



Managing Work-Related Stress

A Guide to Risk Assessment

Clear, Simple, Smart Guidance

Foreword

This document aims to provide ‘Clear, Simple, Smart’ guidance to employers and managers in order to help them complete a suitable and sufficient work-related stress risk assessment for their workplace. A risk assessment is a useful way of identifying the causes of stress at work and control measures necessary to reduce the risk of harming employees’ health.

Employers might already have a significant number of controls in place and a risk assessment serves to order and set out those control measures in a concise way and record actions that are necessary to reduce the risk of harm. The risk assessment process requires that employers engage with employees to seek their views and suggest solutions. This act alone can encourage open discussion and de-stigmatise what is frequently a difficult topic. As employers, we cannot control the factors that are affecting people outside of work although we can encourage employees to talk, listen to them, and signpost them to people or organisations that can help, including any Employee Assistance Programmes (EAP) that the organisation has in place.

“However, employers do have influence within the working environment, in terms of considering the causes, and assessing the risk of work-related stress.”

Conducting a work-related stress risk assessment is a legal requirement and Health & Safety Executive (HSE) will carry out inspections to determine what businesses are doing to comply with the law and minimize the risks of work-related stress. A clear focus on work related ill-health including work-related stress is explicit in the HSE 10 year strategy launched in 2022. The guidance is formatted using the HSE’s Management Standards. Whilst it is not compulsory to follow this approach, it does provide a structured ‘tried and tested’ method with many points of reference and guidance freely available to help organisations.

MINERAL PRODUCTS ASSOCIATION

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What is Stress?

The HSE in the UK defines stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them”. It is important to recognise the difference between pressure and stress. Everyone needs a certain amount of pressure to function effectively.

Pressure is what helps us get things done and focuses our attention on the important things. When we feel too much pressure, we will begin to feel stress. Stress itself is not an illness, but stress can lead to mental and physical ill health if not addressed. Stress can also aggravate existing mental and physical health issues. Everyone has a different level at which stress will start to affect them. A situation that causes one person to feel stressed may not affect someone else.

SYMPTOMS OF STRESS MAY INCLUDE:	
Mental/Emotional Symptoms	Physical Symptoms
Panic attacks	Raised blood pressure
Feeling overwhelmed	Difficulty breathing
Irritability, anger, impatience	Tiredness, trouble sleeping
Anxiety	Muscle aches
Depression	Headaches
Sense of dread, afraid	Sweating
Worried, tense, wound up	Chest pains
Racing thoughts	Heartburn, indigestion
Loneliness, withdrawal	Changes to menstrual cycle
Loss of interest in life	Dizziness, nausea, fainting
Loss of sense of joy, happiness, humour	Diarrhoea or constipation
	Rashes, itchy skin
	Sudden weight loss or weight gain

What is Work-Related Stress?

Work-related stress is stress caused by one or more work-related factors.

The HSE has identified six key risk factors that can lead to work-related stress and has produced its Management Standards to give guidance on each of the six risk factors and a description of the conditions an employer should aim to achieve for each of them.

The six risk factors are:

Demands – Such as workload, work patterns and the work environment.

Relationships – Includes promoting positive working relationships to avoid conflict, and dealing with unacceptable behaviour.

Support – Includes encouragement, sponsorship and the resources provided by the organisation, line management and colleagues to help employees do their jobs effectively.

Role – How well people understand their role within the organisation, and how the organisation ensures that roles are not conflicting.

Control – How much influence employees have over the way they work.

Change – How the organisation manages and communicates change.



Why should you conduct a Work-related Stress Risk Assessment?

As well as a duty of care and a moral obligation to employees, there is a legal requirement to assess the risk of stress-related ill health resulting from work activities and take steps to control and minimize that risk. During their inspections and visits, HSE inspectors are increasingly asking businesses how they manage work-related stress. Having a robust stress risk assessment will help demonstrate this.

People suffering from high levels of stress are more likely to have an accident at work because their ability to concentrate, process information and make good decisions becomes compromised. We also know that poor mental health can lead to an increase in risk-taking behaviour.

There is also a cost to poor mental health. Not just a human cost, but also a cost to businesses.

In the UK in 2022/23, it was reported that there were 875,000 people suffering from work-related stress, anxiety or depression. Of these, 338,000 were new cases arising in 2022/23. This led to an estimated 17.1 million working days being lost over the period, which accounted for 49% of all working days lost due to ill health. Deloitte also reported that poor mental health, including stress, costs UK employers up to £56 billion a year.

Identifying the causes of work-related stress and taking action to reduce the risk of them making people ill will help to ensure employees are able to perform at their best, stay safe and healthy and enable them to enjoy their lives more fully inside and outside of work.

Businesses that are better at addressing work-related stress are likely to benefit from an improved safety culture, positive employer brand, reduced costs (i.e. absenteeism, presenteeism and labour turnover), improved productivity and efficiency and staff engagement.

Managing work-related stress is part and parcel of good management. Looking after employee's and taking steps to minimize work-related stress is the right thing to do.

¹ *Health and Safety at Work Act 1974 puts a 'duty of care' on employers to protect employees from the risk of stress at work*

² *The Management of Health and Safety at Work Regulations 1999 – this requires all employers to make a 'suitable and sufficient assessment' of the risks to the health and safety of their employees at work*

³ *Data taken from HSE 'Health and Safety at Work summary statistics for Great Britain 2023'*

⁴ *Deloitte 'Mental Health and Employers. The Case for Investment - Pandemic and Beyond, March 2022'*

What is a Work-related Stress Risk Assessment?

