%	95%	92%
I could do my job more effectively if I found ways to more easily manage distressed workers	78%	88%	89%
I am uncomfortable providing negative feedback to workers	59%	65%	70%
<i>Base: All Respondents</i>	5010	290	101
Negative emotions do not serve any useful function in my position	81%	<b>81%<sub>F</sub></b>	70%

QM1. Please indicate whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each statement.

Base: Varies

# MANAGING EMOTIONS

- About half of managers struggle with emotional aspects of their role, including dealing with conflict, receiving negative feedback, and coping with distressed communications from workers. An increasing number of managers (49%, +7) say they defend or justify themselves when receiving negative feedback at work, while fewer (47%, -4) believing crying is simply a ploy.



**Prior to 2016, these statements were asked to managers only.  
See "Managers" column for direct comparison of Top 2 Box results.**

# MANAGING EMOTIONS

- Respondents whose organization are not implementing the Standard are more likely to agree with all statements than those who are implementing the Standard.

## % Agree (Strongly/Somewhat)

	Total	Implementing the Standard	
	Total	Yes	No
		E	F
<i>Base: All Respondents</i>	5010	290	101
Dealing with conflict is one of the most stressful parts of my job	55%	64%	67%
I tend to immediately defend or justify myself when receiving negative feedback at work	50%	49%	59%
Whining or crying at work is a ploy to get attention	46%	52%	60%
I tend to communicate aggressively when I feel I am not getting my message across	42%	45%	58%

QM1. Please indicate whether you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each statement.

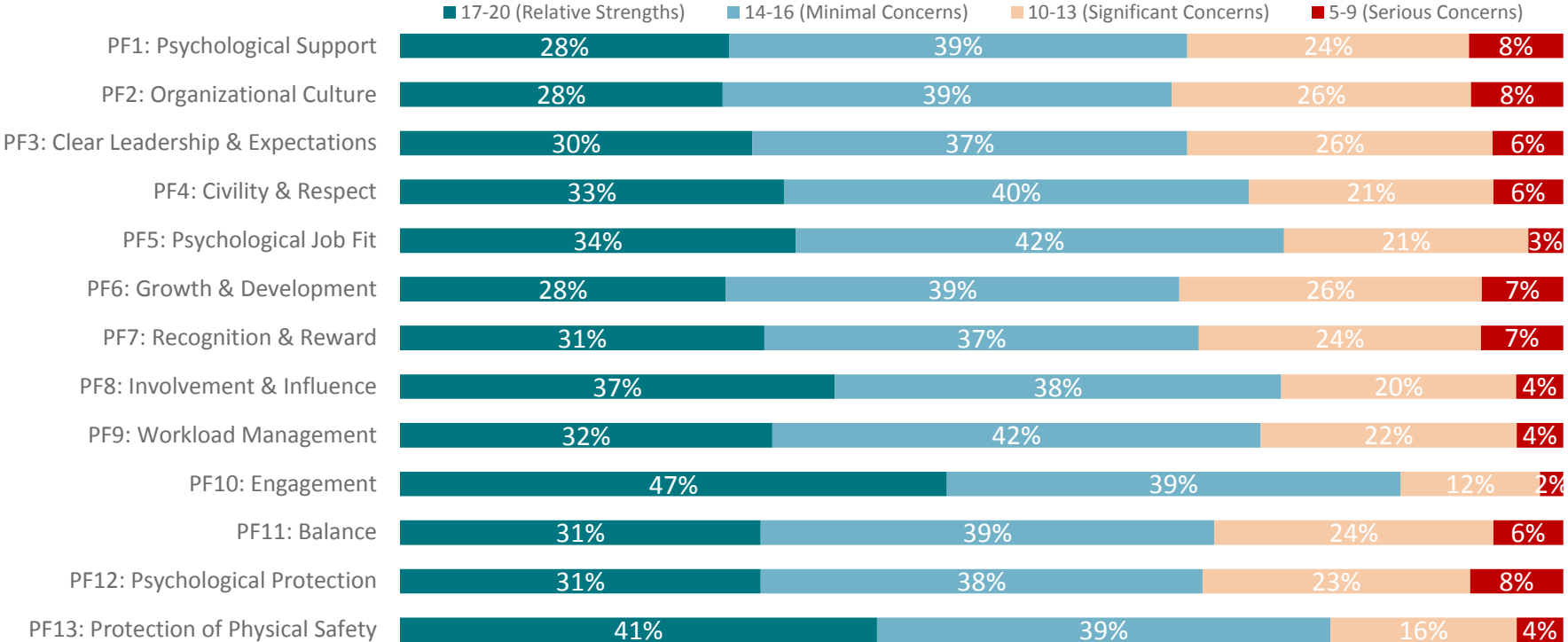
Base: All respondents 2016 (n=5010)



# GUARDING MINDS @ WORK

# OVERALL PSYCHOSOCIAL FACTOR SCORES

- Engagement, protection of physical safety and involvement & influence are the greatest areas of relative strength for Canadians. Organizational culture, psychological protection and growth & development are prompting the most concern.



PSR1-PSR13. TOTAL Score obtained for this PSR.  
Base: All Respondents (n=5010)

# OVERALL PF SCORES

- Respondents in organizations that are implementing the Standard are much likelier than non-implementers to describe a workplace where each psychosocial factor is a relative strength.

Psychosocial Factor Categories	Psychosocial Environment a Relative Strength		Psychosocial Environment a Serious or Significant Concern		
	Total Sample % Serious/Significant Concerns	Workplace Implementing the Standard		Workplace Implementing the Standard	
		Yes	No	Yes	No
		C	D	E	F
<i>Base: All Respondents</i>	5010	290	101	290	101
PF1: Psychological Support	32%	56% <sub>D</sub>	31%	10%	37% <sub>E</sub>
PF2: Organizational Culture	34%	56% <sub>D</sub>	31%	13%	33% <sub>E</sub>
PF3: Clear Leadership & Expectations	32%	60% <sub>D</sub>	31%	10%	34% <sub>E</sub>
PF4: Civility & Respect	28%	60% <sub>D</sub>	35%	10%	34% <sub>E</sub>
PF5: Psychological Job Fit	23%	63% <sub>D</sub>	31%	9%	22% <sub>E</sub>
PF6: Growth & Development	33%	55% <sub>D</sub>	30%	11%	31% <sub>E</sub>
PF7: Recognition & Reward	31%	58% <sub>D</sub>	34%	10%	36% <sub>E</sub>
PF8: Involvement & Influence	25%	62% <sub>D</sub>	38%	9%	34% <sub>E</sub>
PF9: Workload Management	26%	55% <sub>D</sub>	33%	10%	23% <sub>E</sub>
PF10: Engagement	14%	70% <sub>D</sub>	46%	6%	16% <sub>E</sub>
PF11: Balance	31%	58% <sub>D</sub>	30%	9%	32% <sub>E</sub>
PF12: Psychological Protection	31%	58% <sub>D</sub>	30%	10%	36% <sub>E</sub>
PF13: Protection of Physical Safety	20%	67% <sub>D</sub>	37%	5%	32% <sub>E</sub>

PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents (n=5010)

# OVERALL PF SCORES

- Employees show greater concern than managers about all the psychosocial factors at play. Age also appears to be a factor, with those in the 35-54 and 55+ age groups showing stronger concern in many areas than those 18-34. Civility and respect in the workplace is of greater concern for women than men, as is workload management.

% Concerns (Serious/Significant)								
	Total	Gender		Age			Manager Status	
	Total	Male	Female	18-34	35-54	55+	Manager	Employee
		A	B	C	D	E	F	G
<i>Base: All Respondents</i>	5010	2216	2794	1352	2457	1201		
PF1: Psychological Support	32%	32%	32%	30%	33%	33%	28%	35% <sub>F</sub>
PF2: Organizational Culture	34%	34%	34%	29%	36% <sub>C</sub>	35% <sub>C</sub>	28%	38% <sub>F</sub>
PF3: Clear Leadership & Expectations	32%	32%	32%	29%	34% <sub>C</sub>	32%	28%	35% <sub>F</sub>
PF4: Civility & Respect	28%	26%	29% <sub>A</sub>	25%	29% <sub>C</sub>	27%	24%	30% <sub>F</sub>
PF5: Psychological Job Fit	23%	25% <sub>B</sub>	22%	20%	25% <sub>C</sub>	24%	19%	27% <sub>F</sub>
PF6: Growth & Development	33%	34%	33%	28%	35% <sub>C</sub>	36% <sub>C</sub>	26%	38% <sub>F</sub>
PF7: Recognition & Reward	31%	31%	31%	27%	33% <sub>C</sub>	31% <sub>C</sub>	26%	35% <sub>F</sub>
PF8: Involvement & Influence	25%	25%	25%	24%	25%	25%	20%	28% <sub>F</sub>
PF9: Workload Management	26%	25%	28% <sub>A</sub>	25%	27%	25%	26%	26%
PF10: Engagement	14%	15%	14%	17% <sub>E</sub>	15% <sub>E</sub>	9%	11%	17% <sub>F</sub>
PF11: Balance	31%	30%	31%	29%	31%	31%	29%	32% <sub>F</sub>
PF12: Psychological Protection	31%	30%	33%	28%	33% <sub>C</sub>	31%	27%	35% <sub>F</sub>
PF13: Protection of Physical Safety	20%	20%	20%	19%	21%	19%	18%	22% <sub>F</sub>

PSR1-PSR13. TOTAL Score obtained for this PSR.

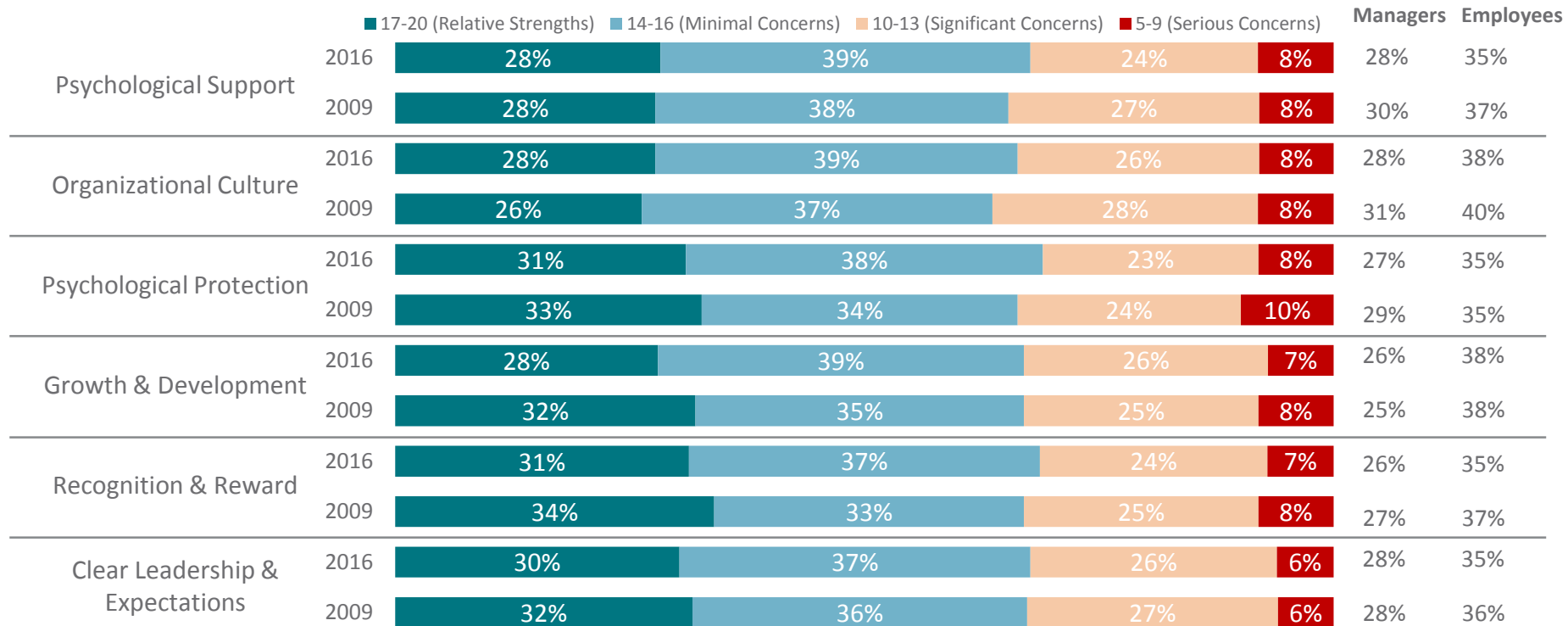
Base: All Respondents (n=5010)



# OVERALL PF SCORES (VS. 2009)

- In nearly every area of study, overall concerns (serious/significant) among working Canadians are down just slightly since 2009. However, concerning conditions are still more likely to be reported by employees than managers.

Concerns  
(Serious/Significant)



PSR1-PSR13. TOTAL Score obtained for this PSR.

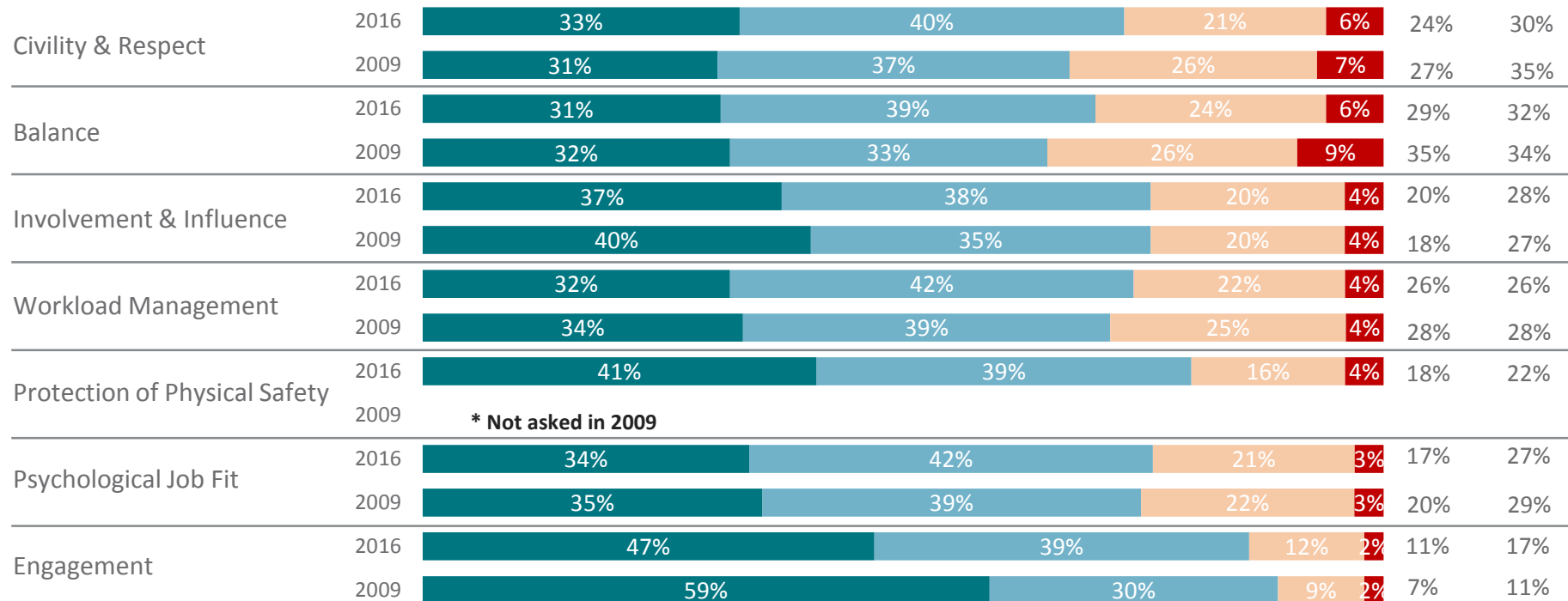
Base: All Respondents 2016 (n=5010); All Respondents 2009 (n=6804)

# OVERALL PF SCORES (VS. 2009)

- In most areas of study, serious/significant concerns are down just slightly, with a more pronounced drop in the areas of civility & respect (down 6 points) and balance (down 5 points).

