



# Guarding minds at work

RECHERCHE  
EN SANTÉ  
MENTALE  
CANADA

MENTAL  
HEALTH  
RESEARCH  
CANADA

**pollara**  
strategic insights

canada **life**<sup>TM</sup>

**Workplace Strategies  
for Mental Health**

[www.clwsmh.com](http://www.clwsmh.com)

April 2023

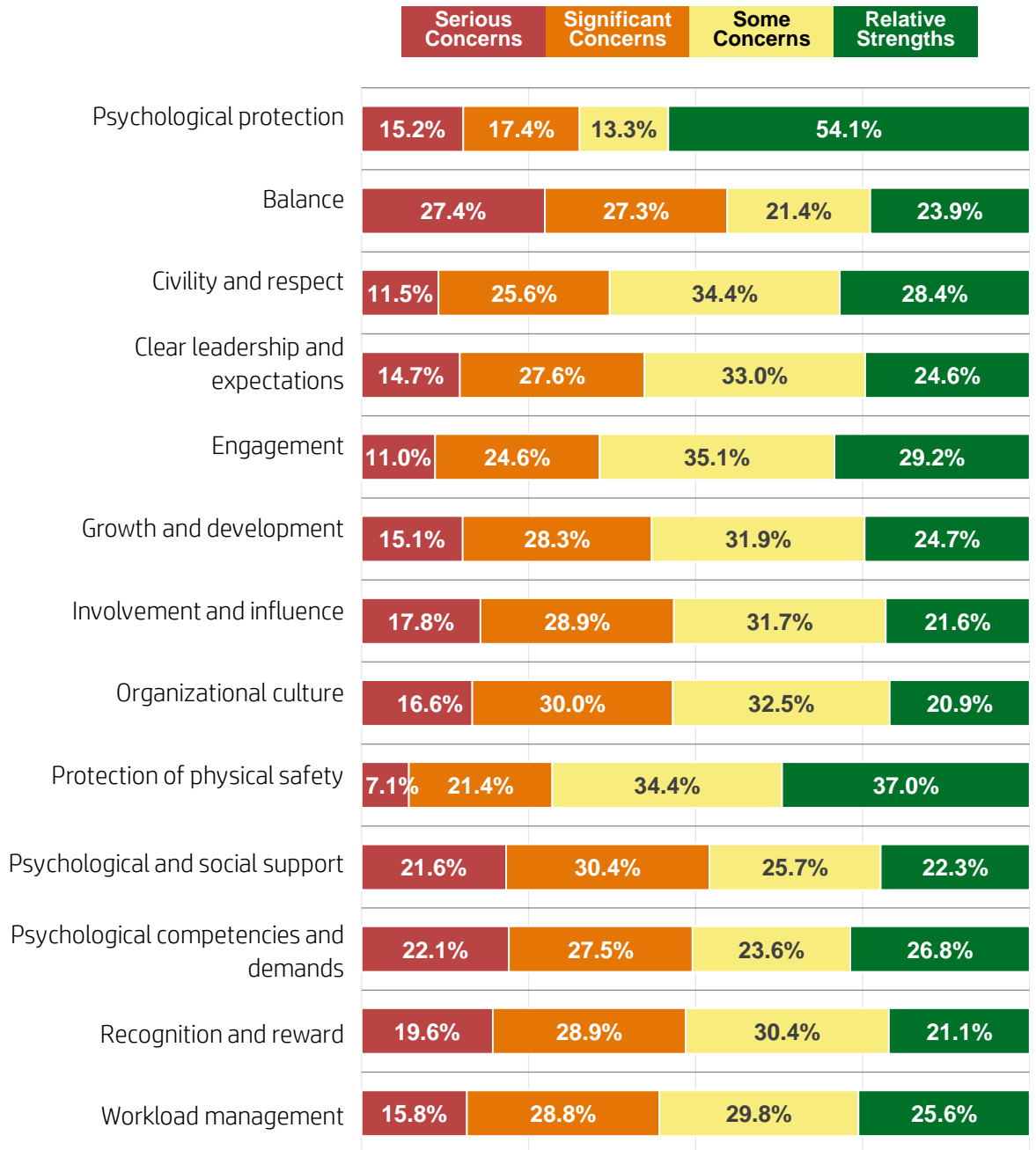
# Methodology

**Methodology:** This online survey was conducted in March 2023 among a sample of 5505 adult Canadians who are currently working.