A work-related stress risk assessment is based on the same principles and is conducted in the same way as any other risk assessment. This means that you will need to assess where the risk of stress might occur in the organisation and who might be harmed. This guidance document adopts the '5 Steps to Risk assessment' model that is often promoted by HSE.

A corporate risk assessment is different from an individual risk assessment that you might complete for someone returning from sick leave following a period of mental ill health, for example. The assessment will look at workplace risk factors such as demands, control over work and support available and how it relates to groups of workers.

Unless you are a small company with similar stressors for all staff, you may need more than one 'work-related stress risk assessment'. This might be for different areas of the business, where different stressors are present i.e. operational staff and office staff are likely to be subject to different stress factors. Office staff may be subject to pressures such as workload, lack of resource or third party interactions. Operational staff may struggle with long working hours, shift working, and isolation if driving machinery, for example.

Businesses need to consider how best to define the groups for the purposes of risk assessment. They may already be aware of areas where stress is an issue and could risk assess these areas as a priority. A review of the HSE management standards and workplace risk factors, will help identify possible hotspots and groups where risk assessment is needed.

How should you do a Work-related Stress Risk Assessment?

This methodology describes a process of identifying and assessing work-related stress risk factors in order to develop an action plan and protect workers.

The HSE provide a robust evidence based approach to work-related stress risk assessment in their stress management standards approach. This includes a structured approach to preparing the organisation, consulting, and communicating with the workforce, gathering data and information and implementing

an action plan; INDG430 - How to tackle work-related stress ([hse.gov.uk](https://www.hse.gov.uk))

The management standards guidance provides a robust process to follow, but this may be adapted to suit the needs of each organisation. Some organisations may opt just to conduct a survey to inform their risk assessment(s). Others may prefer to use some existing quantitative data combined with focus group information. Provided adequate data is gathered to inform risk assessment, there is no one size fits all.

Prepare the Organisation

Prior to commencing a work-related stress risk assessment, it is important to ensure that the organisation understands why the project is being undertaken and what the intended outcomes are. A project plan should be developed, detailing what will be delivered, how it will be delivered and within what timeframes.

Early training of leaders and senior managers within the organisation on work-related stress and its implications would be useful to gain buy in, not only to the risk assessment process, but with the delivery of the resulting action plan.

Engaging a steering group or project team, ideally with people from across the organisation will optimise engagement. Further, getting input from people who work within different areas of the organisation and understand the pressures and risks that exist, will help optimise validity of the information.

Being clear on the desired outcomes from the project and setting KPIS will ensure progress can be measured and monitored moving forwards.



Identify, Analyse and Evaluate the Risks

Organisations should review the HSE Stress Management Standards and work-related stress risk factors to gain an understanding of the risk factors that may present themselves within the organisation or areas of the organisation.

You should undertake an initial assessment of where the risk of work-related stress may exist. This would be through data gathering and analysis. You could initially look at existing data within the organisation, both quantitative and qualitative:

Quantitative Data

Note – work-related stress data would be ideal. However, this may be difficult to obtain due to employees either reporting 'work-related stress' as general illness or as 'mental health.'

- Sickness absence
- Presenteeism
- Employee turnover
- Occupational health referrals
- EAP usage data i.e. calls, counselling sessions
- Accident rates and reasons
- Staff survey data

Qualitative Data:

- Exit interviews
- Focus group data
- Reports or complaints
- Self Assessment against HSE Management Standards
- Knowledge of work environment data (i.e. noise, vibration, temperature, fatigue, shifts)
- General knowledge of stress hotspots and exacerbating factors i.e. busy periods, lack of resource due to holidays
- Feedback from managers, worker representatives or trade unions

Once an analysis of existing data has taken place, the organisation should look at whether any new data collection is needed and action as required.

It would be useful to conduct a self assessment against the HSE Management Standards and work related stress factors to identify which stressors might be high risk for the organisation, departments, or roles. Whilst many of the stressors will apply to a certain level, some will be of particular prevalence for the industry and organisation, i.e. operational staff may work long hours, unsocial hours, shifts. Isolation or lone working may also be a risk.

Where a company does not conduct a regular staff survey and/or does not have readily available staff survey data, the online HSE Stress Indicator Tool (SIT) is a useful method of surveying the workforce to gauge their attitudes and perceptions towards work related stress, mental health and engagement. The survey asks questions around each of the key work-related stressors, helping companies identify areas to improve to prevent and manage work related stress.

Regarding focus groups, The HSE have developed a number of talking toolkits aimed at allowing structured conversations with workers around the key stressors found at work.

[Stress at work - Stress Talking Toolkits \(hse.gov.uk\)](https://www.hse.gov.uk/stress-at-work-stress-talking-toolkits)

When deciding on who to speak to, you should consider how best to structure the groups to enable people to feel they can talk openly and honestly (i.e. putting employees and managers in the same group may not be effective). Employees may need reassurance that the data they provide will be anonymised. It may be difficult to get access to employees who are willing to talk and you may need to conduct 1:1 meetings where employees are not keen to share information within a group. Gaining a representative view of the wider employee group should also be a consideration.

Consult & Communicate

Consultation and Communication should form part of the initial project plan to ensure the workforce and representatives are involved in the process. This will optimise engagement and ensure project success.