Concerns  
(Serious/Significant)

■ 17-20 (Relative Strengths) ■ 14-16 (Minimal Concerns) ■ 10-13 (Significant Concerns) ■ 5-9 (Serious Concerns) Managers Employees

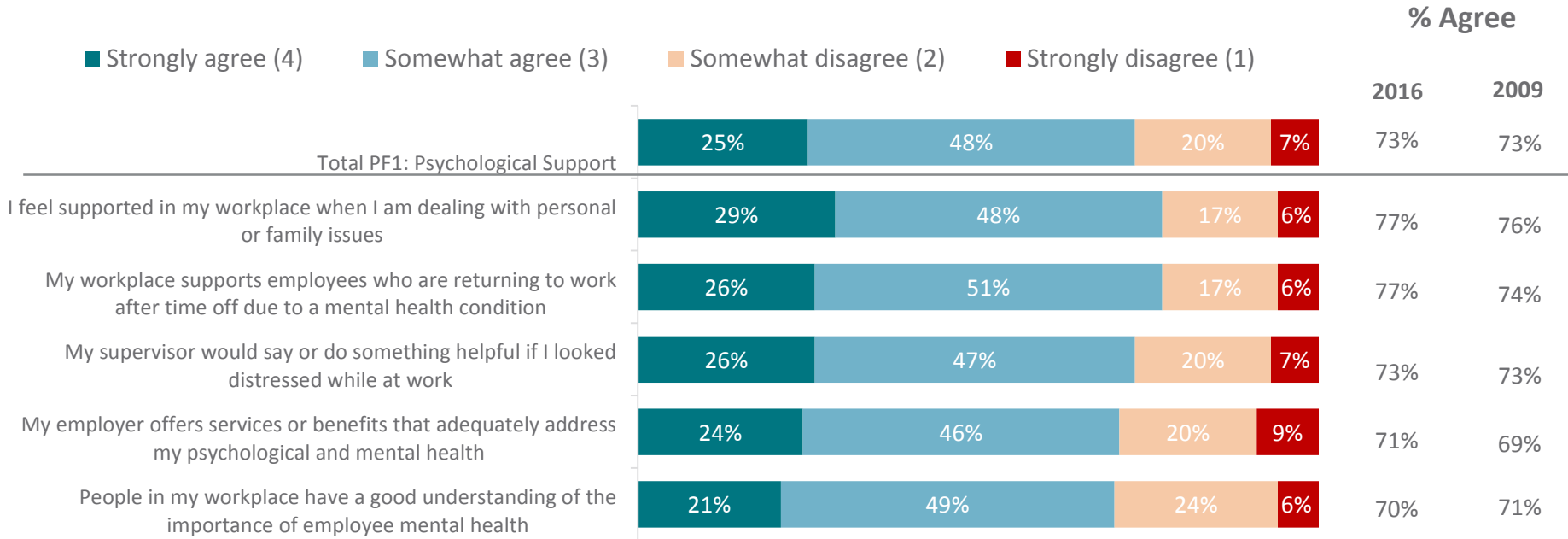


PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents 2016 (n=5010); All Respondents 2009 (n=6804)

# PF1: PSYCHOLOGICAL SUPPORT

- More than three in four respondents (77%) say they feel supported in the workplace when dealing with personal issues (+1pt since 2009), and just as many say their workplace supports employees returning to work after time off for a mental health condition (+3 pts). Fewer (but still a majority) agree people in their workplace have a good understanding of employee mental health (-1 pt).



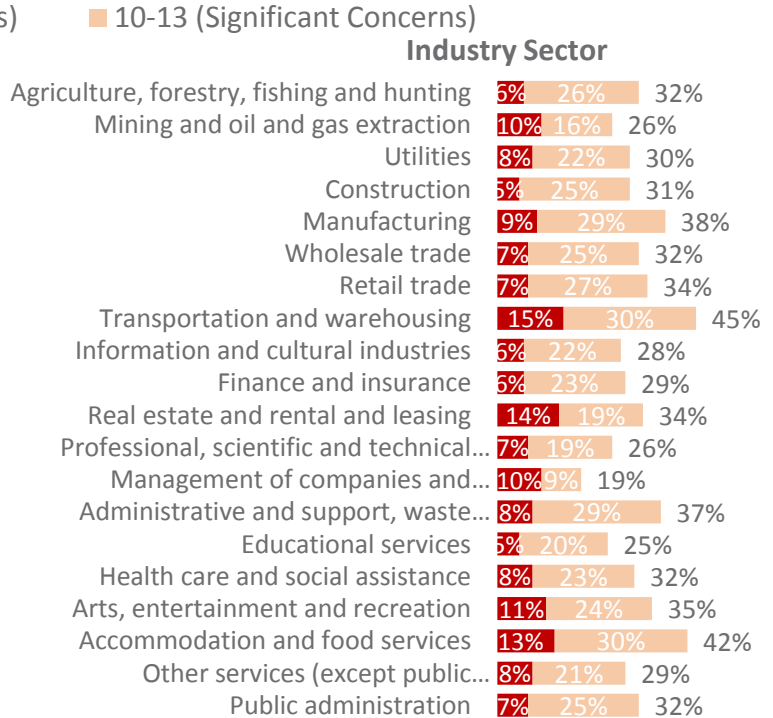
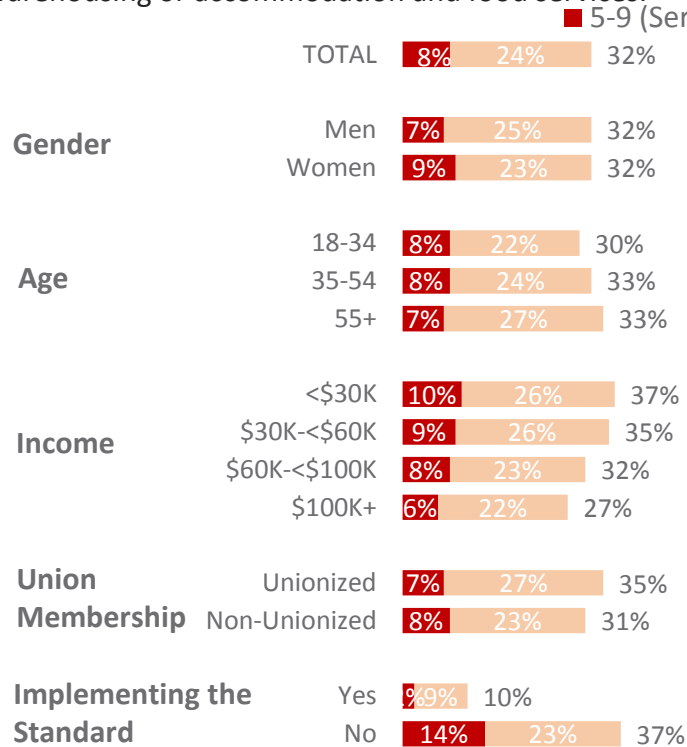
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF1: PSYCHOLOGICAL SUPPORT

## DEMOGRAPHIC DIFFERENCES

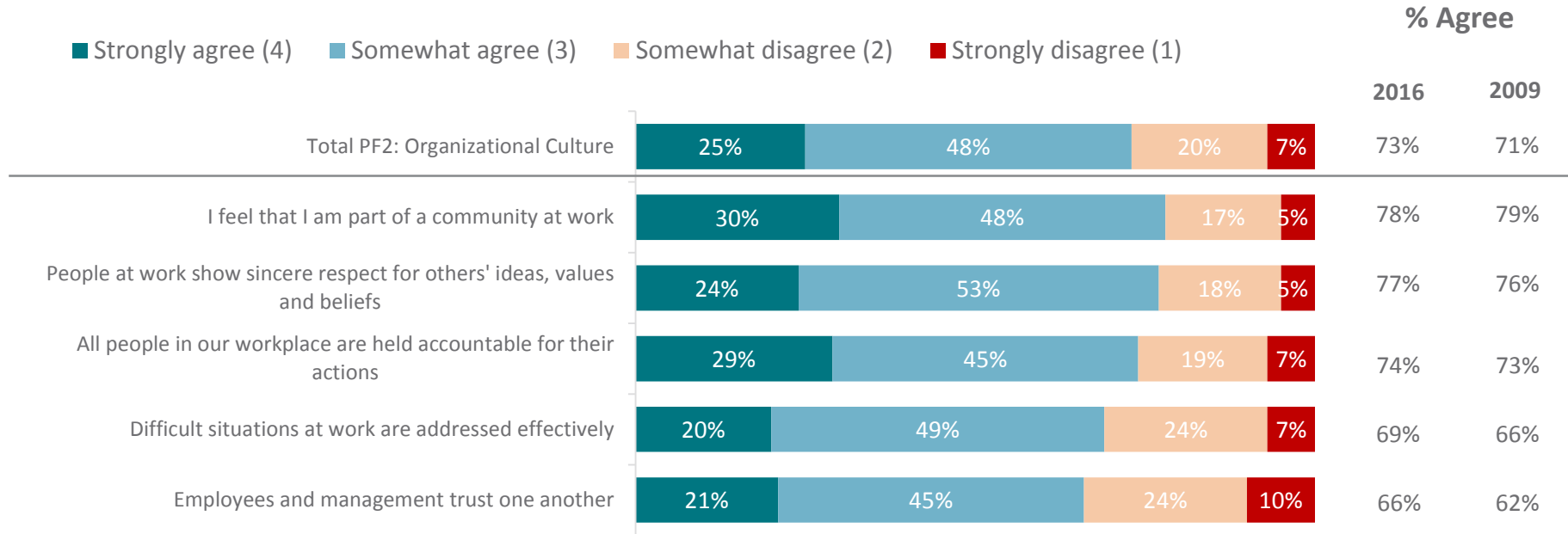
- Canadians with incomes below \$30K per year are more likely than those with higher incomes to fall into the categories of serious or significant concerns for psychological support, as are employees as opposed to managers, and those working in transportation and warehousing or accommodation and food services.



PSR1-PSR13. TOTAL Score obtained for this PSR.  
Base: All Respondents (n=5010)  
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# PF2: ORGANIZATIONAL CULTURE

- While eight in ten (78%) feel part of a community at work (-1 pt), fewer (66%) agree that employees and management trust one another, even though this is where the most significant gains have been made (+4 pts).



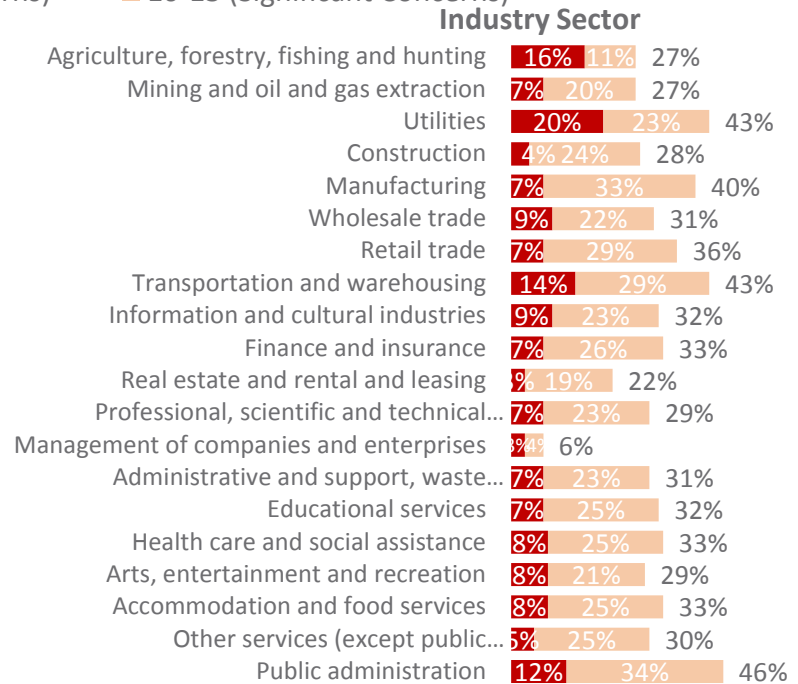
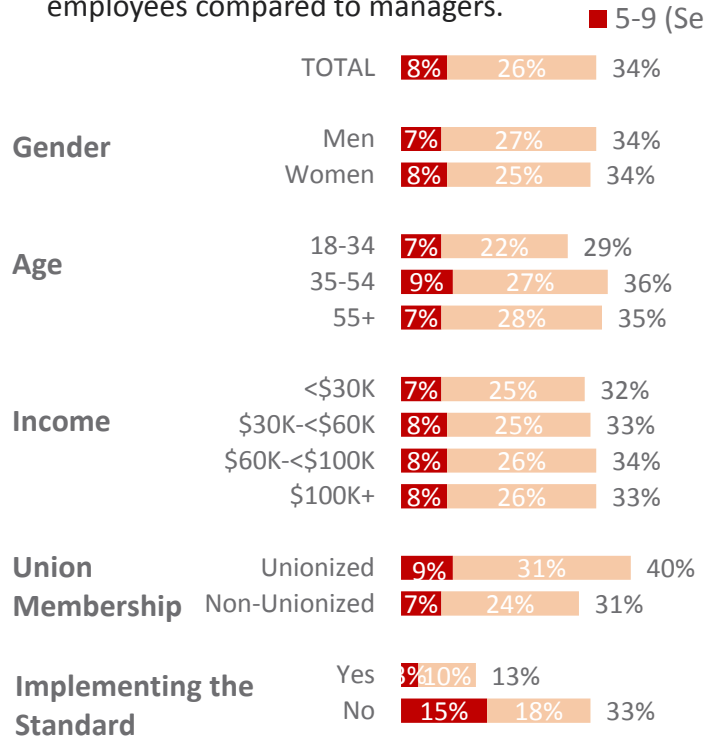
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF2: ORGANIZATIONAL CULTURE

## DEMOGRAPHIC DIFFERENCES

- Those 35 and over are more likely than those 18-34 to have serious or significant concerns for organizational culture. At an industry level, these concerns are also more likely to impact those working in utilities and public administration, as are non-managerial employees compared to managers.

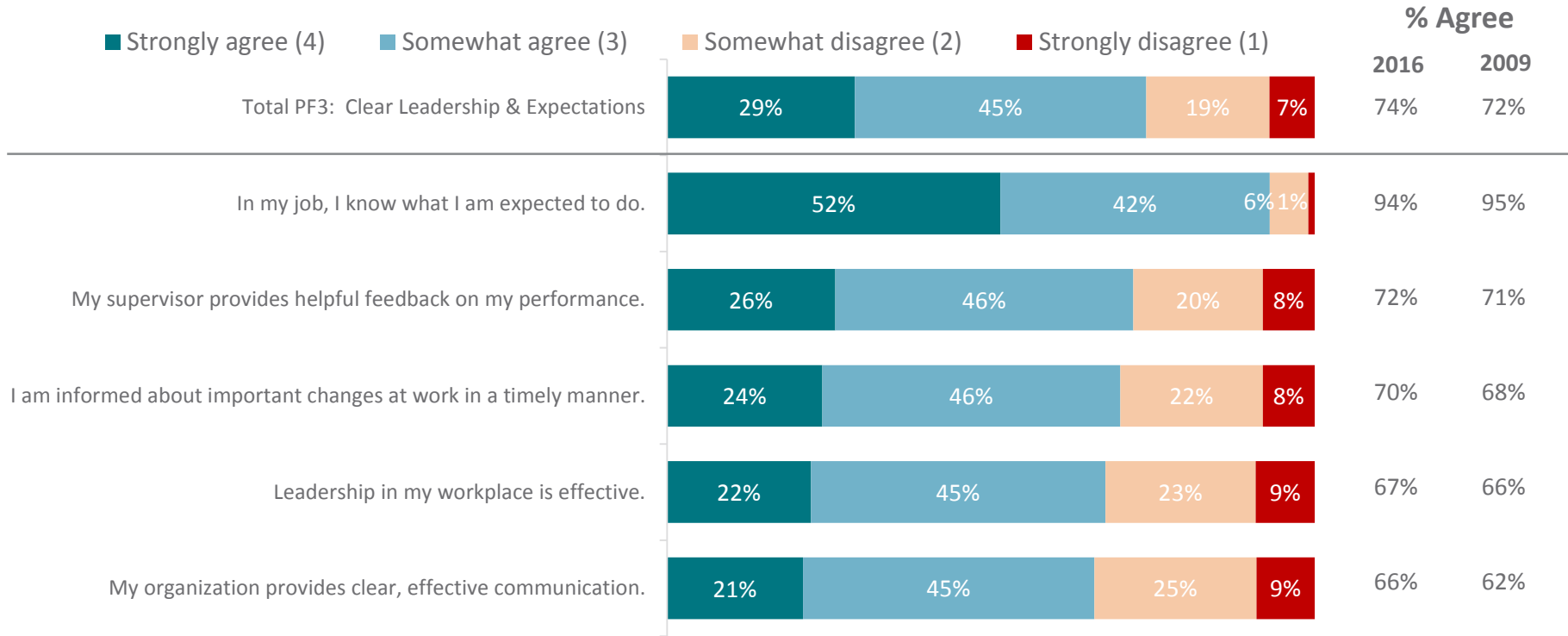


PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents (n=5010)

# PF3: CLEAR LEADERSHIP & EXPECTATIONS

- An overwhelming majority (94%) agree they know what they are expected to do in their job (-1 pt), while two in three (66%) say their organization provides clear and effective communication (+4 pts); the most improvement on any metric since 2009.