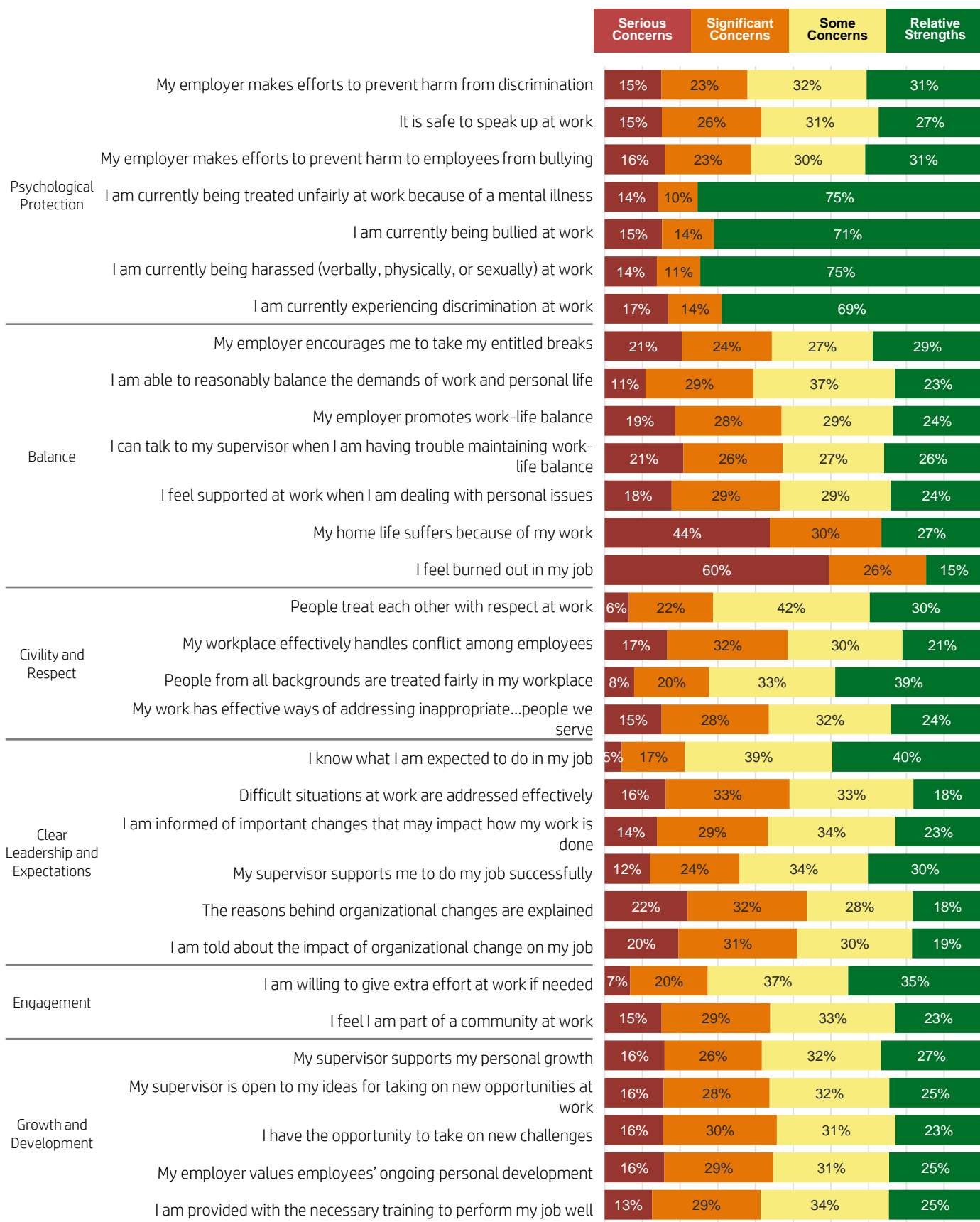
**Weighting:** National results have been weighted by the most current census data in terms of gender, age, & region to ensure the total sample is representative of the population as a whole. The sample had the following split:

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

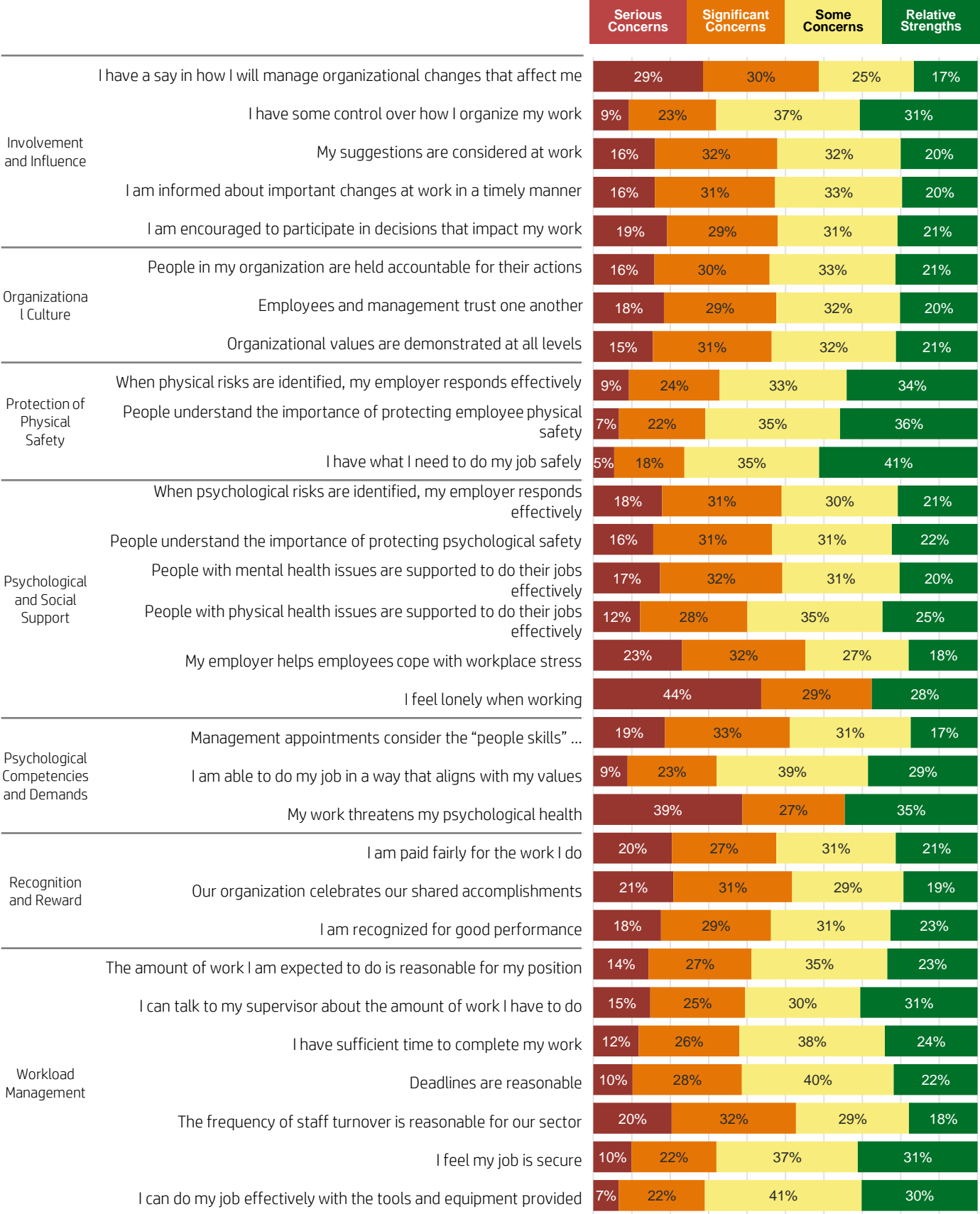
# Psychosocial Factors



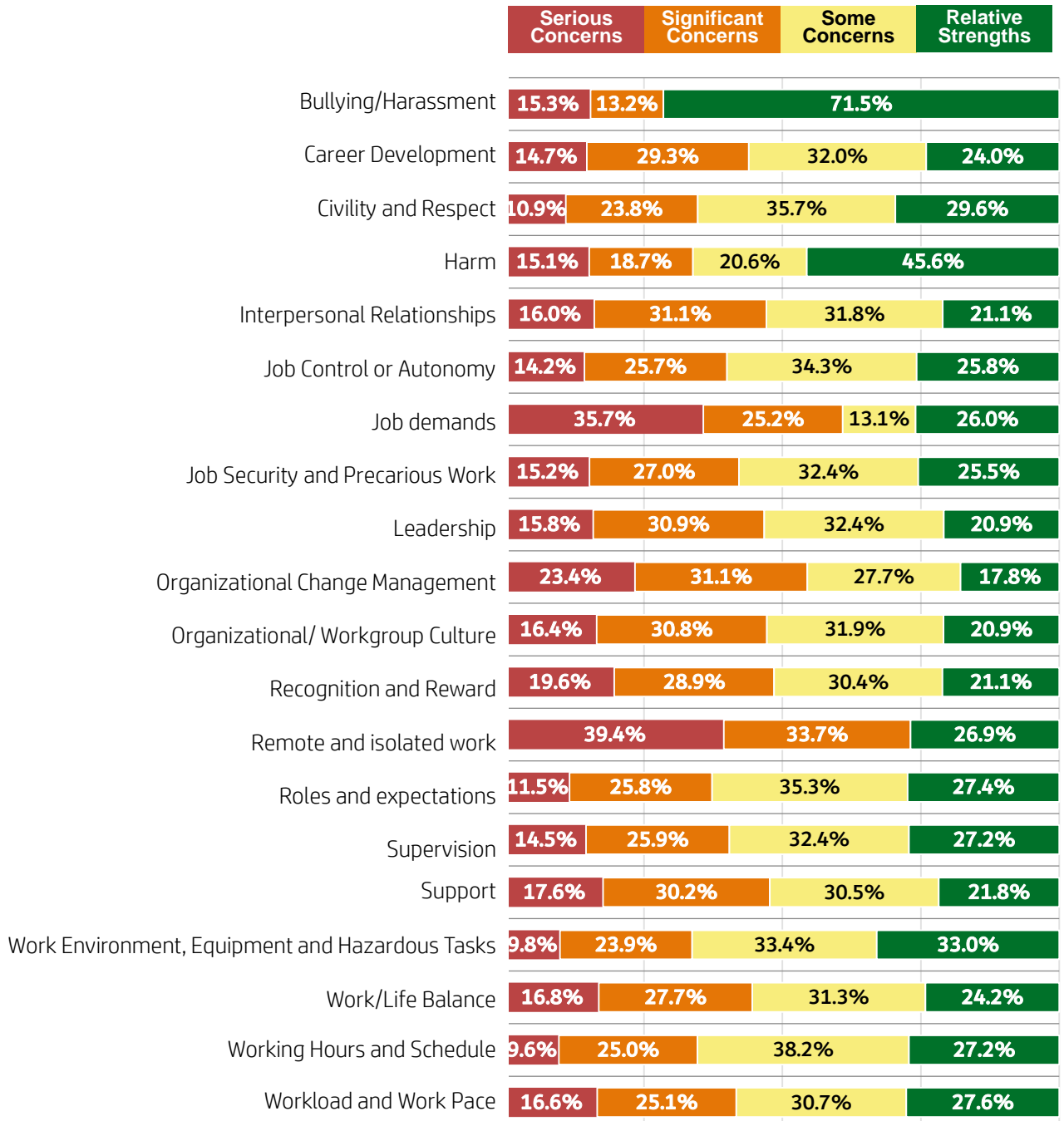
# Psychosocial Factors: Results by statement