Throughout the project, regular consultation and communication should take place with the steering group/project team and the wider workforce, either through worker or union representatives or directly. This will be useful to sense check outcomes at each stage of the process and provide an opportunity to question the existence of underlying bias or assumptions.

Record the Findings (Risk Assessment and Action Planning)

Once the risks and groups they relate to have been identified, you should complete a risk assessment template. You may need to complete more than one, i.e. one per area or group. An example risk assessment can be found in the appendices. The HSE provide a useful checklist to determine if your stress risk assessment is suitable and sufficient; SO102a (hse.gov.uk). The risks you have identified and potential control measures should be included, in the same way as for any other risk assessment.

The next step will be to include this information in an action plan, adding in appropriate solutions and delivery timescales. This activity should be undertaken in consultation with the steering or project group, worker representatives and/or the trade union. The completed action plan should be communicated with the wider workforce, making clear what actions will be undertaken in the short, medium and longer term and issues that may be outside of the organisation's control at the present time. A template action plan and example content can be found in the appendices.

The process of developing solutions to issues you have highlighted can often be seen as the most difficult part of process. The ideal to aim for is the development of relevant solutions that consider the particular context of your workplace and are relevant.

From the data gathering process, you may have gathered lots of information and suggestions that can seem overwhelming. Grouping your actions together under manageable headings can help (e.g. under the Management Standards Headings - Demands, Control, Support, Relationships, Role and Change).

Once you have grouped your issues, look for common solutions that may be useful for more than one issue. For instance, if there are lots of problems with communication, then a communication plan could be developed. Remember some solutions may be the answer to several issues under several headings. As an example, changing recruitment processes could impact in a number of ways, including role content, level of autonomy, resource/support.

Each group of risks will need to be prioritised as short term (quick wins that teams can implement easily, without approval processes and large amounts of resource), medium term (actions that may take time to get approval, resources, or to embed) and long term (these actions may involve organisational changes which need more resource and time).

When seeking solutions, you might find it useful to make use of the SMART (Specific, Measurable, Agreed, Realistic and Time-bound) acronym to ensure you are able to track improvements.

When compiling your action plan, consider how you intend to evaluate each action and how you will know whether it has been successful. Ask yourself - 'How will we know if this is working and what measures can we use?'

Monitor & Review

As with any other workplace risk, things can change over time. An annual review of the risk assessment or assessments should be conducted to ensure the data around stressors and level of impact is accurate.

Actions within the action plan should be reviewed periodically to ensure the agreed actions are taking place, that they are effective as solutions and whether any further actions or data gathering needs to be undertaken to review effectiveness. It is useful to have an individual or a group of individuals (steering group) for consultation purposes and delivery.

Definitions

HEALTH

The World Health Organisation defines, 'health' as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

MENTAL HEALTH

Mental health is the way we think and feel and our ability to deal with ups and downs. Mental health is an integral and essential component of health, there is no health without mental health.

WELLBEING

Is a state of wellness of being healthy, happy, and comfortable, both physically and mentally. Wellbeing is influenced by a range of factors, including an individual's health, social relationships, and work-life balance.

MENTAL WELLBEING

Is part of overall wellbeing and is more than just the absence of mental illness. It is a positive state of mind and body, where we are meeting our physical and emotional needs.

MENTAL ILLNESS

Is a range of mental health problems that can cause marked emotional or cognitive distress.

MENTAL HEALTH CONTINUUM

An individual's mental health changes, moving between a state of mental wellbeing where they are able to meet their physical and emotional needs, to ill-health, where they are unable to meet those needs.

STRESS

Stress is the adverse reaction individuals experience to excessive pressures or other types of demand placed on them.

STRESS AND PRESSURE

We all experience pressure, which can help to motivate. When too much pressure is experienced without the opportunity to recover, then we will start to experience stress.

WORK-RELATED STRESS

Stress caused by one or more work related factors.

RESILIENCE

Is the ability of an individual to take on pressure in a positive way and recover quickly from an adverse event.

PRESENTEEISM

Is where an individual attends for work when they are unwell, resulting in a loss of productivity and sometimes making the condition worse.

HEALTH & SAFETY EXECUTIVE

The HSE is responsible in Great Britain for the regulation and enforcement for workplace health and safety to prevent work-related death and serious injury and illness.

In Northern Ireland the Health and Safety Executive for Northern Ireland (HSENI) performs this function.

OCCUPATIONAL HEALTH

Occupational health is how work including the work environment affects an individual's physical and mental health and how the individual's health can affect their work.

STRESSORS

Is a stimulus that places a burden on an individual, increasing their emotional load, that triggers a stress response in the body, causing a physiological change.

WORK RELATED STRESS RISK ASSESSMENT

A legal duty placed on the employer to protect employees from work related stress by undertaking an examination of what in a workplace could cause staff to suffer from work-related stress (stressors), then implementing reasonable control measures to remove or reduce them.