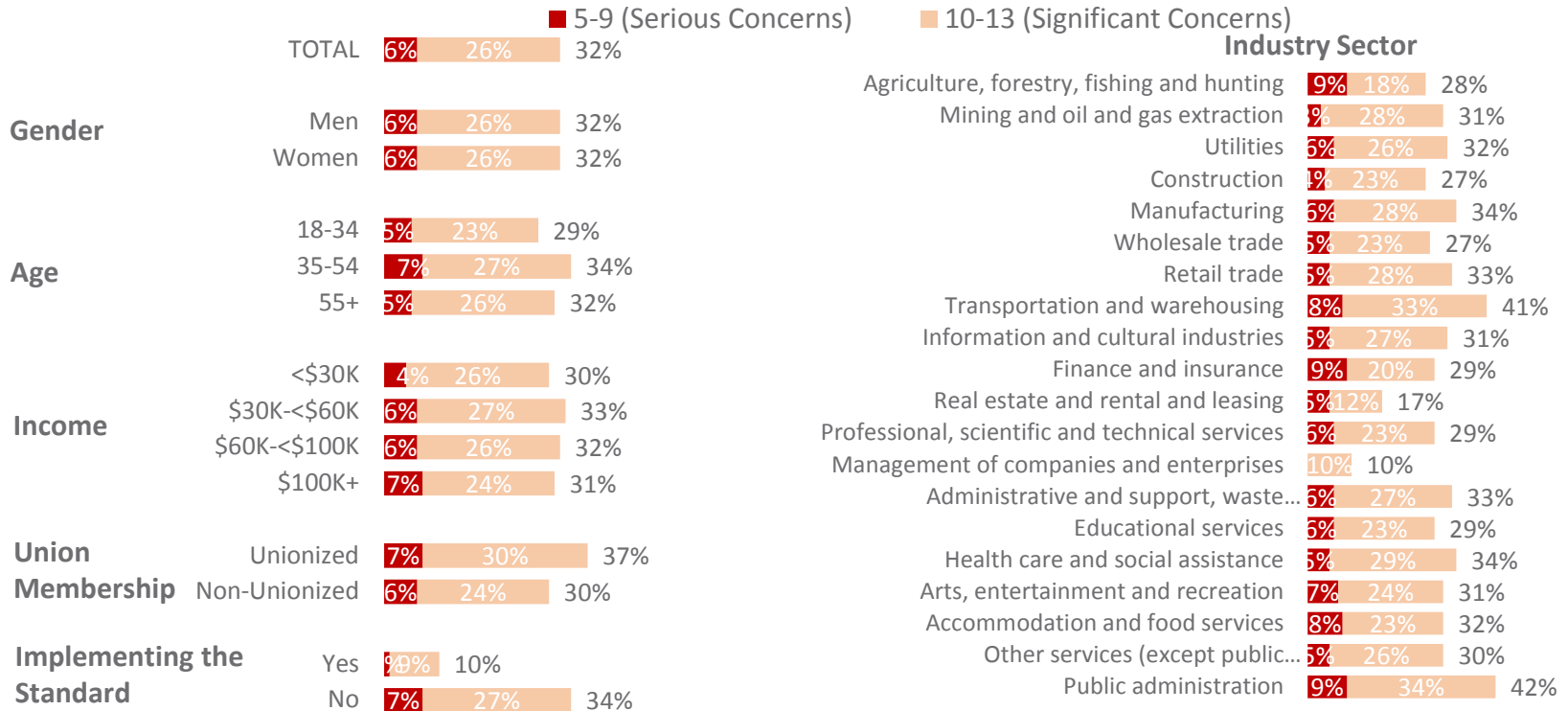
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF3: CLEAR LEADERSHIP & EXPECTATIONS

## DEMOGRAPHIC DIFFERENCES

- Fewer differences were noted in concerns about clear leadership by gender, age or income. At the industry level, those most likely to have concerns tend to be employees as opposed to managers, and work in public administration or transportation and warehousing.

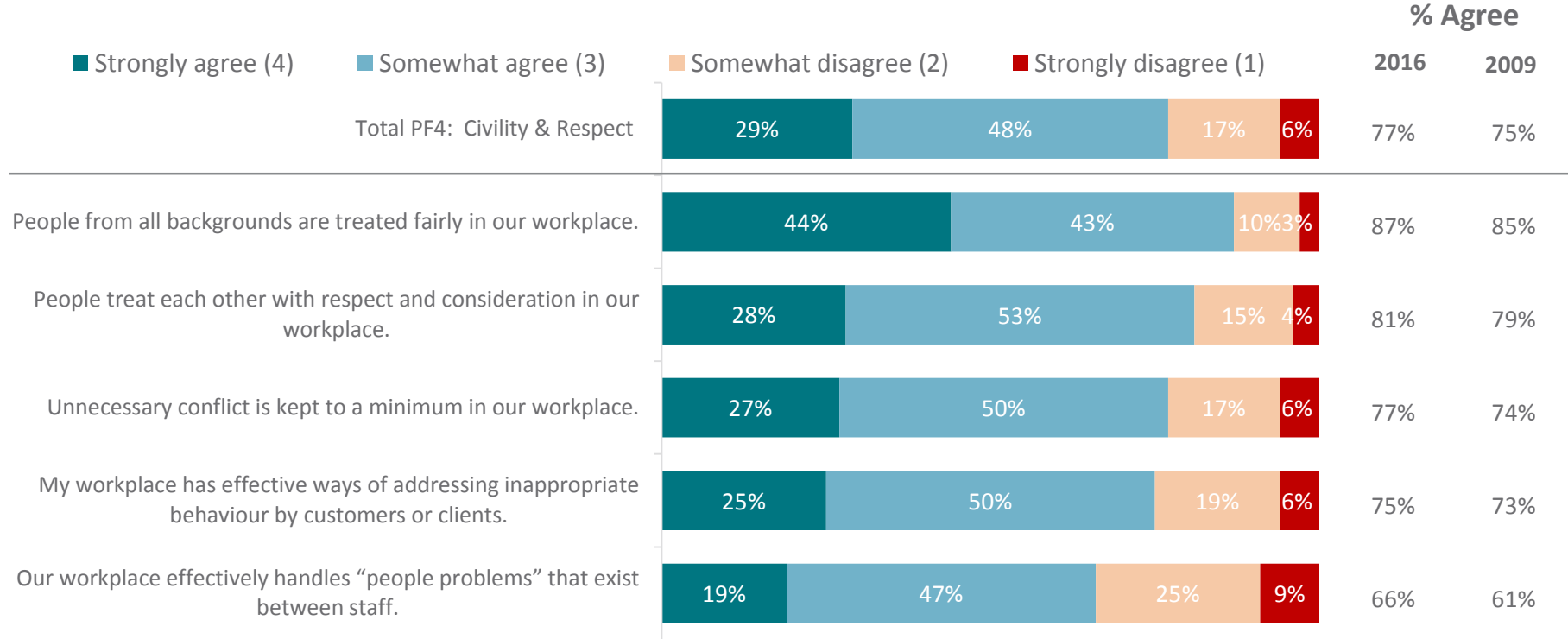


PSR1-PSR13. TOTAL Score obtained for this PSR.  
Base: All Respondents (n=5010)



# PF4: CIVILITY & RESPECT

- Two in three (66%) respondents say their workplace effectively handles “people problems” between staff (+5 pts), leaving one in three (34%) who disagree. Still, this is the area that has witnessed the most significant improvement.

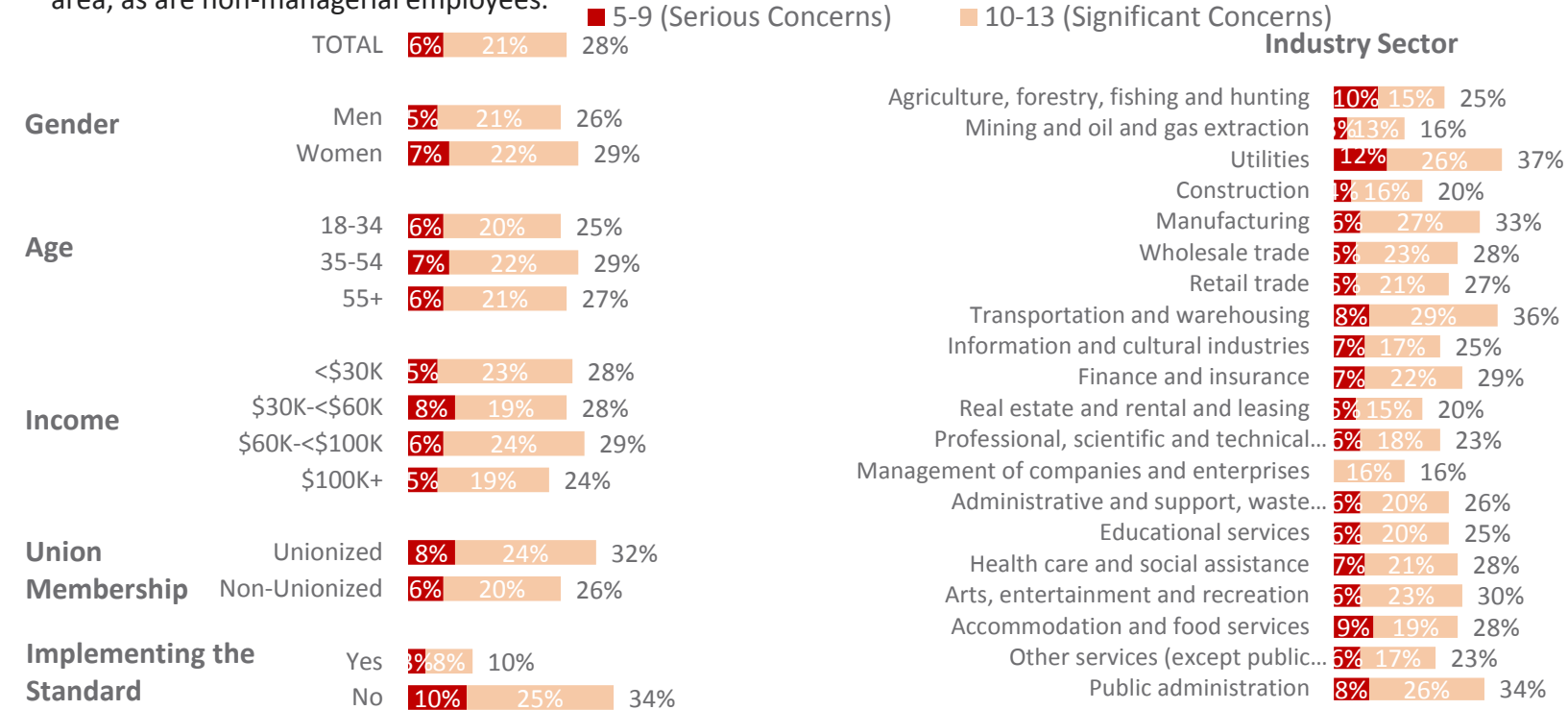


PSR1-PSR13. TOTAL Score obtained for this PSR.  
 Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF4: CIVILITY & RESPECT

## DEMOGRAPHIC DIFFERENCES

- Women tend to have more concerns about civility and respect in the workplace than men, while those earning \$60K-\$100K also exhibit slightly more concern than other income groups. Those in the utilities industries are more likely than others to express concerns in this area, as are non-managerial employees.

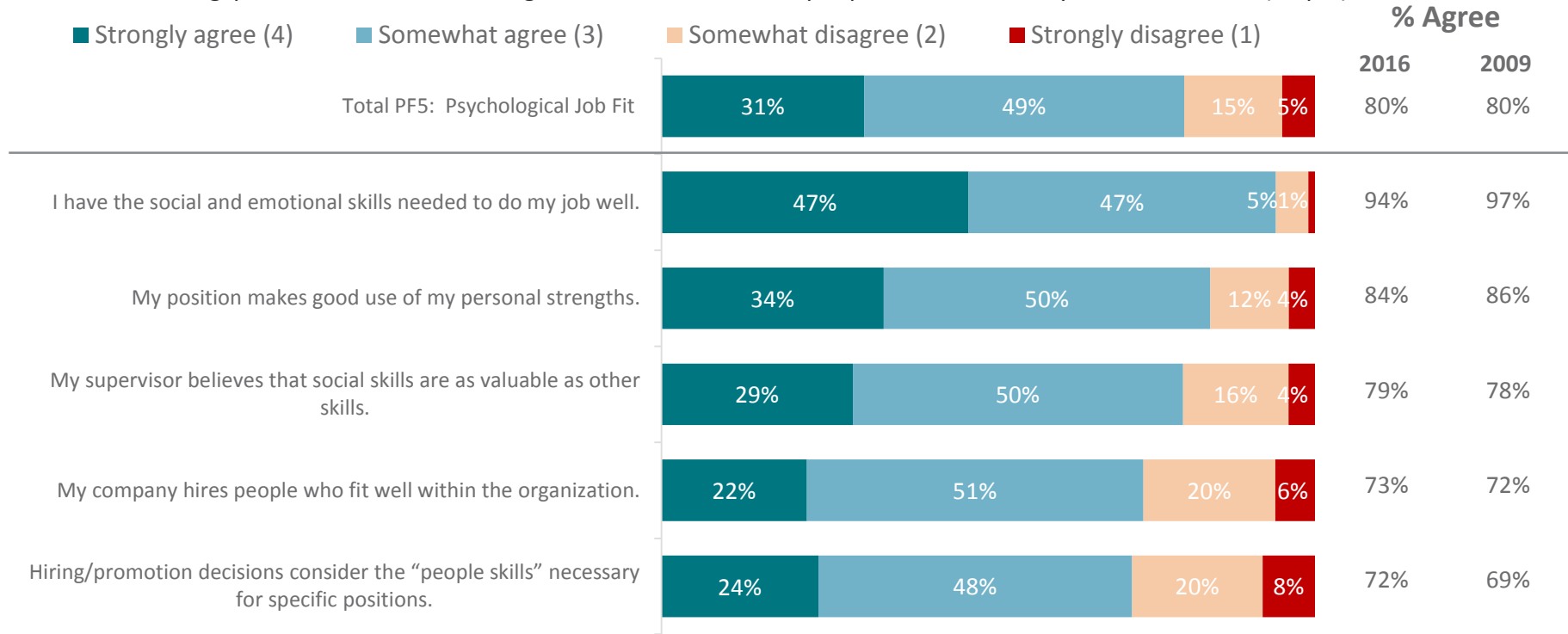


PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents (n=5010)

# PF5: PSYCHOLOGICAL JOB FIT

- More than eight in ten (84%) say their position makes good use of their personal strengths (-2 pts), while considering job fit within the organization is a common hiring practice in the workplace for 79% of respondents (+1 pt). The area with the biggest improvement relates to hiring/promotion decisions taking into consideration the “people skills” necessary for the new role (+3 pts).