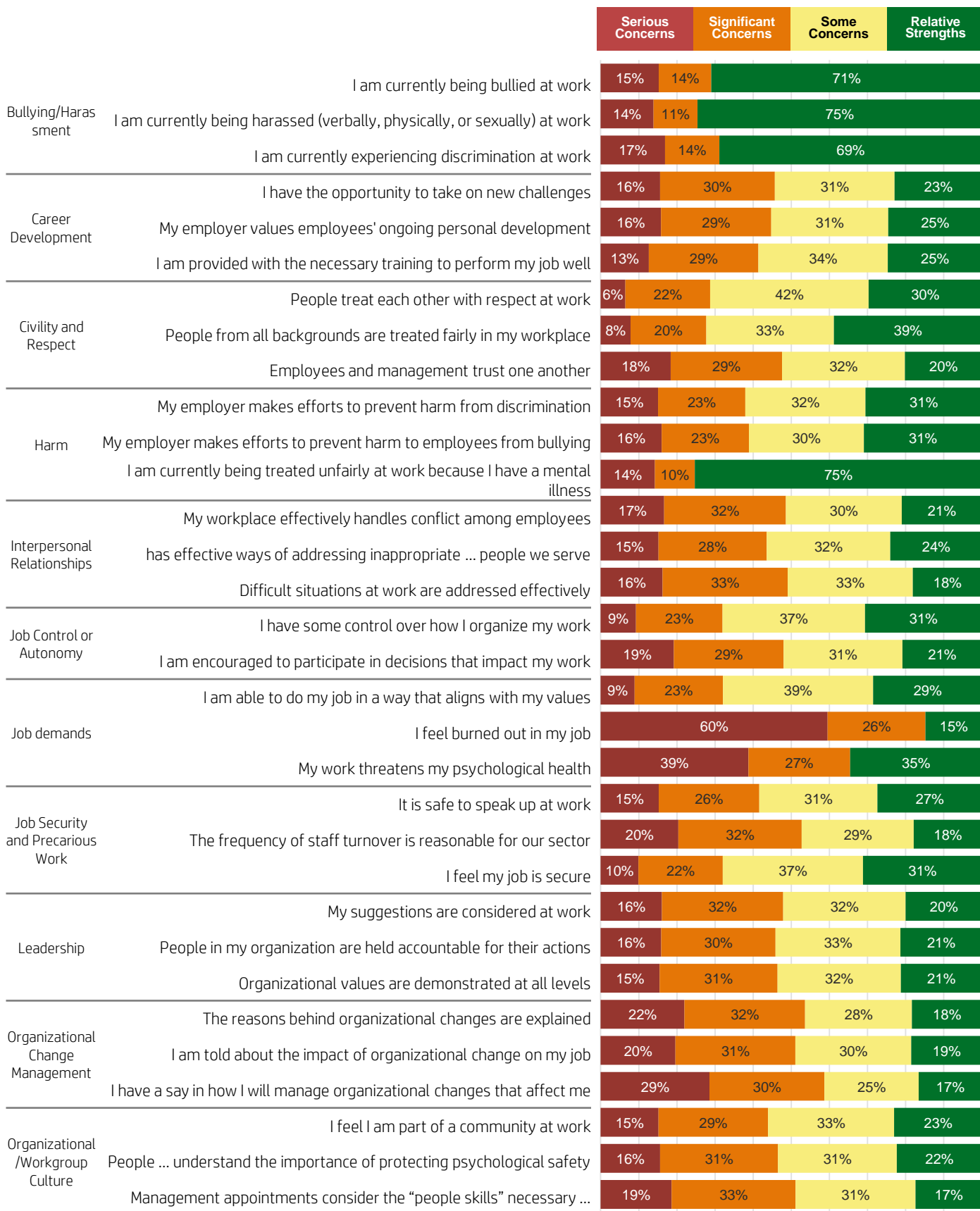
# Psychosocial Factors: Results by statement