Example Control Measures

DEMANDS – includes issues such as work patterns, workload, and the work environment.	
<p>Employees should feel:</p> <ul style="list-style-type: none"> ● They are able to cope with the demands of their job. ● They are provided with achievable objectives in relation to the hours which they work. ● Their skills and abilities are matched to the requirements of their job. ● Concerns about their work environment are addressed. 	
Issues identified	Potential Control Measures
Excessive workload/long hours.	<ul style="list-style-type: none"> ● Understanding what work-related stress is and what can cause it. ● Responding to a pattern of increased absence due to work-related stress. ● Checking fit notes, and talking to employees. ● Looking for signs of stress in employees. ● Talking to employees. Talking toolkits available. ● Meeting with staff and clients to agree timings etc for projects. ● Monitoring workloads. ● Planning work to minimise excessive demands. ● Talking to employees regularly to gather information, directly or via line managers. ● Employees being encouraged to talk to line managers about upcoming leave etc and potential difficulties with workload. ● People may not identify time off sick as stress so thinking about whether: <ul style="list-style-type: none"> ● there is an area/job that has high amount of absence. ● employees complain about working in a particular area or doing a particular job. ● Skills and abilities assessed (Competency Assessments). ● Training Needs Assessments undertaken. ● Company Wellbeing Policy. ● Communication of periodic awareness-raising materials on stress and wellbeing. ● Established management structure. ● Training for Line Management in the recognition of stress/mental health. ● Talking to employees. ● Consultation via line management or site HS meetings etc. ● Appointed confidential Employee Assistance Provider. ● Trained Mental Health First Aiders. ● All employees have a clear job description in place. ● All employees understand their health and safety accountabilities.
Staff not properly qualified for role.	
Repetitive or unfulfilling work.	
Inadequate resources to meet tasks.	
Issues with physical working environment (temperature, light, ventilation etc.).	
Problems with psychological working environment (verbal abuse, threat of violence, poor management etc).	

<p>Competence, where skills and abilities are not matched to the job demands.</p>	<ul style="list-style-type: none"> ● Extra hours working from home is discouraged for non-operational staff. ● Shift patterns designed in conjunction with workforce and HSE guidance for operational colleagues.
<p>Working patterns like shifts, tight deadlines, or excessive hours expected.</p>	<ul style="list-style-type: none"> ● Working hours monitored to ensure compliance with working time directive and road traffic directive. ● Screen time monitored to avoid excessive usage. ● Operational employees are provided with task specific training as required (training matrices in place). ● Operational employees are issued with task authorisations. ● Non-operational employees provided with training as required, identified through the personal development plan. ● Help staff prioritise tasks. ● Re-allocation of work (temporarily or permanently). ● Limit email/text/phone communication outside of hours. ● Ensure leave is taken. ● Ensure staff are not under-qualified or overqualified for their role. ● Provide additional training, e.g. time management, assertiveness. ● Schedule regular career planning discussions. ● Consider job rotation. ● Increase scope of role or variety of tasks. ● Give staff more autonomy over role. ● Analyse what is required for large projects/takes (staff, deadlines, equipment etc.). ● (staff, deadlines, equipment etc). ● Make physical adjustments where necessary. ● enable staff to adjust lighting, temperature ventilation. ● Encourage rest/lunch breaks. ● Encourage all staff to report issues to manager. ● Fully investigate complaints. ● Keep track of absence levels and compare across departments.



CHANGE - how organisational change is managed and communicated in the organisation.

Employees should feel:

- The organisation engages with them frequently when undergoing change.
- They are provided with timely information to understand reasons for proposed changes.
- They are consulted on changes and provided with opportunities to influence proposals.
- They are aware of the probable impact of any changes to their job and, if necessary, they are given training to support any changes to their job.

Issues identified	Potential control measures
Staff feel unsure about changes happening in the department/ business - and how they may be affected.	<ul style="list-style-type: none"> ● Ensure good communication throughout period of change. ● Consult with staff at an early stage of transition, explaining what will happen and when. ● Ensure staff have the opportunity to raise concerns/ views. ● Monitor absences/changes in behaviour. ● Take into consideration presenteeism and how to identify it. ● Ensure staff have appropriate training or support during times of change. ● Allocate a team member that all staff can approach throughout the change period. ● Ongoing communication between management and wider team. ● Provide any necessary training for staff before the change period. ● Ensure a manager/experienced team member is available to offer support throughout. ● Regular podcasts from Senior Management that provides company updates and significant changes of note to all employees. ● Annual employee roadshows to share business and site-specific updates. ● Employee forum in place for active dialogue between business, unions and employee representatives. ● Building safety together committees for the progression and discussion of health and safety issues. ● Consultation processes in place should any changes be required to job roles / locations or similar. ● Work-related Stress routinely referenced. ● Ensuring operational / organisational changes are communicated openly so everyone understands the effects they will have.
Staff feel under-supported during the transition period.	
Staff have inexperience/fear of new technology/IT system.	
Lack of knowledge of changes to the business, sites, departments and role can lead to negative mental health, stress and wellbeing.	
Information and reasons changes are not understood.	
Lack of consultation on changes and opportunities for employees to influence proposals.	
Impact of changes to jobs not understood.	