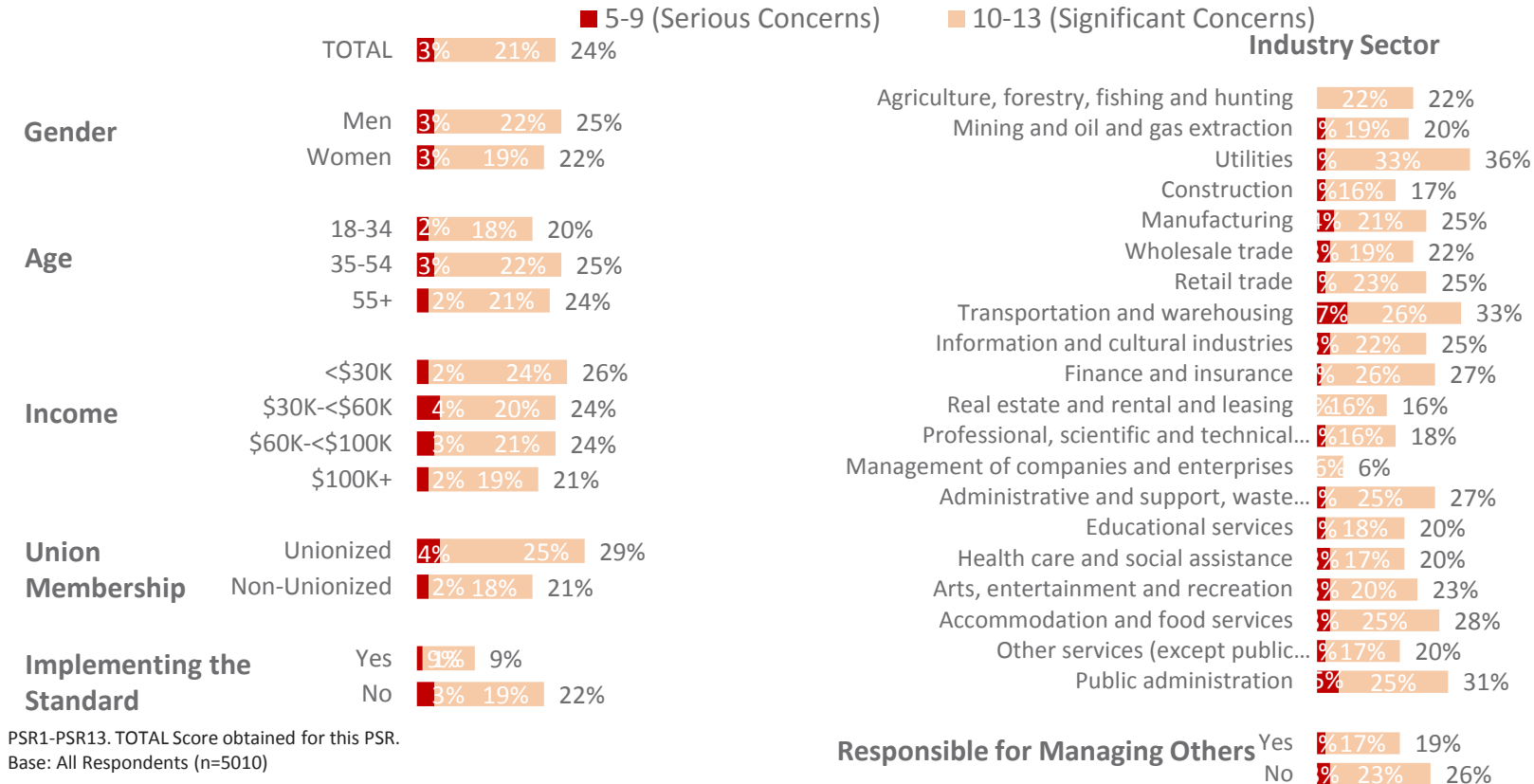
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF5: PSYCHOLOGICAL JOB FIT

## DEMOGRAPHIC DIFFERENCES

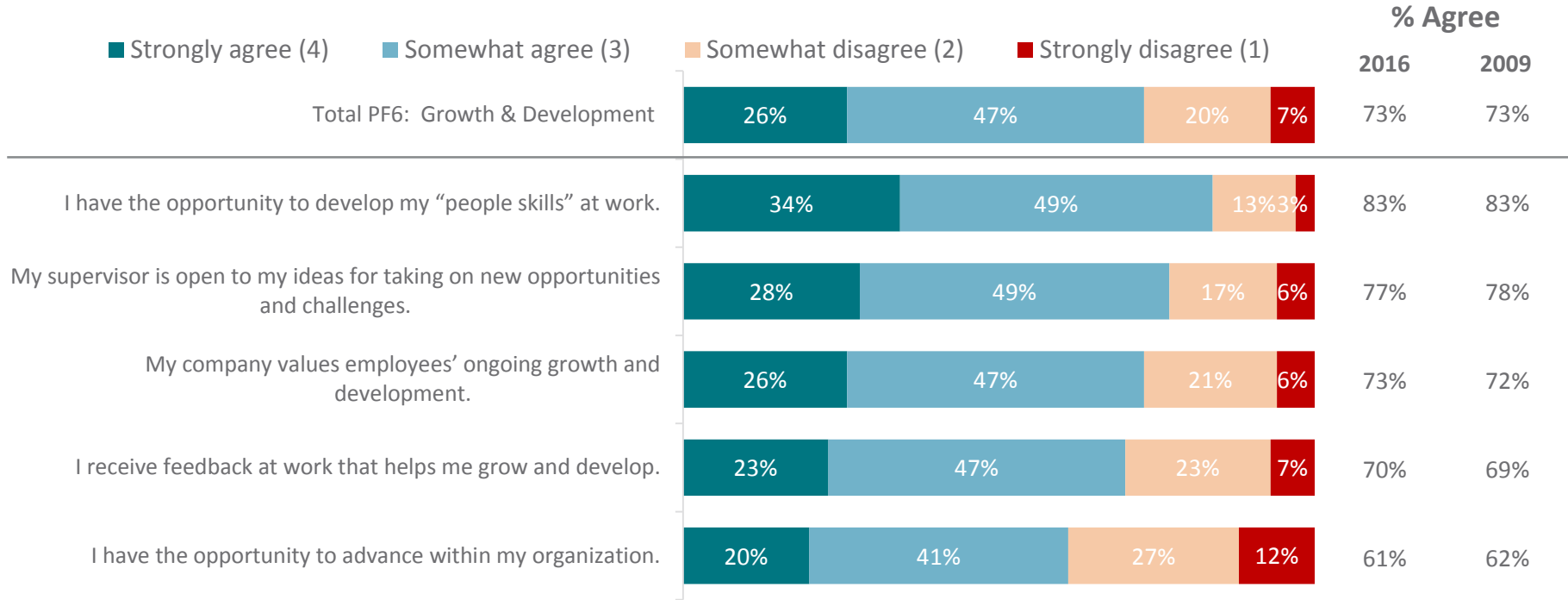
- Men and those earning less than \$30K in income are slightly more likely to fall into the category of serious or significant concerns for psychological job fit. Those working in the utilities sector are also more likely to be affected, as are non-managerial employees.



PSR1-PSR13. TOTAL Score obtained for this PSR.  
Base: All Respondents (n=5010)

# PF6: GROWTH & DEVELOPMENT

- Six in ten respondents (61%) say they have the opportunity to advance within their organization (1 pt), leaving four in ten (39%) who say they do not have this opportunity. The needle has not moved significantly on any metric within PF6.



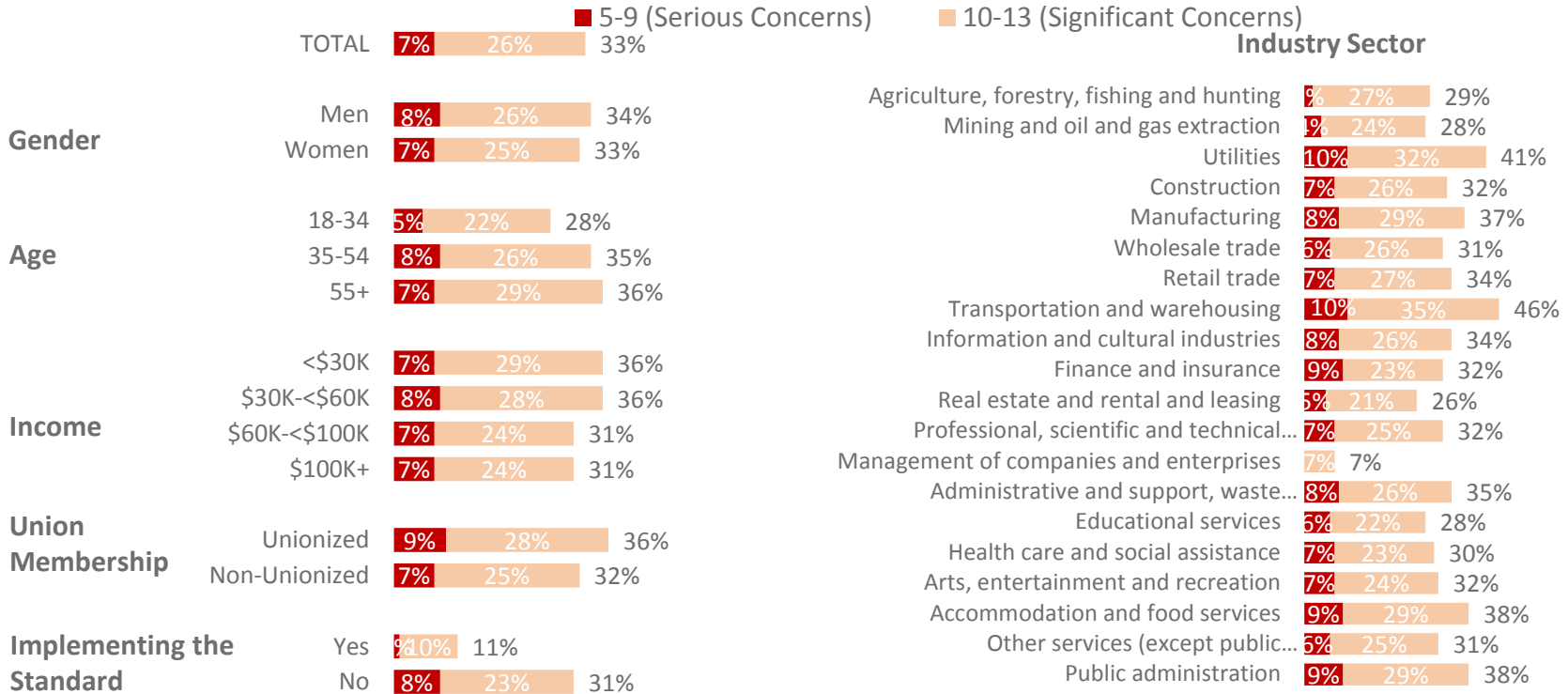
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF6: GROWTH & DEVELOPMENT

## DEMOGRAPHIC DIFFERENCES

- Concerns about growth and development tend to become more serious with age, typically alongside career advancement. Those with higher incomes and managerial status tend to be slightly less concerned than those with lower incomes.



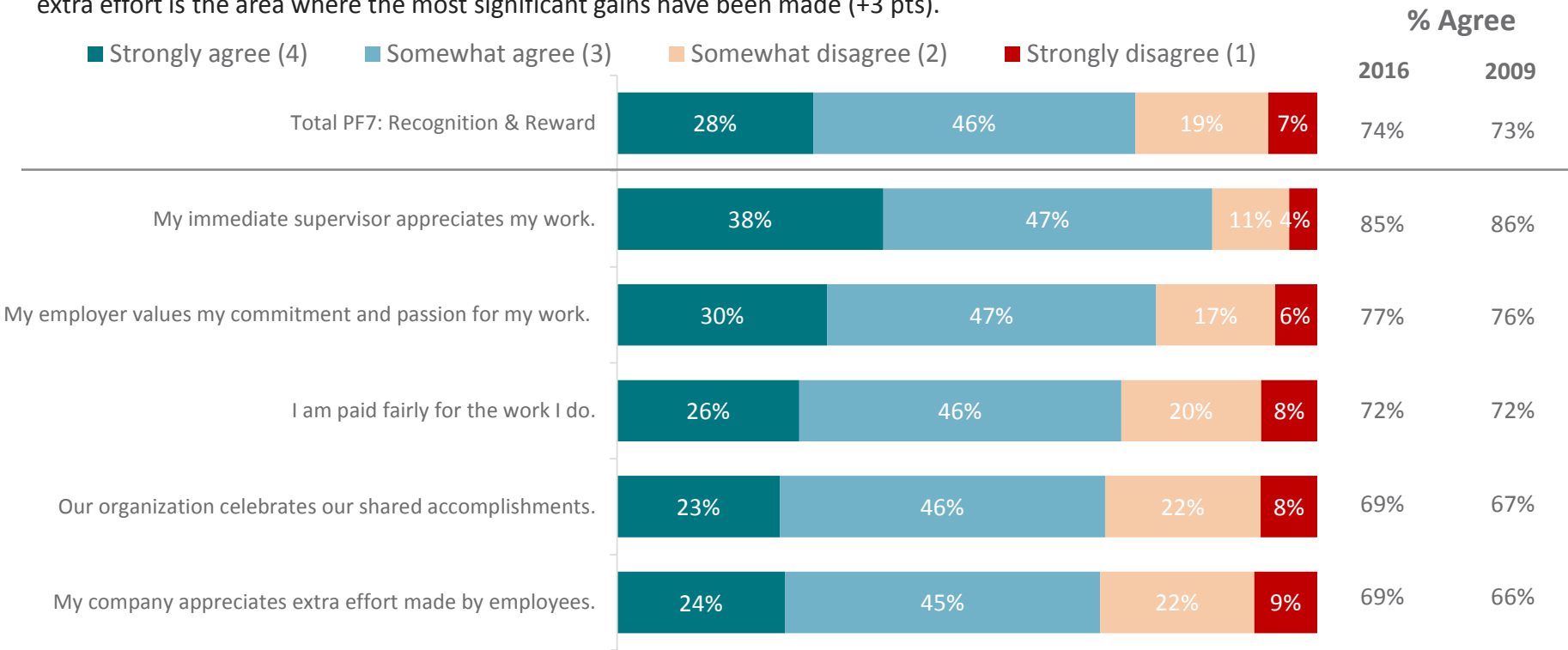
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents (n=5010)

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# PF7: RECOGNITION & REWARD

- While a majority (85%) agree their immediate supervisor appreciates their work (-1 pt), this majority shrinks when it comes to perceptions of fair pay and recognition of achievement and efforts by the organization as a whole. Employees feeling appreciated for extra effort is the area where the most significant gains have been made (+3 pts).

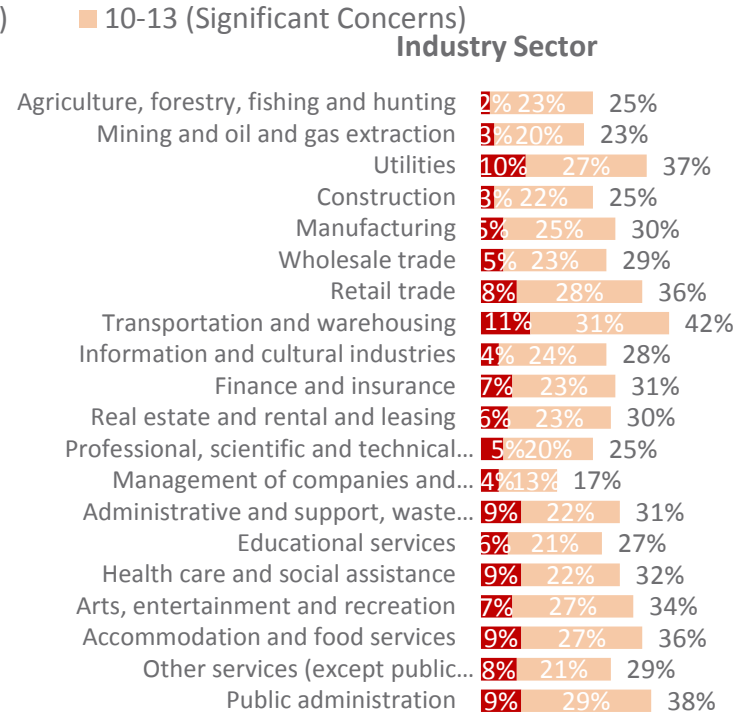
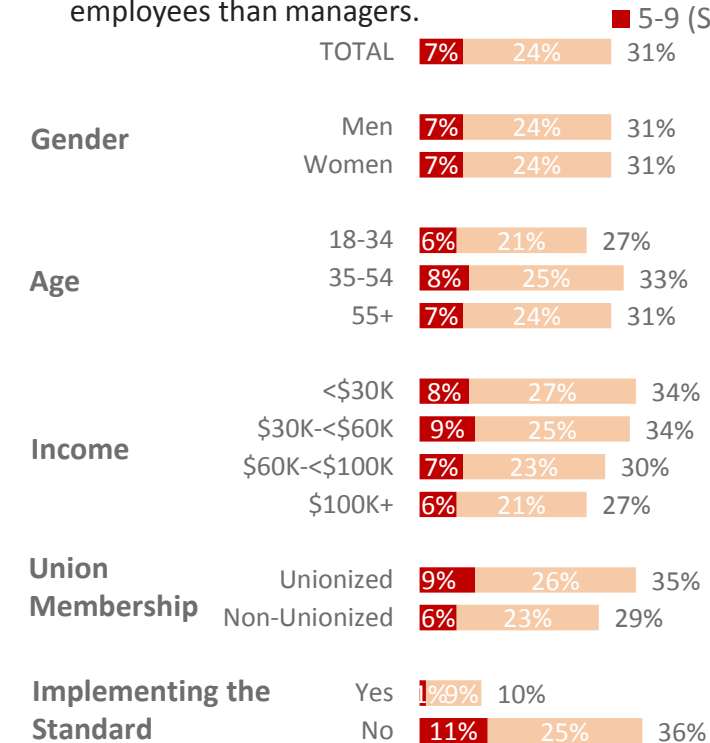


PSR1-PSR13. TOTAL Score obtained for this PSR.  
 Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF7: RECOGNITION & REWARD

## DEMOGRAPHIC DIFFERENCES

- Canadians aged 35 and over tend to have stronger concerns about recognition and reward in the workplace than their younger counterparts. Concerns are also more pronounced among lower-income groups than those with higher incomes, and among employees than managers.