# Psychosocial Hazards



# Psychosocial Hazards: Results by statement



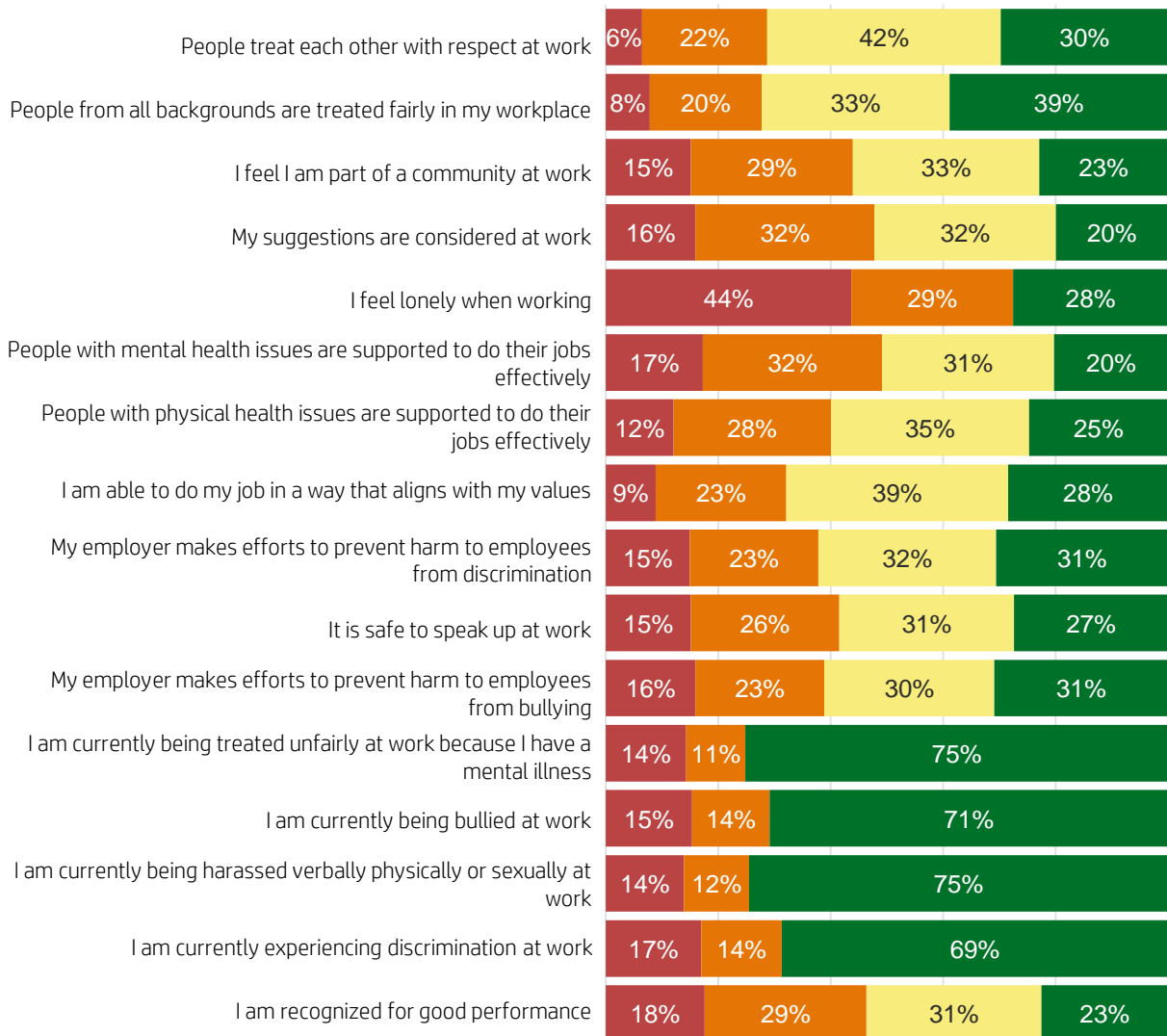
# Psychosocial Hazards: Results by statement