CONTROL – how much say the person has in the way they do their work.	
<p>Employees should feel:</p> <ul style="list-style-type: none"> ● They are consulted regarding how their work is organised or undertaken, e.g., performance reviews, regular catch up meetings. ● They have regular opportunities for discussion and input at the start of projects, or new pieces of work. ● They are encouraged to use their skills and initiative to carry out their work. ● They are consulted over things that affect their work. ● They are encouraged to develop new skills, undertake new and challenging work. 	
Issues identified	Potential Control Measures
Inability of staff to maintain work/life balance.	<ul style="list-style-type: none"> ● Ensure staff take holiday entitlement. ● Set a protocol that ensures staff have time free from work communications. ● Encourage managers to lead by example. ● Consider varying working conditions (e.g. flexible working, compressed hours, working from home). ● Prioritise tasks and outline deadlines. ● Ensure staff have variety in their roles. ● Encourage open conversation between management and staff. ● Provide training to promote personal development. ● Talking to staff about how they feel about their work. ● Giving staff own areas of responsibility. ● Staff survey. ● Anonymous ‘vox box’ for comments. ● Using the results of surveys and your risk assessment with employees – asking what they think can be done and feeding back on these issues and ideas. ● Opportunity of employees to be involved with planning and organising their own jobs. ● Changes to site and process communicated before they are made via Basic, Safety, Training (BST) meetings, Safety, Quality, Cost, Delivery and People (SQCDP) sessions and employee forums. ● Pre-shift briefings to provide information to all colleagues. ● Employee work hours monitored to insure employees receive enough down time (working time directive). ● Looking for signs and symptoms of stress within colleagues. ● Talking to employees. ● Lone working operator shifts rotated to restrict lone working periods. ● Working from home discouraged, with all working from home requests requiring permission from Human Resources and Line Manager. ● Extra hours working discouraged by senior management. ● Screen time monitored to avoid excessive usage. ● Consultation framework. ● Talking to all employees about how they feel about their work through the Visible Felt Leadership process. ● Regular Team /operational meetings. ● Review of expectations through PAD / personal review process. ● Periodically review sickness absence data. ● Review management of fatigue guidance and associated communications.
Rigid work patterns.	
Lack of opportunity for staff to develop skills/use.	
Initiative.	
Inappropriate pace of work, including when breaks are taken.	
Employees not encouraged to use their skills and initiative.	
Employees not encouraged to develop new skills and undertake new or challenging work.	
Employees not consulted over their work patterns.	

RELATIONSHIPS - this includes promoting positive working to avoid conflict and dealing with unacceptable behaviour.

Employees should feel:

- They are not subject to unacceptable behaviours.
- The organisation promotes positive behaviours at work.
- The organisations has agreed policies and procedures to prevent or resolve unacceptable behaviour.
- The organisation has systems in place to enable and encourage managers to deal with unacceptable behaviour.
- The organisation has systems in place to enable and encourage employees to report unacceptable behaviour.
- Ensure that processes are in place to raise concerns, including about managers.

Issues identified	Potential Control Measures
Low morale.	<ul style="list-style-type: none"> ● Promote a positive culture of trust. ● Find ways to celebrate success (rewards, bonus, staff lunches etc). ● Ensure staff know how to praise staff. ● Write a Bullying & Harassment policy and communicate to all teams. ● Consider diversity and equality training. ● Encourage positive and constructive conversation at all levels. ● Create a procedure for staff to raise issues. ● Investigate all issues and take appropriate action as soon as possible. ● Discuss problems openly with individuals at an early stage. ● Check skills of management ● Refer to existing company policies such as grievance or complaint procedures. ● Acceptable workplace behaviour policy. ● Processes in place for staff to raise concerns both formally and informally (report and support webpage). ● Network of Acceptable Workplace Advisers. ● Reporting system for unacceptable behaviours. ● Professional behaviours. ● Equality and diversity training. ● Promotion of positive behaviours through the Company Leadership Behaviours, Visible Felt Leadership visits. ● Training managers in promoting a positive working culture. ● Formal Consultation process with Trade Union to secure better employee engagement. ● Grievance Policy for dealing with unacceptable behaviour. ● Whistleblower Policy so employees can raise issues without fear of recrimination. ● Reference to Anti-discrimination & Harassment in updated Wellbeing Policy. ● HSE's Talking Toolkit available to draw work-related Stress into conversation.
Staff feel bullied, harassed or excluded.	
Lack of support, or fear about raising issues.	
Poor relationships/ongoing grievances between team members.	

ROLE – includes whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.	
Employees should feel: <ul style="list-style-type: none"> ● They understand their role and responsibilities. ● The requirements that organisations place on their employees are clear. ● They are able to raise concerns about any conflicts or uncertainties which they experience in their job via the systems which the organisation has in place. 	
ISSUES IDENTIFIED	POTENTIAL CONTROL MEASURES
Conflicting requirements placed on employees.	<ul style="list-style-type: none"> ● Defining all team / employee roles through for example, Job Descriptions, competency framework / assessment. ● Clear understanding for employees of their roles, duties and responsibilities. ● Inductions for new starters, temporary employees. ● Discussions on performance, expectations and development through the PAD process. ● Guidance prepared and shared for Homeworking / Lone Working. ● Identification of vulnerable work groups / persons e.g. those working alone, young workers. ● Investigate and support roles where it is difficult to recruit or retain staff, leading to work-related stress issues. ● Ensure through clear communication arrangements that employees have the opportunity to discuss work related matters / concerns with line management. ● Staff review process. ● Induction training for all new staff. ● HR job description template and advice. ● Range of training available from staff development to support staff in their role. ● Ensure employees have a job description that clearly defines their role within the team and organisation. ● Ensure reporting lines are outlined. ● Provide a clear company structure/hierarchy. ● Approachable management team. ● Ensure open communication between staff and managers. ● Consider qualified mental health first aid trained staff on the ground. ● Communicate clear business objectives to team. ● Ensure close employee involvement during times of change. ● Regular team/company meetings. ● Ensure outputs of each department is clear. ● Encourage communication between departments/Teams. ● Lead by example and avoid working excessively long hours. ● Check staff are suitably qualified/trained for role. ● Schedule work effectively. ● Regular job review with line manager (help always available via HR if required). ● All roles have a job description to set out expectations and tasks. ● All roles have generic health and safety accountabilities in place. ● Operational employees follow standard operating procedures and are provided training against these and task sign off process to prove competence and understanding. ● Employee work hours monitored to insure employees receive enough down time. ● Personal development plan / review process. ● Defining all team roles. ● Staff understanding what their duties and responsibilities are. ● Thinking about whether any staff are particularly vulnerable, e.g. those working alone, young workers. ● Investigating whether there are roles where it is difficult to recruit or retain staff.
Job role and responsibilities not understood.	
Unclear requirements placed upon employees.	
Lack of clarity over line management.	
A culture that views stress as a sign of weakness.	
Overlapping of work with staff in other teams/Departments.	
A culture of long hours, or taking work home.	