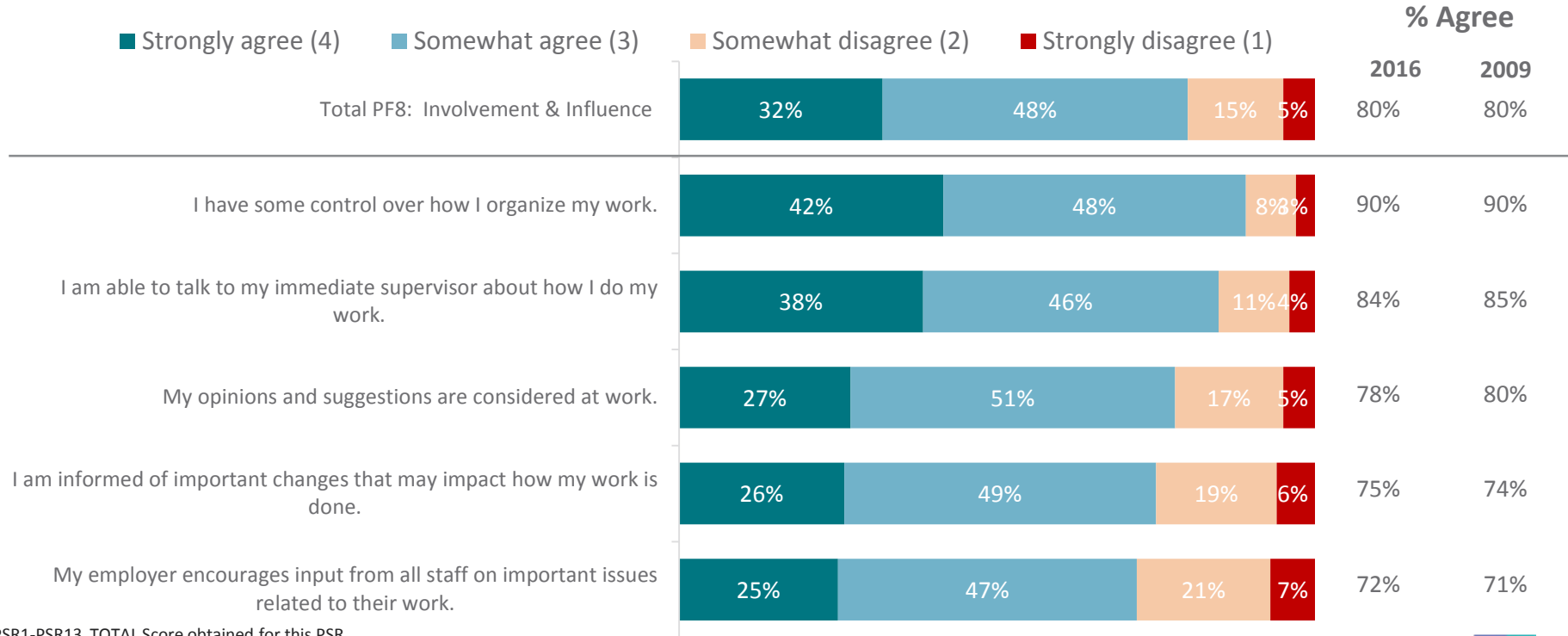
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents (n=5010)



# PF8: INVOLVEMENT & INFLUENCE

- Nine in ten respondents (90%) agree they have some control over how they organize their work (unchanged), and eight in ten (80%) say their opinions and suggestions are considered at work (-2 pts). No significant gains since 2009 are noted in PF8.



PSR1-PSR13. TOTAL Score obtained for this PSR.

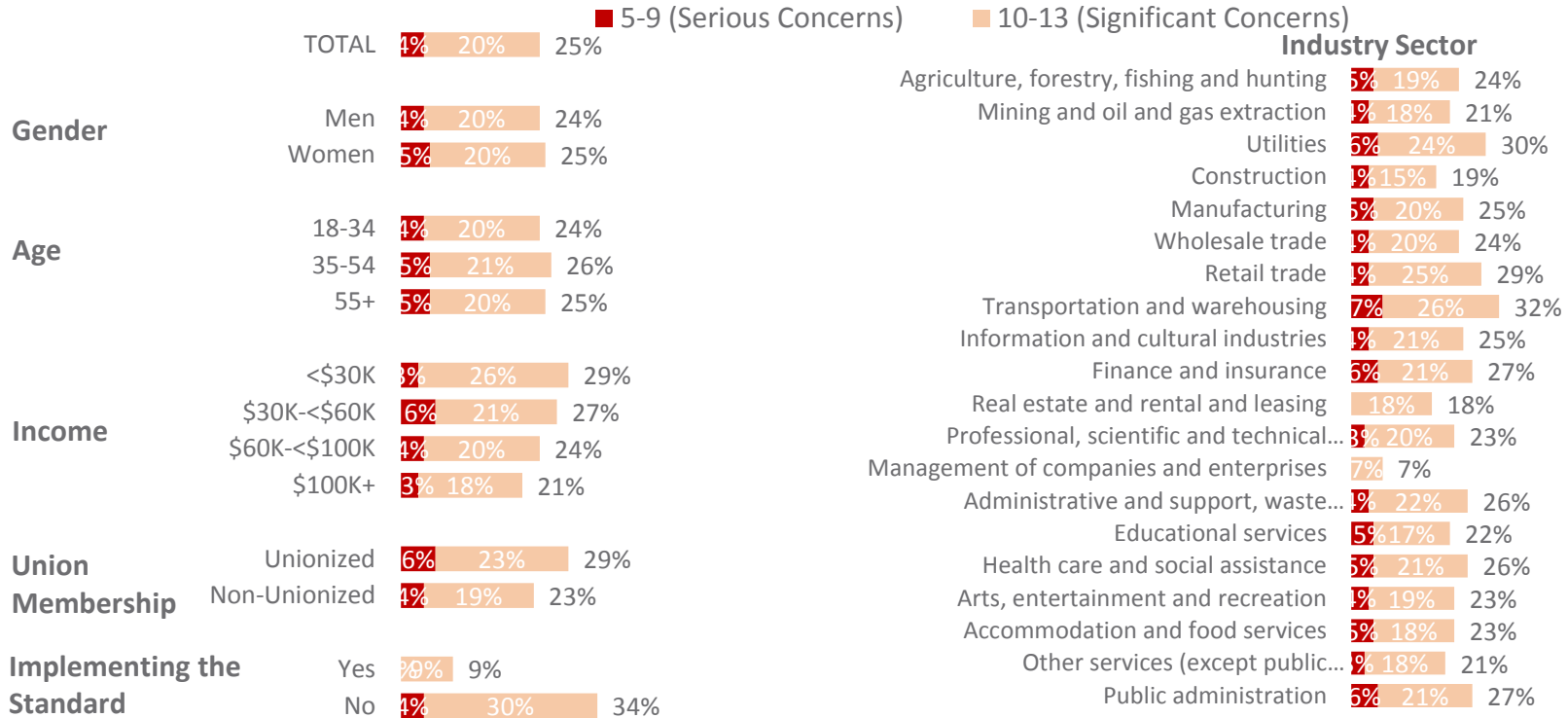
Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

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# PF8: INVOLVEMENT & INFLUENCE

## DEMOGRAPHIC DIFFERENCES

- Concerns related to involvement and influence are stronger among those with lower annual incomes. Those working in utilities and transportation tend to have stronger concerns in this area, as do non-managerial employees.



PSR1-PSR13. TOTAL Score obtained for this PSR.

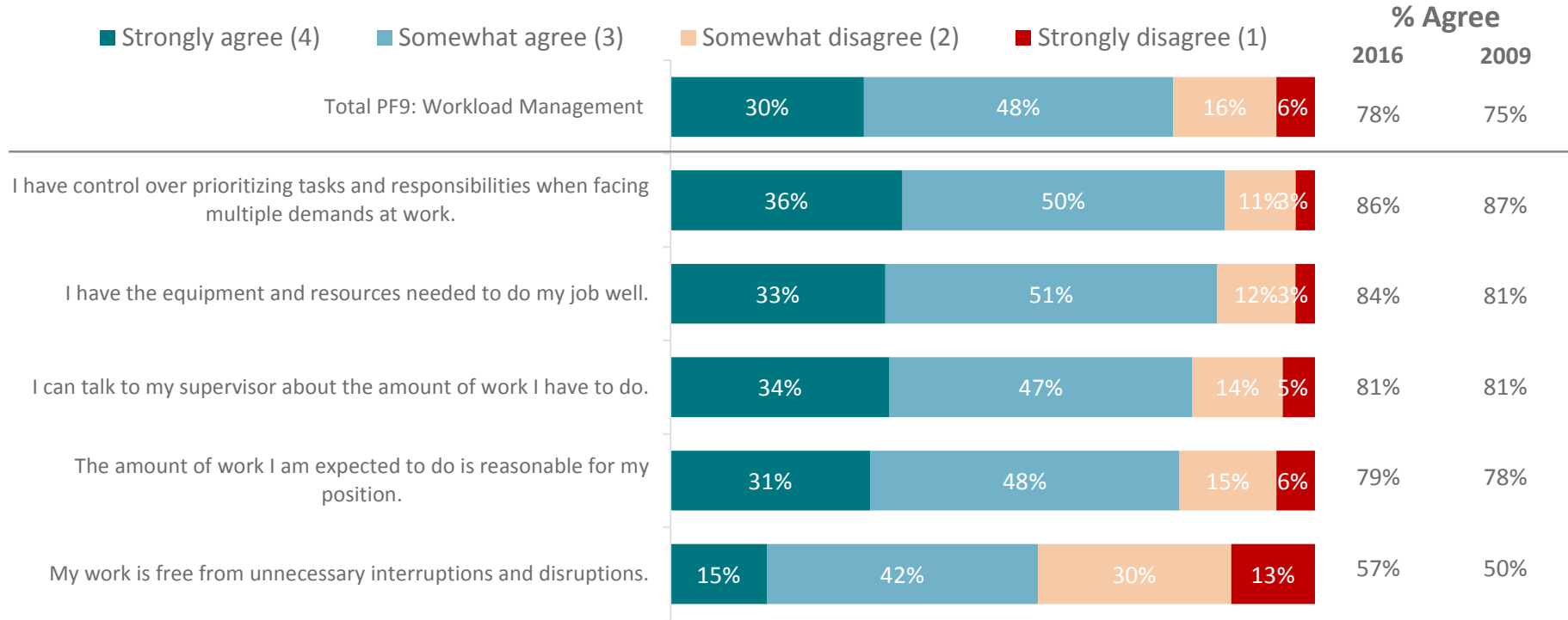
Base: All Respondents (n=5010)

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# PF9: WORKLOAD MANAGEMENT

- Eight in ten (79%) respondents agree the amount of work they are expected to do is reasonable for their position (+1), leaving two in ten (21%) who say they are doing an unreasonable amount of work. Nearly six in ten (57%) say their work is free from unnecessary interruptions and disruptions; the most growth noted for any metric in PF9 (+7 pts).



PSR1-PSR13. TOTAL Score obtained for this PSR.

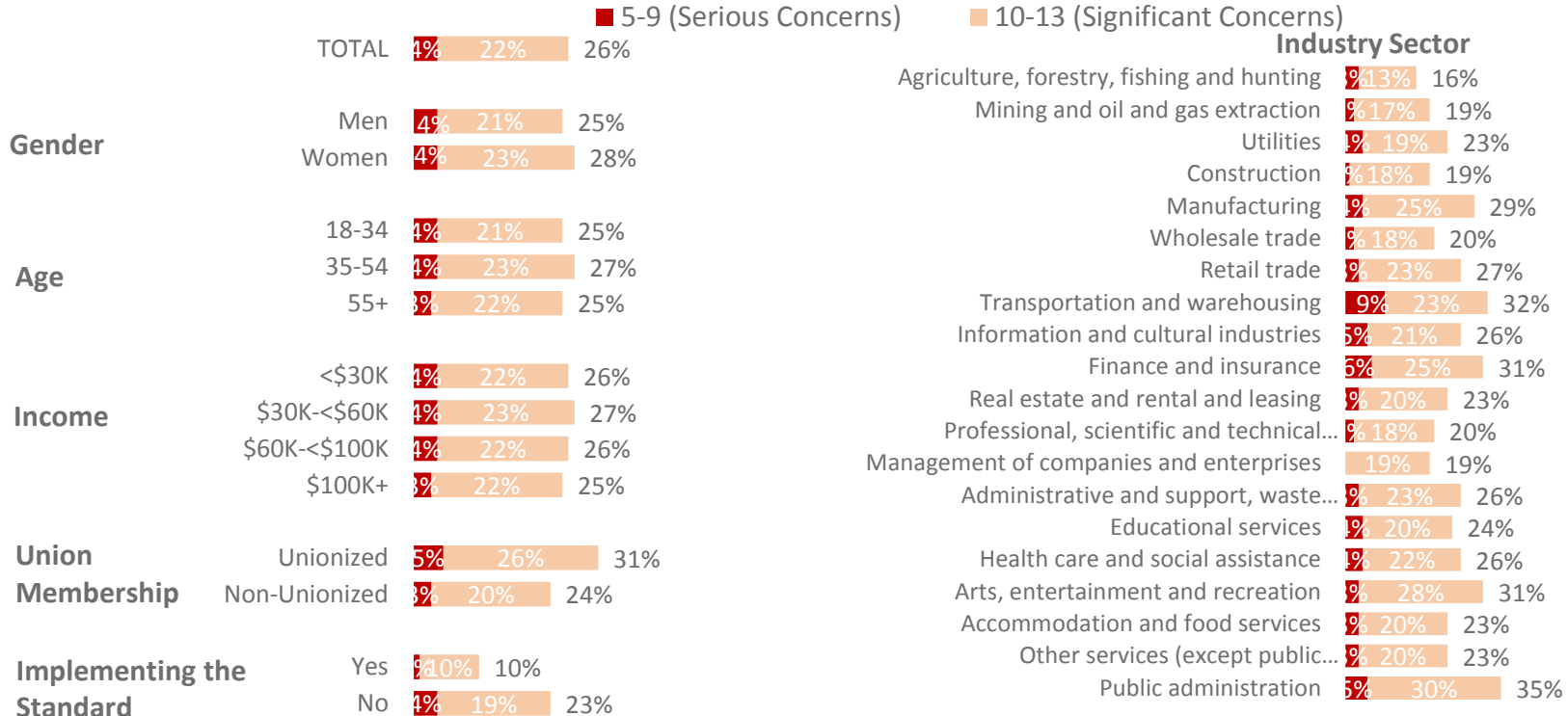
Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

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# PF9: WORKLOAD MANAGEMENT

## DEMOGRAPHIC DIFFERENCES

- Concerns about workload management are at similar levels across gender, age and income groups. Those working in public administration and transportation are more likely than others to have serious or significant concerns.



