

Guarding minds at work







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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

	Serious Concern		Some Concerns	Relative Strengths
Psychological protection	15.2% 17	.4% 13.3%	54.1	1%
Balance	27.4%	27.3%	21.4%	23.9%
Civility and respect	11.5% 25	5.6%	34.4%	28.4%
Clear leadership and expectations	14.7%	27.6%	33.0%	24.6%
Engagement	11.0% 24	.6%	35.1%	29.2%
Growth and development	15.1%	28.3%	31.9%	24.7%
Involvement and influence	17.8%	28.9%	31.7%	21.6%
Organizational culture	16.6%	30.0%	32.5%	20.9%
Protection of physical safety	7.1 <mark>% 21.4%</mark>	34.49	%	37.0%
Psychological and social support	21.6%	30.4%	25.7%	22.3%
Psychological competencies and demands	22.1%	27.5%	23.6%	26.8%
Recognition and reward	19.6%	28.9%	30.4%	21.1%
Workload management	15.8%	28.8%	29.8%	25.6%



Psychosocial Factors: Results by statement

6 % 6 3% 4%
6 % 3% 4%
% 3% 4%
3% 4%
4%
%
4%
%
15%
6
21%
4%
18%
3%
6
18%
19%
3%
0/
%
% 5%
5%

	My employer makes efforts to prevent harm from discrimination
	It is safe to speak up at work
	My employer makes efforts to prevent harm to employees from bullying
Psychological Protection	I am currently being treated unfairly at work because of 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
	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
Balance	I can talk to my supervisor when I am having trouble maintaining work- life balance
	I feel supported at work when I am dealing with personal issues
	My home life suffers because of my work
	I feel burned out in my job
	People treat each other with respect at work
Civility and	My workplace effectively handles conflict among employees
Respect	People from all backgrounds are treated fairly in my workplace
	My work has effective ways of addressing inappropriatepeople we serve
	I know what I am expected to do in my job
	Difficult situations at work are addressed effectively
Clear	l am informed of important changes that may impact how my work is done
Leadership and Expectations	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
Engagement	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
Growth and Development	work I have the opportunity to take on new challenges
Development	My employer values employees' ongoing personal development
	I am provided with the necessary training to perform my job well

Psychosocial Factors: Results by statement



Serious Concerns	Signific Conce	ant rns	Some Concerns		Relative Strengths
29%		30%		25%	17%
9% 239	%	37	7%		31%
16%	32%			32%	20%
16%	31%			33%	20%
19%	29%		:	31%	21%
16%	30%		3	3%	21%
18%	29%		:	32%	20%
15%	31%		З	2%	21%
9% 24	%	33	%		34%
7% 22%		35%			36%
5 <mark>%</mark> 18%	3	5%			41%
18%	31%			30%	21%
16%	31%		3	1%	22%
17%	32%			31%	20%
12%	28%		35%	5	25%
23%	32	%		27%	18%
44	.%		29%		28%
19%	33%			31%	17%
9% 23%	%	3	9%		29%
39%	, 0	2	7%		35%
20%	27%		3	31%	21%
21%	31%			29%	19%
18%	29%		3	1%	23%
14%	27%		35%	6	23%
15%	25%		30%		31%
12%	26%		38%		24%
10% 2	28%		40%	6	22%
20%	32%			29%	18%
10% 229	%	37	%		31%
7% 22%		41	%		30%

	I have a say in how I will manage organizational changes that affect me
Involvement and Influence	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
Organizationa l Culture	Employees and management trust one another
	Organizational values are demonstrated at all levels
	When physical risks are identified, my employer responds effectively
Protection of Physical Safety	People 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
	People understand the importance of protecting psychological safety
Psychological	People with mental health issues are supported to do their jobs effectively
and Social Support	People with physical health issues are supported to do their jobs effectively
	My employer helps employees cope with workplace stress
	I feel lonely when working
Psychological	Management appointments consider the "people skills"
Competencies and Demands	I am able to do my job in a way that aligns with my values
	My work threatens my psychological health
	I am paid fairly for the work I do
Recognition and Reward	Our organization celebrates our shared accomplishments
	l 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
Workload Management	Deadlines are reasonable
	The frequency of staff turnover is reasonable for our sector
	I feel my job is secure
	I can do my job effectively with the tools and equipment provided