SUPPORT – employees may not receive enough information and support.

Employees should feel:

- They receive information and support from other employees and their managers.
- The organisation has systems in place to enable and encourage managers to support their employees; and for employees to support one another.
- They know what resources are available and how to access them.
- They know how to access the resources they require.

Issues Identified	Potential control measures
Employees feel unable to raise issues/concerns.	<ul style="list-style-type: none"> ● Ensure positive and open communication between all staff. ● Implement and monitor existing policies and procedures in your business. ● Make employees aware of support available within the organisation e.g., line manager, mentors. ● Raise awareness of support outside of the business (e.g., Mental Health First Aiders, counselling, occupational health, Health and Safety Officer) ● Seek advice from HR, Occupational Health, Health & Safety Officer. ● Support/inductions for those returning to work after long absence. ● Ensure managers and leaders have training on how to provide recognition. ● Praise employees and reward success. ● Training managers in spotting early signs of stress and how to manage it. ● Publishing details of employee assistance services for employees (EAP) in easily accessible locations. ● Employees can talk to managers if they are feeling stressed at work. ● Employees are supported on return to work after a period off with work-related stress. ● Training employees to manage issues around lone working and how to obtain support. ● Training managers in supporting employees suffering from work-related stress. ● Having a clear commitment to employee wellbeing and a culture of openness. ● Reminding employees they can speak confidentially to managers or supervisors if they are feeling stressed at work. ● Putting a structured support policy in place, e.g., after an incident of violence or aggression or other serious incident, for example. ● Employee mental health and wellbeing strategy and action plan. ● Range of support and advice from HR website. ● Regular communications to all staff. ● Employee Assistance Programme. ● Staff review process. ● Network of Local Mental Health Champions, e.g., site based Mental Health First Aiders. ● Range of employee support networks available. ● Range of relevant training available including resilience training. ● Employee Counselling Service.
Employees feel unsupported in the workplace.	
Lack of support for those with disabilities or mental ill health.	
Employees feel undervalued, or not praised for work.	
Inadequate support from colleagues.	
Inadequate support from managers.	
Employees unaware of support available, how or when to access it.	
Employees do not know how to access resources required to do their job.	
Regular and constructive feedback not received.	

Stress management process flow

BACKGROUND

What is stress?

What is work-related stress?

Why conduct a work-related stress risk assessment?

What is a work-related stress risk assessment?

Definitions

LEARNING & DEVELOPMENT RESOURCES

NEBOSH HSE Certificate in Managing Stress at Work

TOOLKITS & RESOURCES

MPA Guidance on mental health and wellbeing [Mental Health & Wellbeing](#)

QNJAC [Quarries National Joint Advisory Committee - QNJAC](#)

HSE How to Tackle Work-Related Stress guidance [Work-related stress and how to manage it - HSE](#)

HSE Stress Management Standards [Management Standards Management Standards - HSE](#)

HSE Tackling Stress Workbook [Tackling work-related stress using the Management Standards approach - HSE](#)

HSE Stress Risk Assessment [Work-related stress and how to manage it - HSE](#)

HSE posters & infographics [Working Minds digital resource hub - Work Right to keep Britain safe](#)