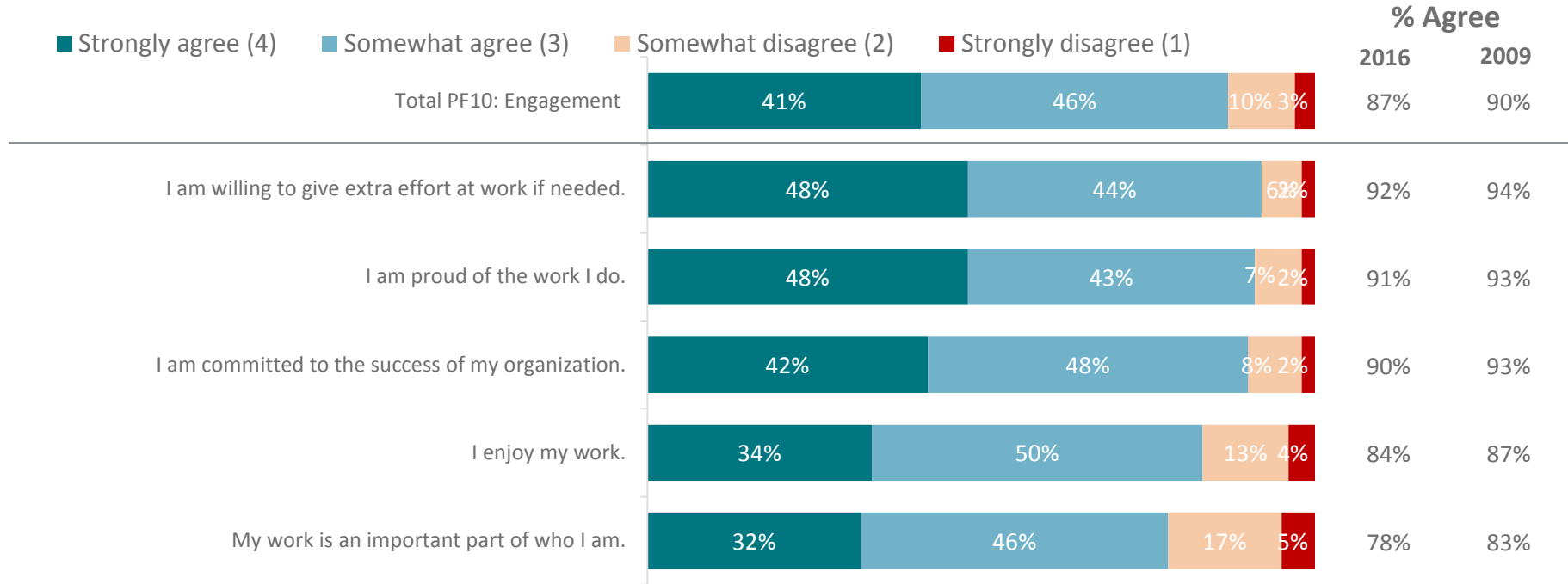
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents (n=5010)

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# PF10: ENGAGEMENT

- An overwhelming majority are willing to give extra effort at work when needed, are proud of their work, are committed to their organization's success and enjoy their work. Still, no gains have been made in this area, perhaps a function of the relatively high scores already measured in 2009.



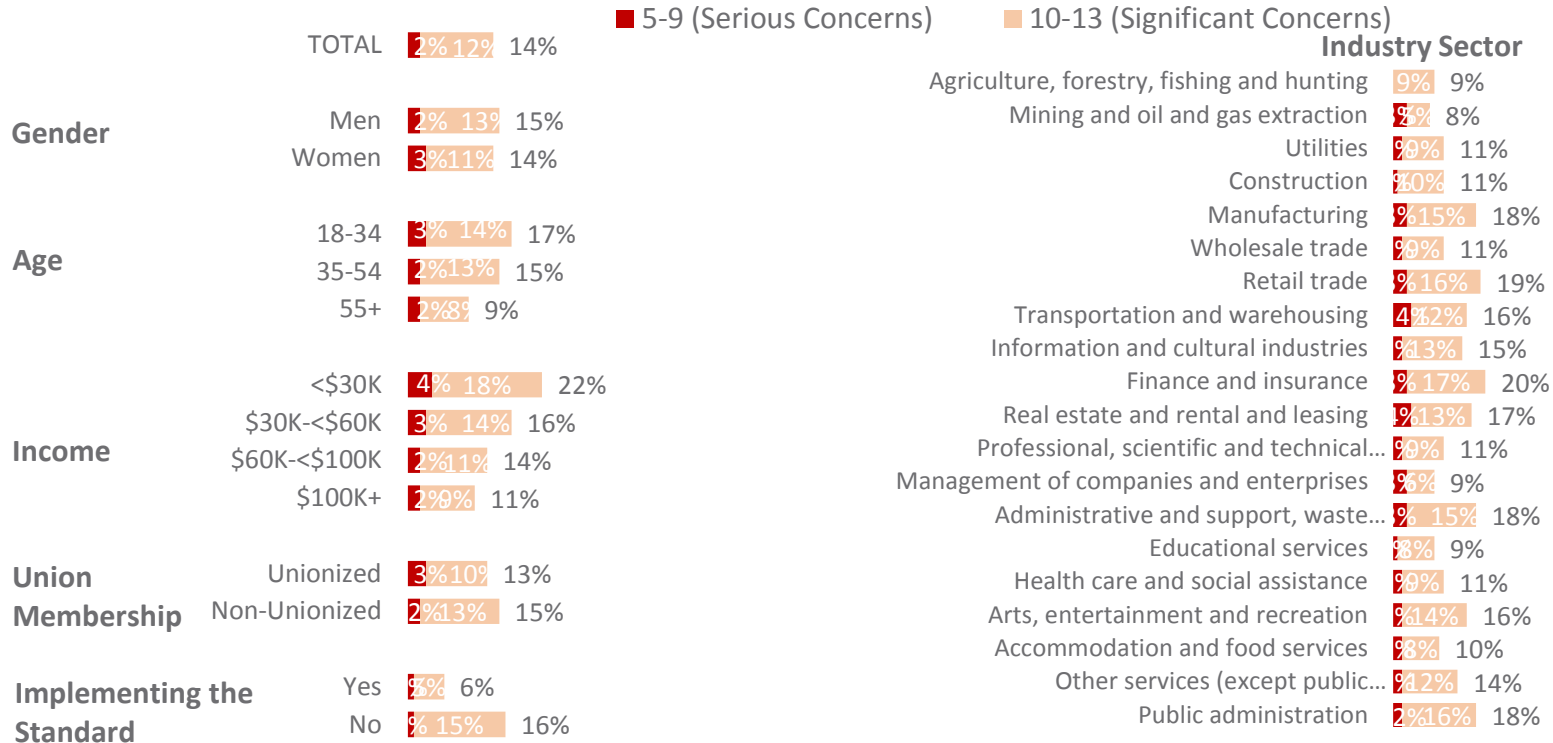
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF10: ENGAGEMENT

## DEMOGRAPHIC DIFFERENCES

- Younger Canadians have stronger concerns about engagement, as do those earning lower incomes and those not currently in managerial roles.



PSR1-PSR13. TOTAL Score obtained for this PSR.

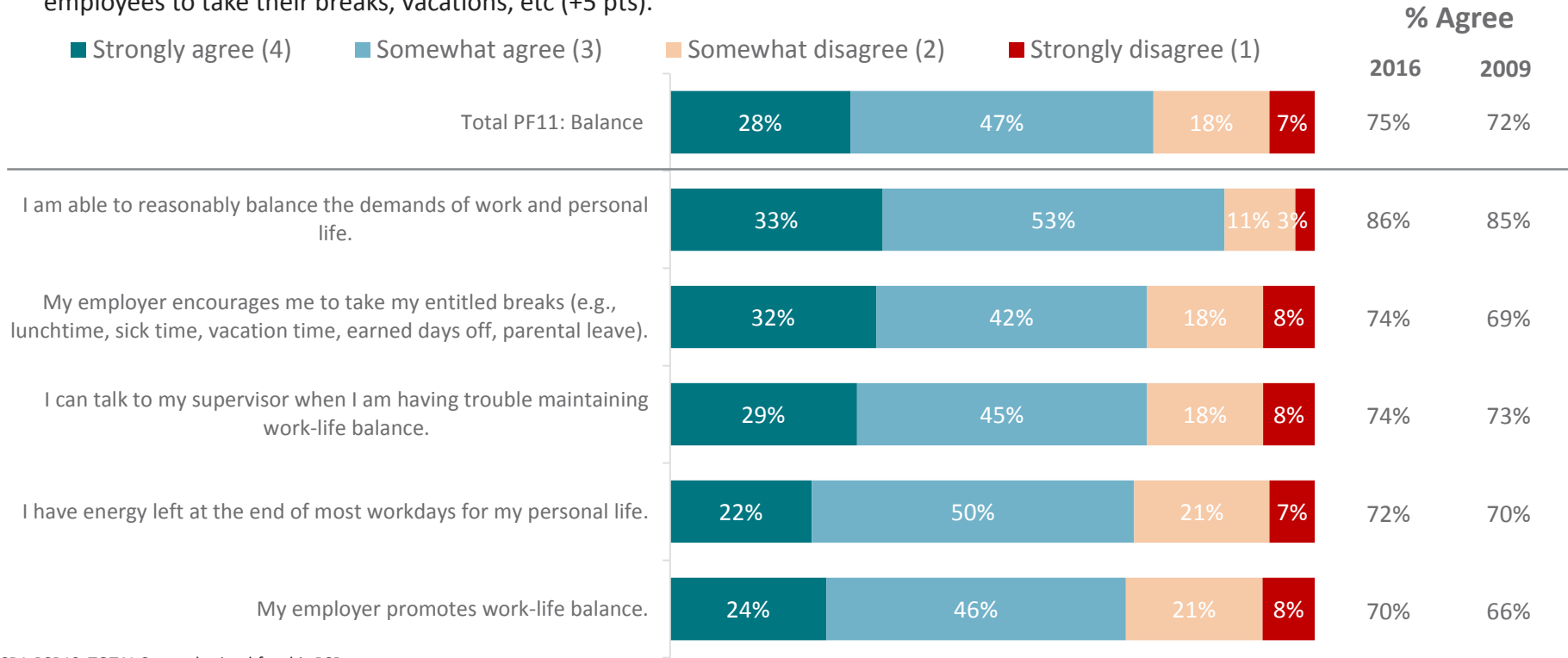
Base: All Respondents (n=5010)

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**Responsible for Managing Others** Yes 0% 11%  
No 14% 17%

# PF11: BALANCE

- While a majority say they have energy left at the end of the workday (+ 2 pts), three in ten (28%) do not. Three in ten (30%) also disagree that their employer promotes work-life balance. The most significant gains are that more employers are encouraging employees to take their breaks, vacations, etc (+5 pts).



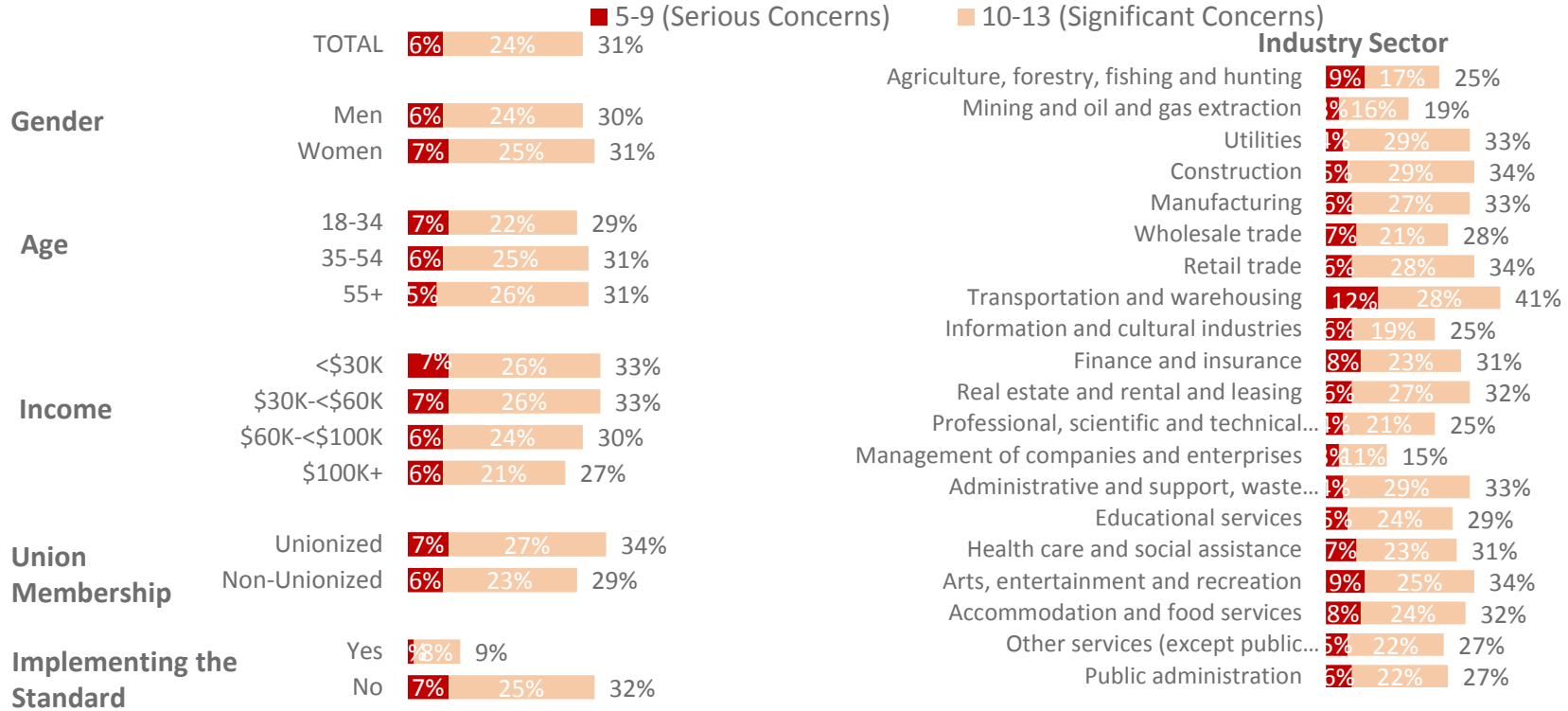
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF11: BALANCE

## DEMOGRAPHIC DIFFERENCES

- Concerns for balance appear comparably strong across demographic subgroups. Those working in transportation and warehousing and to have somewhat stronger concerns than Canadians in other industries.



PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: All Respondents (n=5010)

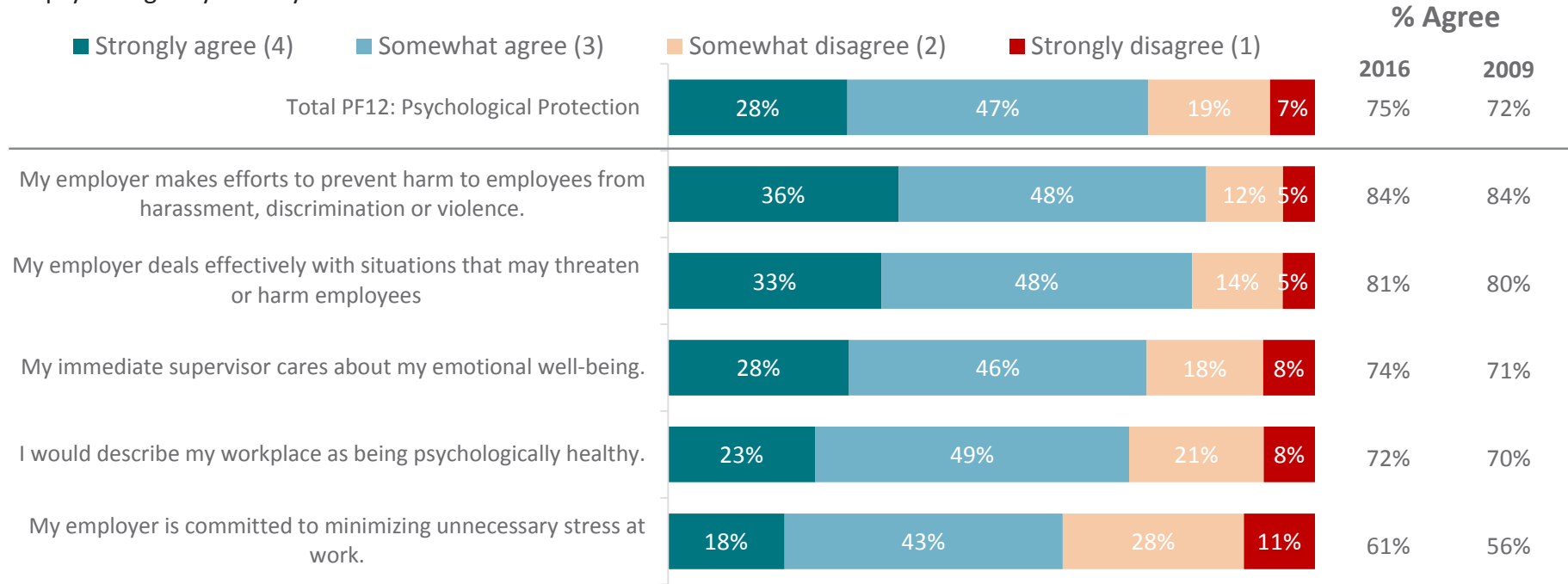
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# PF12: PSYCHOLOGICAL PROTECTION

- Four in ten respondents disagree with the statement “My employer is committed to minimizing unnecessary stress at work.” Most gains in this area of mental health are modest; a 5-point gain is noted in the belief that their employer is committed to minimizing unnecessary stress, and a modest 2-point improvement is seen in the proportion of Canadians who describe their workplace as being psychologically healthy.