Psychosocial Hazards

	Seriou Conce	us <mark>Sig</mark> r rns Col	nificant ncerns	Some Concerns	Relative Strengths
Bullying/Harassment	15.3%	13.2%		71.5%	
Career Development	14.7%	29.3%		32.0%	24.0%
Civility and Respect	10.9%	23.8%	35	5.7%	29.6%
Harm	15.1%	18.7%	20.6%	45	5.6%
Interpersonal Relationships	16.0%	31.19	6	31.8%	21.1%
Job Control or Autonomy	14.2%	25.7%		34.3%	25.8%
Job demands	35	5.7%	25.2	<mark>% 13.1%</mark>	26.0%
Job Security and Precarious Work	15.2%	27.0%		32.4%	25.5%
Leadership	15.8%	30.99	6	32.4%	20.9%
Organizational Change Management	23.4%	6 3	1.1%	27.7%	17.8%
Organizational/Workgroup Culture	16.4%	30.89	%	31.9%	20.9%
Recognition and Reward	19.6%	28.9	9%	30.4%	21.1%
Remote and isolated work	3	9.4%		33.7%	26.9%
Roles and expectations	11.5%	25.8%		35.3%	27.4%
Supervision	14.5%	25.9%		32.4%	27.2%
Support	17.6%	30.2	%	30.5%	21.8%
Work Environment, Equipment and Hazardous Tasks	9.8%	23.9%	33.4	4%	33.0%
Work/Life Balance	16.8%	27.79	6	31.3%	24.2%
Working Hours and Schedule	9.6%	25.0%	3	8.2%	27.2%
Workload and Work Pace	16.6%	25.1%		30.7%	27.6%

Psychosocial Hazards: Results by statement



Seriou Concer	ıs Sign ns Con	s Significant Concerns			Relative Strengths
15%	14%			71%	
14%	11%		7	75%	
17%	14%			69%	
16%	30%		3	1%	23%
16%	29%		31	%	25%
13%	29%		34%	%	25%
6% 2	2%	42	2%		30%
8% 2	20%	33%			39%
18%	29%			32%	20%
15%	23%		32%		31%
16%	23%		30%		31%
14%	10%		7	75%	
17%	32%	,		30%	21%
15%	28%		32	%	24%
16%	33%)		33%	18%
9%	23%	3	7%		31%
19%	29%	6	:	31%	21%
9%	23%	3	39%		29%
	60%			26	<mark>%</mark> 15%
	39%	2	27%		35%
15%	26%		31%	D	27%
20%	32	2%		29%	18%
10%	22%	3	7%		31%
16%	32%			32%	20%
16%	30%		33%		21%
15%	31%		3	32%	21%
22%	3	2%		28%	18%
20%	31	%		30%	19%
299	%	30%		25%	<mark>%</mark> 17%
15%	29%		33	3%	23%
16%	31%		3	1%	22%
19%	339	%	31%		17%

	I am currently being bullied at work					
Bullying/Haras sment	I am currently being harassed (verbally, physically, or sexually) at work					
	I am currently experiencing discrimination at work					
	I have the opportunity to take on new challenges					
Career Development	My employer values employees' ongoing personal development					
	I am provided with the necessary training to perform my job well					
	People treat each other with respect at work					
Civility and Respect	People from all backgrounds are treated fairly in my workplace					
	Employees and management trust one another					
	My employer makes efforts to prevent harm from discrimination					
Harm	My employer makes efforts to prevent harm to employees from bullying					
	I am currently being treated unfairly at work because I have a mental illness					
	My workplace effectively handles conflict among employees					
Interpersonal Relationships	has effective ways of addressing inappropriate people we serve					
	Difficult situations at work are addressed effectively					
Job Control or	I have some control over how I organize my work					
Autonomy	I am encouraged to participate in decisions that impact my work					
	I am able to do my job in a way that aligns with my values					
Job demands	I feel burned out in my job					
	My work threatens my psychological health					
Job Cocurity	It is safe to speak up at work					
Job Security and Precarious Work	The frequency of staff turnover is reasonable for our sector					
WUIK	I feel my job is secure					
	My suggestions are considered at work					
Leadership	People in my organization are held accountable for their actions					
	Organizational values are demonstrated at all levels					
Organizational	The reasons behind organizational changes are explained					
Change	I am told about the impact of organizational change on my job					
Management	I have a say in how I will manage organizational changes that affect me					
Organizational	I feel I am part of a community at work					
/Workgroup Culture	People understand the importance of protecting psychological safety					
	Management appointments consider the "people skills" necessary					