		Serious Concerns	Significant Concerns	Some Concerns	Relative Strengths
Recognition and Reward	I am paid fairly for the work I do	20%	27%	31%	21%
	Our organization celebrates our shared accomplishments	21%	31%	29%	19%
	I am recognized for good performance	18%	29%	31%	23%
Remote and isolated work	My home life suffers because of my work	44%	30%	27%	
	I feel lonely when working	44%	29%	28%	
	I can do my job effectively with the tools and equipment provided	7%	22%	41%	30%
Roles and expectations	I know what I am expected to do in my job	5%	17%	39%	40%
	I am informed of important changes that may impact how my work is done	14%	29%	34%	23%
	I am informed about important changes at work in a timely manner	16%	31%	33%	20%
Supervision	My supervisor supports me to do my job successfully	12%	24%	34%	30%
	My supervisor supports my personal growth	16%	26%	32%	27%
	My supervisor is open to my ideas for taking on new opportunities at work	16%	28%	32%	25%
Support	I feel supported in my workplace when I am dealing with personal issues	18%	29%	29%	24%
	People with mental health issues are supported to do their jobs effectively	17%	32%	31%	20%
	People with physical health issues are supported to do their jobs effectively	12%	28%	35%	25%
	My employer helps employees cope with workplace stress	23%	32%	27%	18%
Work Environment, Equipment and Hazardous Tasks	When physical risks are identified, my employer responds effectively	9%	24%	33%	34%
	People at work understand the importance of protecting physical safety	7%	22%	35%	36%
	I have what I need to do my job safely	5%	18%	35%	41%
	When psychological risks are identified, my employer responds effectively	18%	31%	30%	21%
Work/Life Balance	I am able to reasonably balance the demands of work and personal life	11%	29%	37%	23%
	My employer promotes work-life balance	19%	28%	29%	24%
	I can talk to my supervisor when I am having trouble ... work-life balance	21%	26%	27%	26%
Working Hours and Schedule	I am willing to give extra effort at work if needed	7%	20%	37%	35%
	I have sufficient time to complete my work	12%	26%	38%	24%
	Deadlines are reasonable	10%	28%	40%	22%
Workload and Work Pace	My employer encourages me to take my entitled breaks	21%	24%	27%	29%
	The amount of work I am expected to do is reasonable for my position	14%	27%	35%	23%
	I can talk to my supervisor about the amount of work I have to do	15%	25%	30%	31%

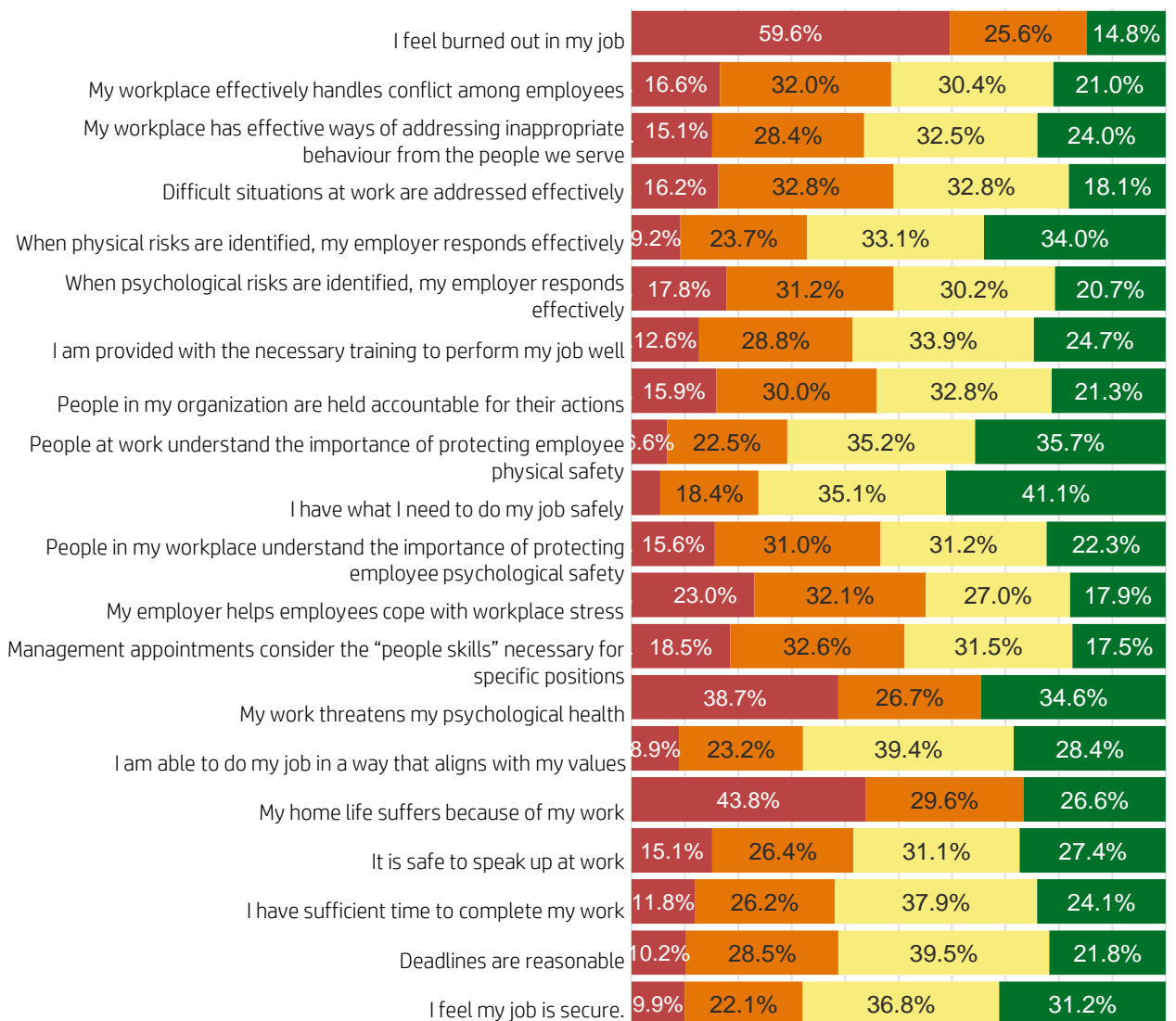
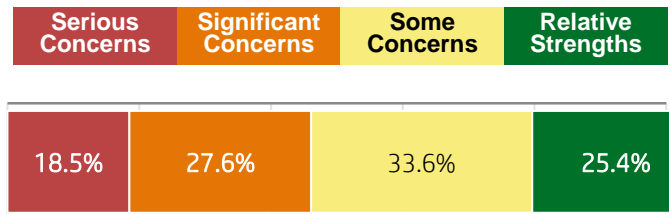