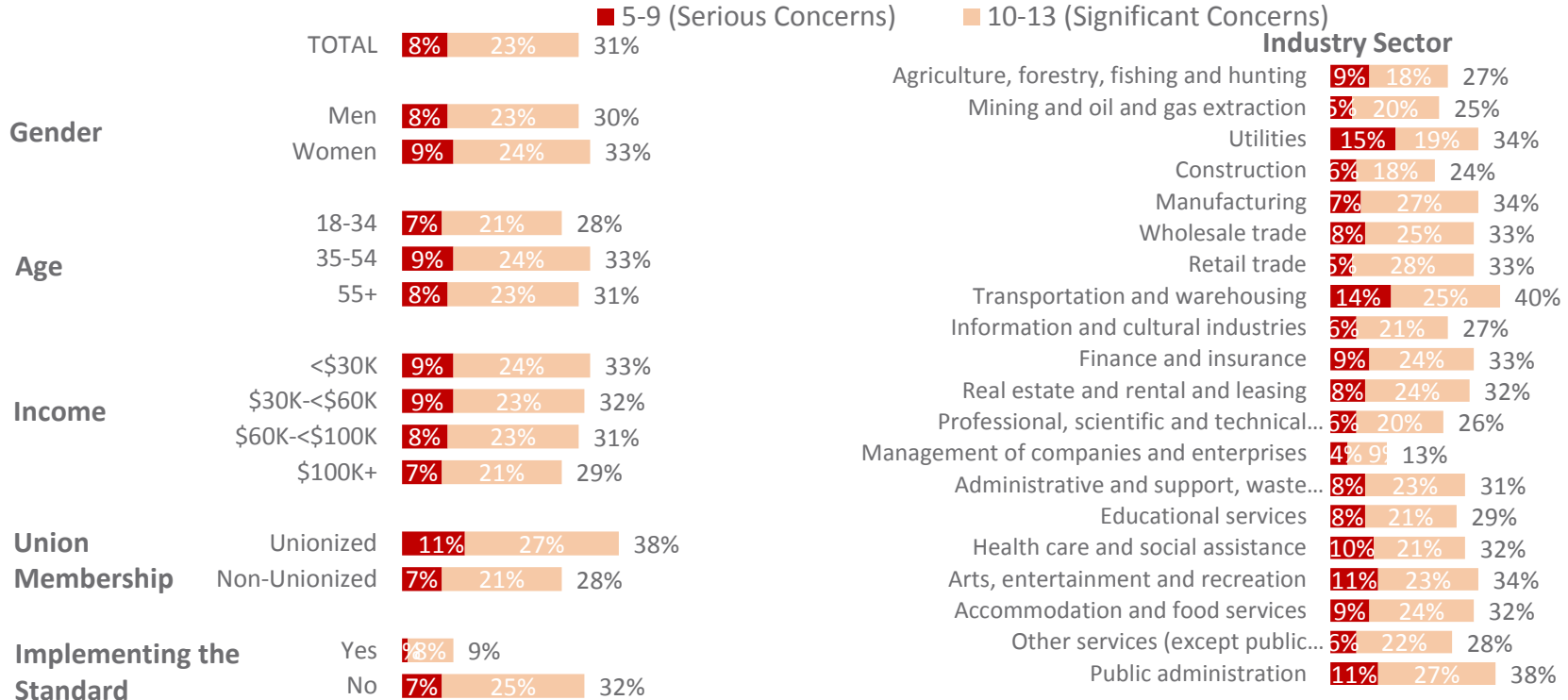
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010); 2009 - All respondents (n=6804)

# PF12: PSYCHOLOGICAL PROTECTION

## DEMOGRAPHIC DIFFERENCES

- Psychological protection is of similar concern across most demographic subgroups, with slightly stronger concern noted for employees as opposed to managers, those working in transportation, public administration and utilities.



PSR1-PSR13. TOTAL Score obtained for this PSR.

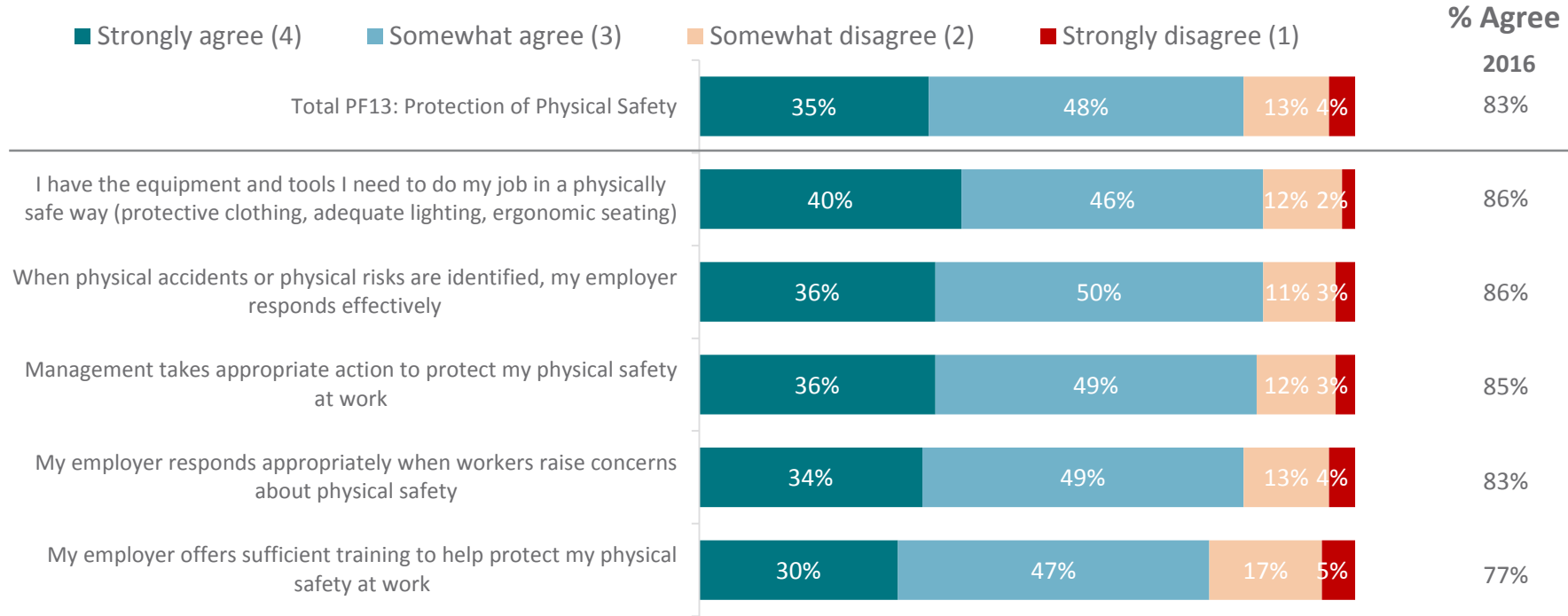
Base: All Respondents (n=5010)

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# PF13: PROTECTION OF PHYSICAL SAFETY

- Concerns about the protection of physical safety seem less pronounced than for other PFs. More than eight in ten respondents agree with nearly all statements, and more than three in four (77%) say their employer offers sufficient training to help protect their physical safety at work.



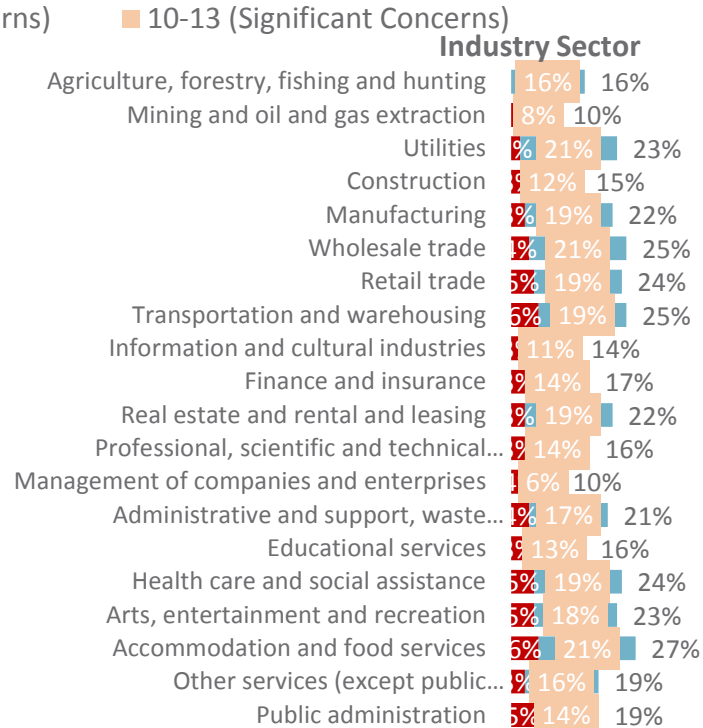
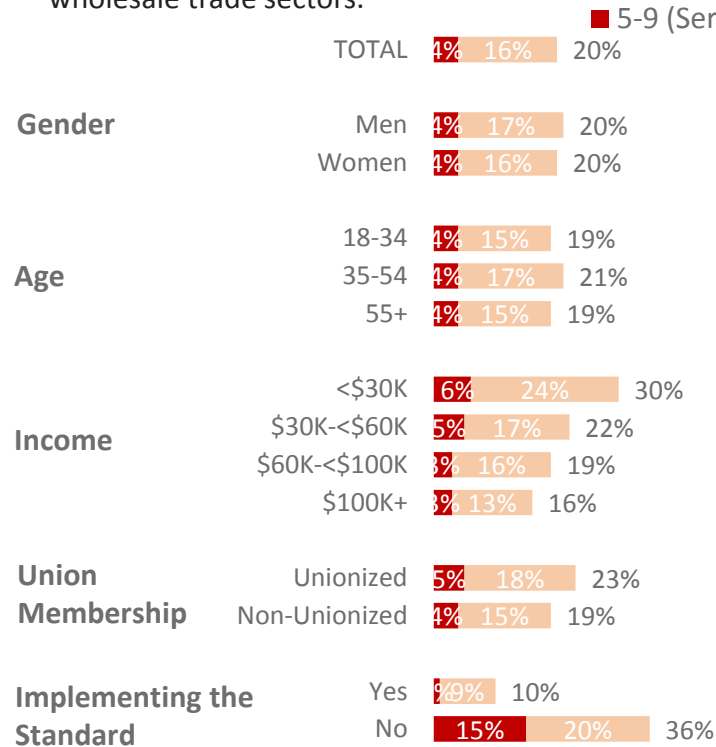
PSR1-PSR13. TOTAL Score obtained for this PSR.

Base: 2016 - All Respondents (n=5010). \*Note: PF13 statements were not asked in 2009.

# PF13: PROTECTION OF PHYSICAL SAFETY

## DEMOGRAPHIC DIFFERENCES

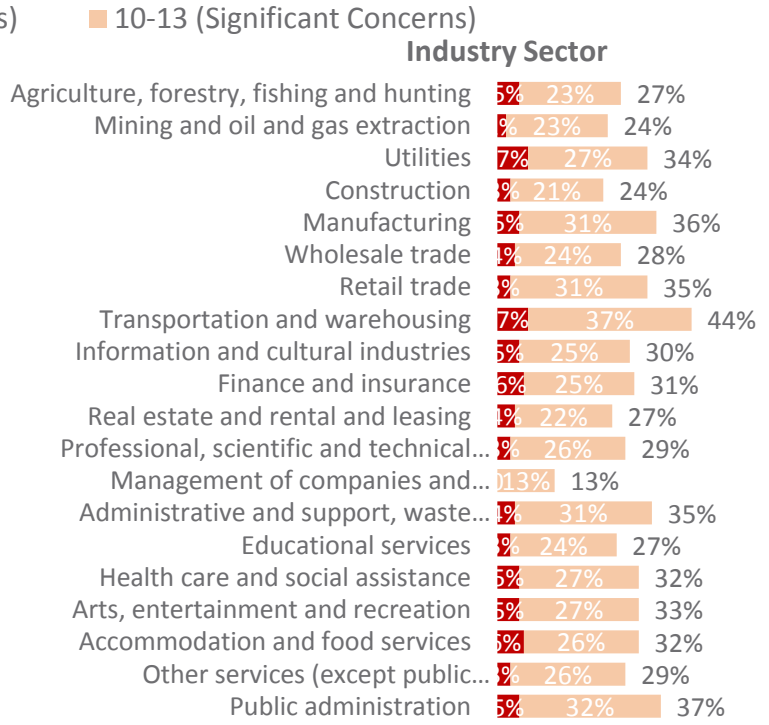
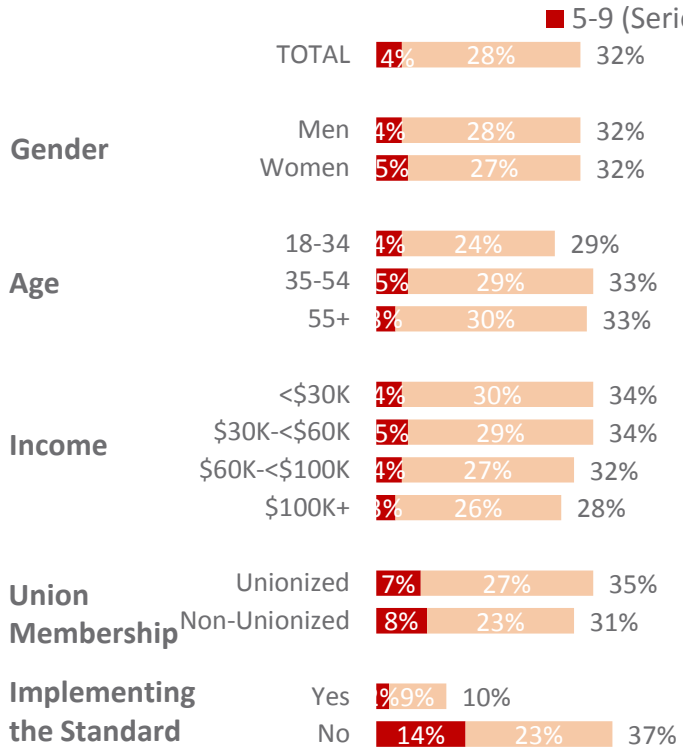
- Canadians earning less than \$30K in income are more likely than those with higher incomes to fall into the categories of serious or significant concerns for the protection of physical safety. These concerns are strongest in the accommodation & food, utilities and wholesale trade sectors.



PSR1-PSR13. TOTAL Score obtained for this PSR.  
Base: All Respondents (n=5010)

# AVERAGE SCORE ACROSS ALL FACTORS, BY DEMOS

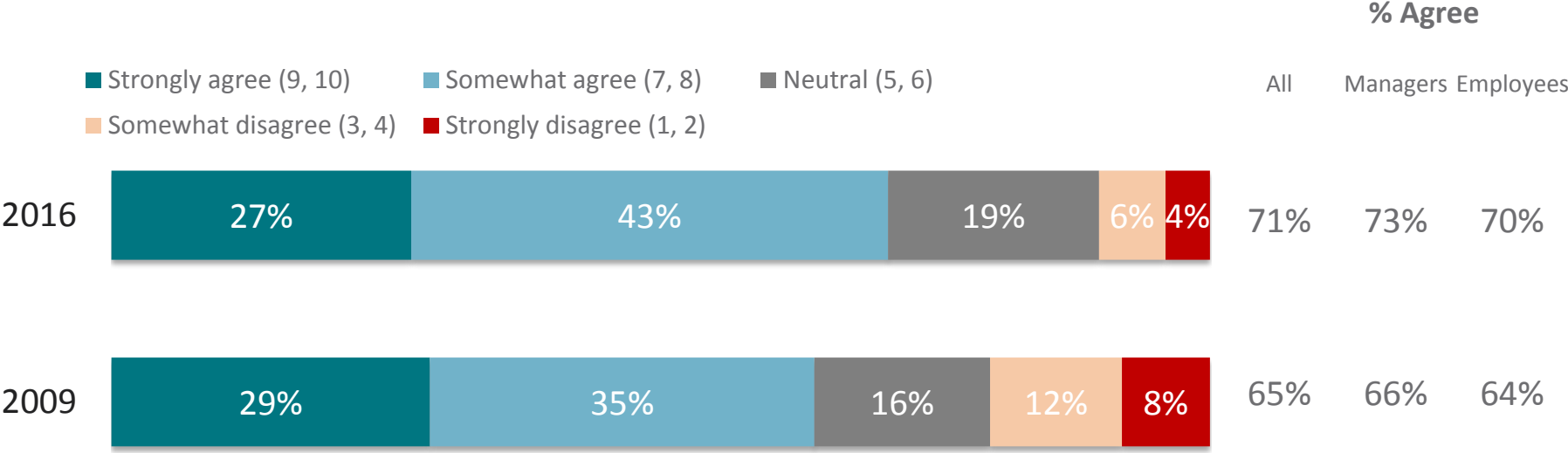
- Overall, younger people are less likely to describe a workforce described as concerning, while lower income people and unionized employees are slightly more likely. Aside from specific industries, the biggest difference exists among employees (36%) and managers (27%), with employees being more likely to describe a workplace that is categorized as concerning.