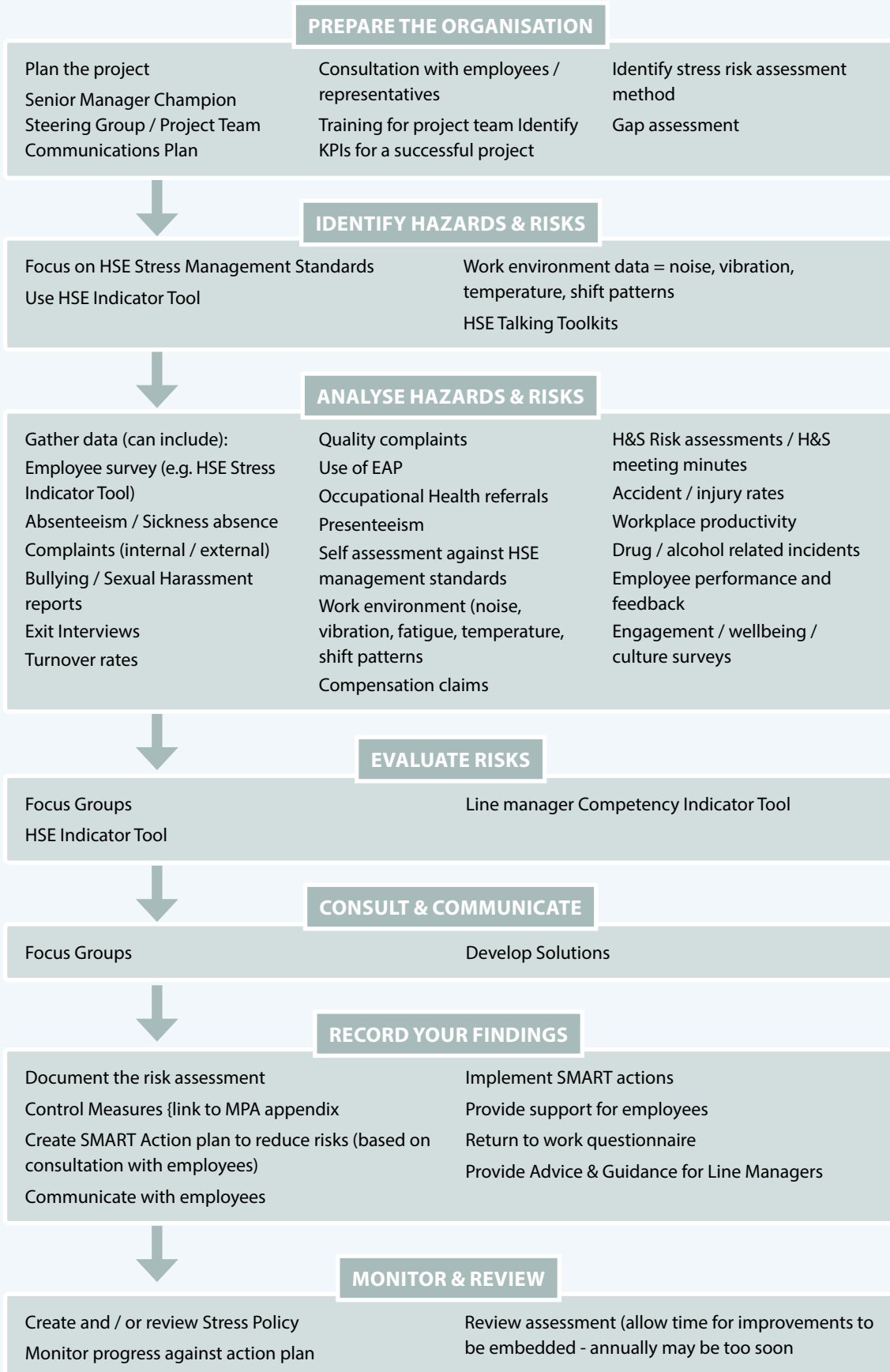
'Talking Toolkits' [Stress Talking Toolkits - HSE](#)

SIGNPOSTING

See page 24 for resource details



The Process of Preparing for Strategic Risk Assessment



Health and Safety Executive		Management Standards for Tackling Work Related Stress					
Action plan template							
Standard area	Desired state	Current state	Practical solutions	Who will take the work forward?	When?	How will staff receive feedback?	Action completed?

Action plan template - an example using one element of Demands

Standard area	Desired state	Current state	Practical solutions	Who will take the work forward?	When?	How will staff receive feedback?	Action completed?
The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work.	Average to good performance	Bad/very bad performance Workloads are not planned and peaks often during summer when people are on annual leave.	Standard area 1. Plan the work better and if peaks do clash with fixed annual leave commitments consider talking to other departments to see if temporary resources can be provided. 2. Employees to talk to line managers about upcoming leave and potential difficulties with workload during monthly meetings.	Standard area 1. Line managers to lead and suggest the idea to senior managers. 2. All, with line manager to lead.	Standard area Issue to be raised at next senior managers meeting. Immediately.	Standard area 1. Via monthly meetings, staff bulletins. 2. During monthly meetings.	Standard area Yes. [Date]. Yes - activity on-going.

Employee Signposting/Resources

Company EAP Schemes

Many companies provide an employee assistance programme, intended to help employees deal with personal problems that might adversely impact their health and wellbeing. These generally include assessment, short-term counselling and referral services for employees and their immediate family. These are usually accessible 24/7 by phone. Ask your Manager of HR Department for details.



NHS Mental Health Services

UK

NHS Finder Service

How to access NHS mental health services and where to get urgent help.

Mental health services - NHS.

Emergency

Call 999 or go to A&E.

Urgent Support

Call your GP or 111

Online support: Check your mental health symptoms - NHS 111

NHS talking therapies self-referral

Information about local NHS therapy services for certain mental health problems. You can self-refer (England only) but you must be registered with a GP [nhs.uk/service-search/mental-health/find-an-nhs-talking-therapies-service](https://www.nhs.uk/service-search/mental-health/find-an-nhs-talking-therapies-service).

Scotland

Call your GP or 111

NHS 24 Home | NHS 24

Breathing Space

Confidential Phone service : 0800 838587

Wales

Call 111, Option 2

The Mental Health Helpline for Wales provides advice and also a Community Advice & Listening Line.

0800 132 737 or text help to 81066

Northern Ireland

NI Direct provides directions to information on mental health support and services.

Mental health support | nidirect

ROI

Information, advice, support and services.