# Indicators of workplace inclusion

	Serious Concerns	Significant Concerns	Some Concerns	Relative Strengths
Indicators of Inclusion	15.7%	22.9%	33.6%	38.3%



# Indicators of stress or trauma



# Demographics

	%
18-29	20%
30-39	24%
40-49	23%
50-59	21%
60+	12%

	%
Woman	46%
Man	54%

	%
Under \$50,000	19%
\$50,000 - Less than \$150,000	60%
\$150,000 or More	16%
Don't know	5%

	%
Elementary School	1%
High School	14%
College	20%
Technical/Trade School/Apprenticeship	12%
University - Undergraduate Degree	33%
University - Graduate/Professional Degree	20%

	%
British Columbia	14%
Alberta	11%
Saskatchewan	3%
Manitoba	3%
Ontario	39%
Quebec	23%
Atlantic	7%

	%
A visible minority	16%
A person with a diagnosed mood (anxiety, depressive or other mood) disorder	11%
Lesbian/Gay/Bisexual/2S	6%
A person with chronic pain	5%
A person with a physical impairment or disability	3%
First Nations	2%
A person with a mental impairment or disability	2%
Metis	1%
Non-Binary Gender / Queer	1%
No, none of the above	61%
Prefer not to answer	2%

	%
Black	13%
Chinese	36%
Filipino	5%
Japanese	2%
Korean	4%
South Asian/East Indian	21%
Southeast Asian	4%
Non-White West Asian, North African or Arab	4%
Non-White Latin American	4%
Person of Mixed Origin	5%
Other Visible Minority Group	7%
Prefer not to answer	2%

# Employment

	%
Employed full-time, with 1 employer	74%
Employed part-time, with 1 employer	12%
Business owner	6%
Employed with more than 1 employer (multiple jobs at once)	5%
Other	6%

	%
Health and patient care	11%
Education and childcare	10%
Services (Professional, scientific, technical services, financial, legal, insurance and management services )	21%
Public administration and services	12%
Manufacturing	6%
Retail and warehousing	9%
Construction	4%
Accommodations, restaurants & food service	4%
Other	20%
Prefer not to say	1%

	%
Permanent	94%
Contract	6%

	%
Unionized	33%
Not unionized	67%

	%
Less than 10	16%
11-50	16%
51-100	10%
101-500	16%
501-1000	9%
1000+	33%

	%
My job situation has not changed	39%
I am now splitting my time between going in to work and working from home	16%
I am now working from home, and will continue to do so indefinitely	15%
I am now working from home but will be splitting time between going into work and working from home when the pandemic subsides	7%
My job situation has changed in another way	6%
My hours were reduced	4%
I was never laid off or terminated but I have started a new job	4%
My rate of pay increased	4%
I was laid off but have now returned back to work	3%
My hours were increased	3%
Other	11%

	%
Benefits	70%
EAP	35%
Neither	26%

# Appendix: Statements within factors

## Statement

My employer encourages me to take my entitled breaks.  
 I am able to reasonably balance the demands of work and personal life.  
 My employer promotes work-life balance.  
 I can talk to my supervisor when I am having trouble maintaining work-life balance.  
 I feel supported in my workplace when I am dealing with personal issues.  
 People treat each other with respect at work.  
 My workplace effectively handles conflict among employees.  
 People from all backgrounds are treated fairly in my workplace.  
 My workplace has effective ways of addressing inappropriate behaviour ...  
 I know what I am expected to do in my job.  
 Difficult situations at work are addressed effectively.  
 I am informed of important changes that may impact how my work is done.  
 My supervisor supports me to do my job successfully.  
 The reasons behind organizational changes are explained.  
 I am told about the impact of organizational change on my job.  
 I am willing to give extra effort at work if needed.  
 I feel I am part of a community at work.  
 My supervisor supports my personal growth.  
 My supervisor is open to my ideas for taking on new opportunities at work.  
 I have the opportunity to take on new challenges.  
 My employer values employees' ongoing personal development.  
 I am provided with the necessary training to perform my job well.  
 I have a say in how I will manage organizational changes that affect me.  
 I have some control over how I organize my work.  
 My suggestions are considered at work.  
 I am informed about important changes at work in a timely manner.  
 I am encouraged to participate in decisions that impact my work.  
 People in my organization are held accountable for their actions.  
 Employees and management trust one another.  
 Organizational values are demonstrated at all levels.  
 When physical risks are identified, my employer responds effectively.  
 People at work understand the importance of protecting employee physical safety.  
  