PSR1-PSR13. TOTAL Score obtained for this PSR.  
 Base: All Respondents (n=5010)  
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# MY WORKPLACE IS A PSYCHOLOGICALLY SAFE AND HEALTHY ENVIRONMENT

- The number of Canadians who disagree that their workplace is a psychologically safe and healthy place to work has been cut in half since 2009, and currently stands at 10% (down 10 points).



QM4. On a scale of 1 to 10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statement?  
*Overall, my current workplace is a psychologically safe and healthy environment to work in.*  
 Base: All Respondents 2016 (n=5010); 2009 (n=6804)

# MY WORKPLACE IS A PSYCHOLOGICALLY SAFE AND HEALTHY ENVIRONMENT

- Disagreement with this statement is low across all key subgroups, with no significant differences noted.

## **% Total Disagree (1-4 out of 10)**

	Total	Gender		Age			Management Status	
	Total	Male	Female	18-34	35-54	55+	Manager	Employee
		A	B	C		D	E	F
<i>Base: All Respondents</i>	5010	2216	2794	1352	2457	1201	2047	2963
Total Disagree (1-4)	10%	10%	11%	9%	11%	12%	10%	12%

## **% Total Agree (7-10 out of 10)**

	Total	Gender		Age			Management Status	
	Total	Male	Female	18-34	35-54	55+	Manager	Employee
		A	B	C		D	E	F
<i>Base: All Respondents</i>	5010	2216	2794	1352	2457	1201	2047	2963
Total Agree (7-10)	71%	70%	72%	70%	71%	71%	72% <sub>F</sub>	69%

QM4. On a scale of 1 to 10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statement?

*Overall, my current workplace is a psychologically safe and healthy environment to work in.*

Base: All Respondents 2016 (n=5010)

# MY WORKPLACE IS A PSYCHOLOGICALLY SAFE AND HEALTHY ENVIRONMENT

- Respondents whose organization is implementing the Standard are significantly more likely than those who are not to agree the workplace is a psychologically safe and healthy environment.

### % Total Disagree (1-4 out of 10)

	Total	Implementing the Standard	
	Total	Yes	No
		A	B
<i>Base: All Respondents</i>	5010	290	101
Total Disagree (1-4)	10%	5%	13% <sub>A</sub>

### % Total Agree (7-10 out of 10)

	Total	Implementing the Standard	
	Total	Yes	No
		A	B
<i>Base: All Respondents</i>	5010	290	101
Total Agree (7-10)	71%	87% <sub>B</sub>	61%

QM4. On a scale of 1 to 10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statement?  
*Overall, my current workplace is a psychologically safe and healthy environment to work in.*

Base: All Respondents 2016 (n=5010)



# MY WORKPLACE IS A PSYCHOLOGICALLY SAFE AND HEALTHY ENVIRONMENT

- Respondents working in the utilities sector tend to be more likely to disagree about their workplace being psychologically safe and healthy.

## % Total Disagree (1-4 out of 10)

Total	Industry Sector																			
Total	Agri., forestry, fishing and hunting	Mining and oil & gas extr.	Utilities	Construction	Manuf.	Wholesale trade	Retail trade	Transport & warehousing	Info and cultural industries	Finance and insurance	Real estate and rental and leasing	Prof., scientific and tech. services	Mgmt. of companies & enterprises	Admin & support, waste mgmt & remediation services	Educ. Services	Health care & social assistance	Arts, ent. & recreation	Accomm. & food services	Other services (except public admin)	Public admin
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
5010	49	51	35	187	413	128	557	263	223	240	56	425	33	313	522	611	111	148	283	362
10%	11%	7%	<b>25%</b> BDEFGHIJK LMNOPS	9%	12%	10%	11%	11%	12%	10%	4%	9%	0%	11%	7%	13%	14%	13%	9%	14%

## % Total Agree (7-10 out of 10)

Total	Industry Sector																			
Total	Agri., forestry, fishing and hunting	Mining and oil & gas extr.	Utilities	Construction	Manuf.	Wholesale trade	Retail trade	Transport & warehousing	Info and cultural industries	Finance and insurance	Real estate and rental and leasing	Prof., scientific and tech. services	Mgmt. of companies & enterprises	Admin & support, waste mgmt & remediation services	Educ. Services	Health care & social assistance	Arts, ent. & recreation	Accomm. & food services	Other services (except public admin)	Public admin
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
5010	49	51	35	187	413	128	557	263	223	240	56	425	33	313	522	611	111	148	283	362
71%	<b>76%</b> EHRT	79%	70%	<b>71%</b> EHRT	65%	<b>73%</b> EHRT	71%	62%	<b>73%</b> EGHRT	<b>72%</b> EHRT	<b>77%</b> EHRT	<b>75%</b> EHRT	<b>91%</b> CDEFGHIJL NOPQRST	<b>73%</b> EHRT	<b>75%</b> EHTY	<b>71%</b> EHRT	69%	65%	<b>74%</b> EGHRT	66%

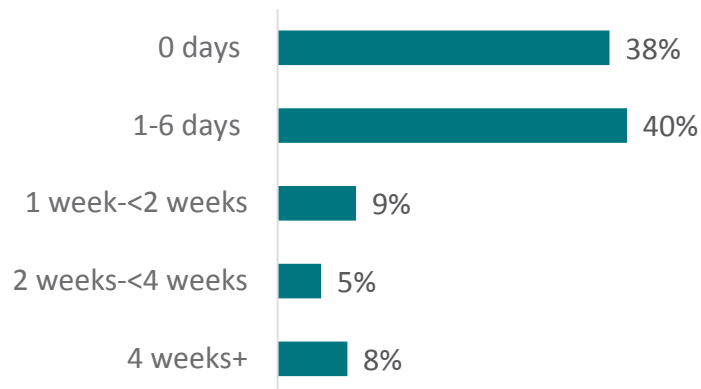
QM4. On a scale of 1 to 10, where 1 means strongly disagree and 10 means strongly agree, how strongly do you agree or disagree with the following statement?

Overall, my current workplace is a psychologically safe and healthy environment to work in.

Base: All Respondents 2016 (n=5010)

# AMOUNT OF WORK MISSED BECAUSE OF DEPRESSION, STRESS OR ANXIETY

- Eight in ten Canadians with depression missed less than a week from work over the past year because of their symptoms. Only 8% took a month or more off.



Average Number of Days										
	Total	Gender		Age			Manager Status		Implementing the Standard	
	Total	Male	Female	18-34	35-54	55+	Manager	Employee	Yes	No
		A	B	C	D	E	F	G	H	I
	2025	761	1264	680	987	358	909	1116	138	65
Avg. incl. 0	12.5	12.1	12.9	10.9	14.1	10.2	12.3	12.7	7.4	21.4 <sub>H</sub>
Avg. excl. 0	20.2	20.5	20	15.7	23.1 <sub>c</sub>	20.7	17.9	22.6	9.6	25.3 <sub>H</sub>

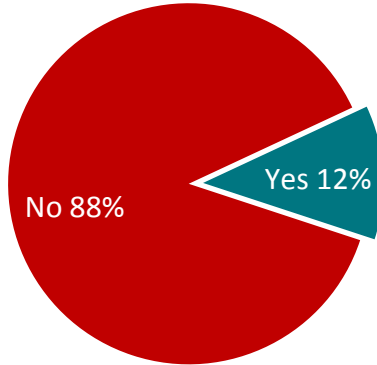
Q7\_6. [SUMMARY - By Days] Thinking back over the past year, how many days, weeks or months did you miss from work because of depression, stress, or anxiety?

Base: Those with Depression (past or present – excl. those who believe they currently suffer but don't have a diagnosis) (n=1748)

# AWARENESS AND READERSHIP OF THE STANDARD

- More than one in ten respondents are aware of The Standard, and one in three of those aware have downloaded or otherwise obtained a copy of the document. A majority of those who accessed the document have read it. Seen as a proportion of all employed Canadians, this amounts to 3% of the total sample.

## Aware of The Standard?

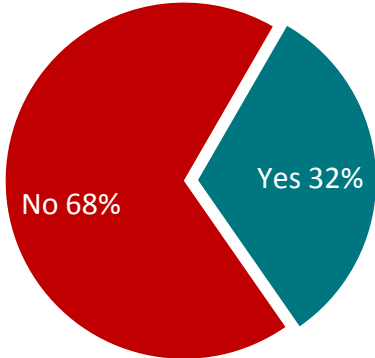


“Yes”

(A)Managers 20%<sub>B</sub>  
(B) Employees: 7%



## Obtained a Copy?

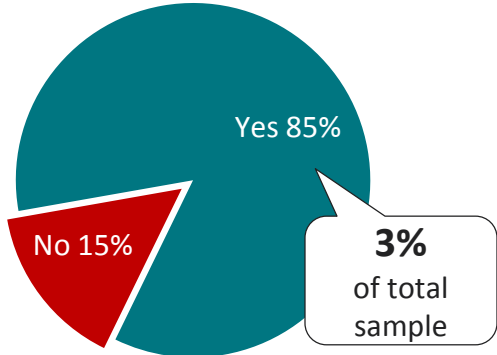


“Yes”

(A)Managers 40%<sub>B</sub>  
(B) Employees: 17%



## Read It?



“Yes”

(A)Managers 86%<sub>B</sub>  
(B) Employees: 83%

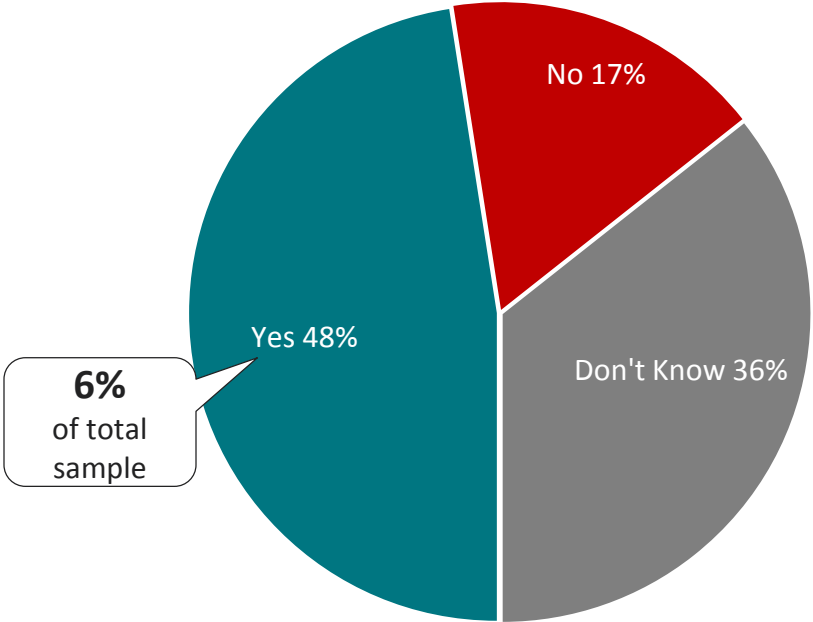
Q8\_1. Are you aware of the National Standard of Canada for Psychological Health and Safety in the Workplace (The Standard)? Base: All Respondents (n=5010).

Q8\_2. Have you downloaded, or otherwise obtained, a copy of The Standard? Base: Aware of the National Standard of Canada for Psychological Health and Safety (n=618).

Q8\_3. Have you read The Standard? Base: Downloaded, or obtained, a copy of The Standard (n=200).

# IMPLEMENTING THE STANDARD

- About half of those aware of The Standard say that their organization is implementing it, while nearly four in ten aren't sue. Managers are significantly more likely than employees to know that The Standard is being implemented at work, while employees are more likely to be unaware. This amounts to 6% of all employees who say their workplace is implementing The Standard.



	Managers (n=408)	Employees (n=210)
	A	B
Yes	<b>51%<sub>B</sub></b>	40%
No	19%	12%
Don't Know	30%	<b>47%<sub>A</sub></b>

Q8\_4. Is your organization implementing The Standard?  
 Base: Aware of the National Standard of Canada for Psychological Health and Safety (n=618)



# DEMOGRAPHICS

Region	
Alberta	10%
British Columbia	13%
SK/MB (Net)	7%
Atlantic (Net)	7%
Ontario	38%
Quebec	25%

Community Size	
Greater than 500,000	44%
150,000 – 500,000	22%
10,000 – 149,999	23%
Less than 10,000	11%

Place of Birth	
Yes, born in Canada	84%
No, not born in Canada	16%

Citizenship	
A Canadian citizen	96%
A landed immigrant/permanent resident	4%

Education	
HS or Less (Net)	16%
Post Secondary (Net)	37%
University +(Net)	47%

Income	
<30K (Net)	9%
\$30K-<\$60K (Net)	27%
\$60K-\$100K (Net)	31%
\$100K+ (Net)	25%
Prefer not to answer (Net)	8%

Marital Status	
Single, never married	28%
Living with partner	16%
Married	45%
Widowed	1%
Divorced or separated	9%

Household Number	
1 to 2 (Net)	58%
3 to 4 (Net)	36%
5 + (Net)	6%

Children Under 18	
1 to 2 (Net)	28%
3 to 4 (Net)	3%
5 + (Net)	-

Gender	
Male	52%
Female	48%

Age	
18 to 34 (Net)	25%
35 to 54 (Net)	54%
55 + (Net)	21%

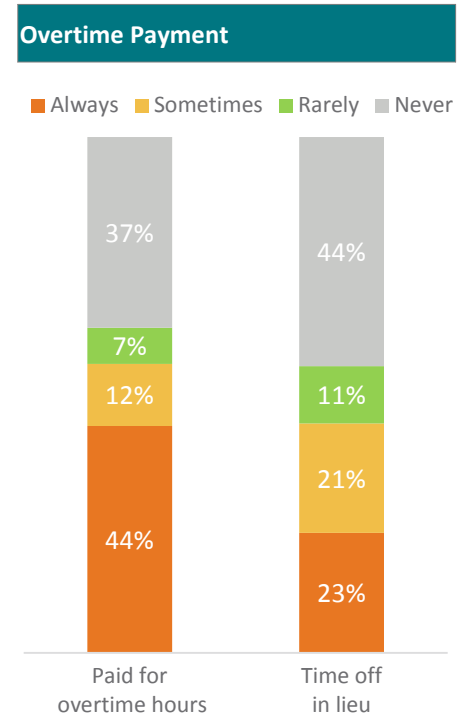
Tenure with employer	
<1 Year	9%
1-<2 Years	8%
2-<3 Years	8%
3-<5 Years	13%
5-<10 Years	23%
10-<20 Years	24%
20+ Years	15%
Mean	9.51

Employment Status	
Permanent	85%
Contract	9%
Seasonal	4%
Shift work	6%
Other	1%

Level within company	
Entry-level	69%
Senior Manager	25%
Director	5%
Vice President or Executive	2%

Overtime is Expected	
Yes	38%
No	62%

Hours Work Hours	
Less than 10 hours	3%
10 to 19	5%
20 to 29	8%
30 to 39	32%
40 to 49	42%
50 to 59	6%
60 to 69	2%
70 to 70	-
80+	1%
Mean	36.86



Industry sector category	
Health Care and Social Assistance	11%
Retail Trade	11%
Educational Services	10%
Professional, Scientific and Technical Services	9%
Manufacturing	9%
Public Administration	7%
Administrative and Support, Waste Management and Remediation Services	6%
Other Services (except Public Administration)	6%
Transportation and Warehousing	6%
Finance and Insurance	5%
Information and Cultural Industries	5%
Construction	4%
Accommodation and Food Services	3%
Wholesale Trade	3%
Arts, Entertainment and Recreation	2%
Real Estate and Rental and Leasing	1%
Mining and Oil and Gas Extraction	1%
Agriculture, Forestry, Fishing and Hunting	1%
Utilities	1%
Management of Companies and Enterprises	1%

# Number of Employees		
	Company wide	Your Branch
1 to 49	17%	36%
50 to 99	5%	10%
100 to 249	6%	12%
250 to 499	4%	5%
500+	26%	10%
Don't know	42%	28%

Public or Private Sector	
Private sector	58%
Federal government	6%
Provincial government	12%
Municipal government	3%
Other public sector	14%
Don't know	7%

Profit Not for Profit	
For-profit	63%
Not-for-profit	27%
Don't know	10%

Member of Union Federation	
Yes	31%
No	67%
Don't know	2%



# Contacts



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## GAME CHANGERS

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At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions.

We believe that our work is important. Security, simplicity, speed and substance applies to everything we do.

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