Mental health - HSE.ie

Charities

There are many charities offering a wide range of free services:



Samaritans

Samaritans are open 24/7 for anyone who needs to talk. You can visit some Samaritans branches in person. Samaritans also have a Welsh Language Line on 0808 164 0123 (7pm–11pm every day).

www.samaritans.org

24/7 Helpline: 116 123

Email: Jo@samaritans.org



Lighthouse Charity

Support for Emotional, Physical and Financial Wellbeing for those in Construction and their Families.

24/7 Helpline: UK 0345 605 1956; ROI 1800 939 122

Text HARDHAT to 85258 (in the UK) or 50808 (ROI)

Live Chat (9am – 6pm)

www.constructionindustryhelpline.com



Hub of Hope

Hub of Hope

hubofhope.co.uk

UK-wide mental health service database. Lets you search for local, national, peer, community, charity, private and NHS mental health support. You can filter results to find specific kinds of support.



Mates In Mind

Charity aimed at improving mental health across the construction industry and related sectors.

www.matesinmind.org

24/7 Free Confidential Text Service.

Text BEAMATE to 85258



HSE

Advice for Employees with Mental Health Conditions

www.hse.gov.uk/stress/mental-health-employees.htm

Working together to reduce stress at work - a guide for employees INDG424.

<https://www.hse.gov.uk/pubns/indg424.pdf>



Mikeysline
IT'S OK NOT TO BE OK

Mikeysline

<https://mikeysline.co.uk>

Evening Text Service: 07786207755

Telephone and Online support.

One to One sessions (Scotland).



MIND

Helpline for Support (not crisis).

(Mon-Fri 0900-1800): 0300 102 1234

Email: info@mind.org.uk

<https://www.mind.org.uk>

Staying Safe

from suicidal thoughts

Staying Safe (from suicidal thoughts)

<https://stayingsafe.net>

Making a Safety Plan.

<https://stayingsafe.net/safetyplans>



Campaign Against Living Miserably (CALM)

Provides a helpline and online chat, as well as information and support, for anyone affected by suicide or suicidal thought.

thecalzone.net

0800 58 58 58



National Suicide Prevention Helpline UK

Helpline offering a supportive listening service to anyone with thoughts of suicide. Open from 6pm to midnight every day.

spuk.org.uk/national-suicide-prevention-helpline-uk/

0800 689 5652 or 0800 689 0880

Resources for Managers

Occupational Health Management Referral

If you have an employee struggling with their mental health and your organisation has an Occupational Health Referral Service, you should discuss this with the relevant person within your Company (e.g. HR). Occupational Health can assess the individual's ability to perform their work and make recommendations, to help manage the situation effectively and support the individual.



Rethink Mental Health

Getting help for someone in a mental health crisis (**Rethink.org**).

Advice and information helpline open Monday to Friday 9.30am - 4pm, excluding bank holidays.

Call: 0808 801 0525.

Webchat service open from 10.00am – 1pm Monday to Friday, excluding bank holidays. Look out for the webchat icon in bottom, right-hand corner of website.

Email: advice@rethink.org.

Rethink aims to respond within 5 working days.

Write to: Rethink, PO BOX 18252 Solihull B91 9BA.



MIND

Guide for Line Managers – Wellness Action Plans

www.mind.org.uk/media-a/5761/mind-guide-for-line-managers-wellness-action-plans_final.pdf



HSE

How to tackle work-related stress; A Guide for Employers on making the Management Standards work

<https://www.hse.gov.uk/pubns/indg430.pdf>

Tackling Work Related Stress using the Management Standards Approach

<https://www.hse.gov.uk/pubns/wbk01.pdf>

Stress Indicator Tool (free for less than 50 employees)

<https://books.hse.gov.uk/article/654091/Stress-Indicator-Tool/Free-Stress-Indicator-Tool>

Stress Risk Assessment

<https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hse.gov.uk%2Fsimple-health-safety%2Fassets%2Fdocs%2Ffrisk-assessment-template-2019.docx&wdOrigin=BROWSELINK>

Stress Risk Assessment Method Equivalence Checklist

<https://www.hse.gov.uk/stress/assets/docs/checklist.pdf>

Advice for Line Managers

<https://www.hse.gov.uk/stress/mental-health-line-managers.htm>

Talking Toolkit

<https://www.hse.gov.uk/stress/assets/docs/stress-talking-toolkit.pdf>



CIPD

Supporting Mental Health at Work - Guide for People Managers

www.cipd.org/uk/knowledge/guides/mental-health-support-guide/



ACAS

Managing Employees' Wellbeing - Supporting Mental Health at Work

www.acas.org.uk/supporting-mental-health-workplace/managing-your-employees-mental-health-at-work

Managing Employees - Reasonable Adjustments for Mental Health

www.acas.org.uk/reasonable-adjustments/mental-health-adjustments



The Health and Safety Hub for the Mineral Products Industry

MPA Safequarry

Mental Health & Wellbeing page

<https://www.safequarry.com/about-the-hub/mpa-supporting-mental-health.aspx>



QNJAC

Mental Health and Wellbeing Tools/Resources

<https://www.qnjac.co.uk/mental-wealth-and-wellbeing-resources/>



IOSH

Tips for talking about mental health with employees

www.cipd.org/uk/knowledge/guides/mental-health-support-guide/



The Mineral Products Association is the trade association for the aggregates, asphalt, cement, concrete, dimension stone, lime, mortar and industrial sand industries.

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