 I have what I need to do my job safely.  
 When psychological risks are identified, my employer responds effectively.  
 ...understand the importance of protecting employee psychological safety.  
 People with mental health issues are supported to do their jobs effectively.  
 People with physical health issues are supported to do their jobs effectively.  
 My employer helps employees cope with workplace stress.  
 Management appointments consider the "people skills" necessary for ...  
 I am able to do my job in a way that aligns with my values.  
 My employer makes efforts to prevent harm to employees from discrimination.  
 It is safe to speak up at work.  
 My employer makes efforts to prevent harm to employees from bullying.  
 I am paid fairly for the work I do.  
 Our organization celebrates our shared accomplishments.  
 I am recognized for good performance.  
 The amount of work I am expected to do is reasonable for my position.  
 I can talk to my supervisor about the amount of work I have to do.  
 I have sufficient time to complete my work.  
 Deadlines are reasonable.  
 The frequency of staff turnover is reasonable for our sector.  
 I feel my job is secure.  
 My home life suffers because of my work.  
 I feel lonely when working.  
 I can do my job effectively with the tools and equipment provided.  
 I feel burned out in my job.  
 My work threatens my psychological health.  
 I am currently being treated unfairly at work because I have a mental illness.  
 I am currently being bullied at work.  
 I am currently being harassed (verbally, physically, or sexually) at work.  
 I am currently experiencing discrimination at work.

## Psychosocial factor

Balance  
 Balance  
 Balance  
 Balance  
 Balance  
 Civility and respect  
 Civility and respect  
 Civility and respect  
 Civility and respect  
 leadership and expectations  
 leadership and expectations  
 leadership and expectations  
 leadership and expectations  
 leadership and expectations  
 Engagement  
 Engagement  
 Growth and development  
 Growth and development  
 Growth and development  
 Growth and development  
 Growth and development  
 Involvement and influence  
 Involvement and influence  
 Involvement and influence  
 Involvement and influence  
 Involvement and influence  
 Organizational culture  
 Organizational culture  
 Organizational culture  
 Protection of physical safety  
 Protection of physical safety  
  
 Protection of physical safety  
 Psychological and social support  
 Psychological and social support  
 Psychological and social support  
 Psychological and social support  
 Psychological and social support  
 Psychological competencies ..  
 Psychological competencies ...  
 Psychological protection  
 Psychological protection  
 Psychological protection  
 Recognition and reward  
 Recognition and reward  
 Recognition and reward  
 Workload management  
 Workload management  
 Workload management  
 Workload management  
 Workload management  
 Workload management  
 Workload management  
 Workload management  
 Balance  
 Psychological and social support  
 Workload management  
 Balance  
 Psychological competencies ...  
 Psychological protection  
 Psychological protection  
 Psychological protection  
 Psychological protection

## Psychosocial hazard

Workload and Work Pace  
 Work/Life Balance  
 Work/Life Balance  
 Work/Life Balance  
 Support  
 Civility and Respect  
 Interpersonal Relationships  
 Civility and Respect  
 Interpersonal Relationships  
 Roles and expectations  
 Interpersonal Relationships  
 Roles and expectations  
 Supervision  
 Organizational Change Management  
 Organizational Change Management  
 Working Hours and Schedule  
 Organizational Culture  
 Supervision  
 Supervision  
 Career Development  
 Career Development  
 Career Development  
 Organizational Change Management  
 Job Control or Autonomy  
 Leadership  
 Roles and Expectations  
 Job Control or Autonomy  
 Leadership  
 Civility and Respect  
 Leadership  
 Work environment...  
 Work environment...  
  
 Work environment...  
 Work environment...  
 Organizational Culture  
 Support  
 Support  
 Support  
 Organizational Culture  
 Job demands  
 Harm  
 Job Security  
 Harm  
 Recognition and Reward  
 Recognition and Reward  
 Recognition and Reward  
 Workload and Work Pace  
 Workload and Work Pace  
 Working Hours and Schedule  
 Working Hours and Schedule  
 Job Security and Precarious Work  
 Job Security and Precarious Work  
 Remote and isolated work  
 Remote and isolated work  
 Remote and isolated work  
 Job demands  
 Job demands  
 Harm  
 Bullying/Harassment  
 Bullying/Harassment  
 Bullying/Harassment