Psychosocial Hazards: Results by statement

	Serious Concerns	Significa Conceri	ant S ns Co	iome ncerns	Relative Strengths
k I do	20%	27%		31%	21%
nents	21%	31%		29%	19%
ance	18%	29%	:	31%	23%
work	4	4%	30	%	27%
rking	4	4%	29	%	28%
vided	7% 22%	6	41%		30%
y job	5 <mark>%</mark> 17%	39	9%		40%
ork is done	14%	29%	3	4%	23%
inner	16%	31%		33%	20%
fully	12%	24%	34%		30%
owth	16%	26%	329	%	27%
work	16%	28%	32	2%	25%
sues	18%	29%	2	29%	24%
jobs ively	17%	32%		31%	20%
jobs ively	12%	28%	359	%	25%
tress	23%	329	%	27%	18%
ively	9% 2	4%	33%		34%
afety	7% 22%	%	35%		36%
afely	5% <mark>18%</mark>	35	5%		41%
onds ively	18%	31%		30%	21%
al life	11%	29%	37	%	23%
ance	19%	28%	2	29%	24%
ance	21%	26%	2	7%	26%
eded	7% 20%	6	37%		35%
work	12%	26%	38%	6	24%
nable	10%	28%	40	%	22%
eaks	21%	24%	27	%	29%
sition	14%	27%	35	5%	23%
to do	15%	25%	30%		31%

	I am paid fairly for the work I do
Recognition and Reward	Our organization celebrates our shared accomplishments
	I am recognized for good performance
	My home life suffers because of my work
Remote and isolated	I feel lonely when working
work	I can do my job effectively with the tools and equipment provided
	I know what I am expected to do in my job
Roles and expectations	l am informed of important changes that may impact how my work is done
	I am informed about important changes at work in a timely manner
	My supervisor supports me to do my job successfully
Supervision	My supervisor supports my personal growth
١	Ay supervisor is open to my ideas for taking on new opportunities at work
	I feel supported in my workplace when I am dealing with personal issues
	People with mental health issues are supported to do their jobs
Support	effectively People with physical health issues are supported to do their jobs effectively
	My employer helps employees cope with workplace stress
Work	When physical risks are identified, my employer responds effectively
Environment , Equipment and	People at work understand the importance of protecting physical safety
Hazardous Tasks	I have what I need to do my job safely
18565	When psychological risks are identified, my employer responds effectively
	I am able to reasonably balance the demands of work and personal life
Work/Life Balance	My employer promotes work-life balance
	I can talk to my supervisor when I am having trouble work-life balance
	I am willing to give extra effort at work if needed
Working Hours and	I have sufficient time to complete my work
Schedule	Deadlines are reasonable
	My employer encourages me to take my entitled breaks
Workload and Work	The amount of work I am expected to do is reasonable for my position
Pace	I can talk to my supervisor about the amount of work I have to do



Indicators of workplace inclusion

	Seriou Concei		Signifi Conce	icant erns	Some Concerns	Relative Strengths
on	15.7%	22	9%		33.6%	38.3%

6% <mark>2</mark>	2%	42%	30%	
8% 2	0%	33%	39%	
15%	29%	33%	23%	
16%	32%	32%	20%	
	44%	29%	28%	
17%	32%	31%	20%	
12%	28%	35%	25%	
9%	23%	39%	28%	
15%	23%	32%	31%	
15%	26%	31%	27%	
16%	23%	30%	31%	
14%	11%	75%		
15%	14%	71%		
14%	12%	75%		
17%	14%	69%		
18%	29%	31%	23%	

Indicators	of Inclusion
------------	--------------

People treat each other with respect at work
People from all backgrounds are treated fairly in my workplace
I feel I am part of a community at work
My suggestions are considered at work
I feel lonely when working
People with mental health issues are supported to do their jobs effectively
People with physical health issues are supported to do their jobs effectively
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 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

I am recognized for good performance



Indicators of stress or trauma

	Serious Concern		t Some Concerns	Relative Strengths
Indicator of stress or trauma total	18.5%	27.6%	33.6%	25.4%

I feel burned out in my job		59.6%		25.6%	14.8%
My workplace effectively handles conflict among employees	16.6%	32.0%	:	30.4%	21.0%
My workplace has effective ways of addressing inappropriate behaviour from the people we serve	15.1%	28.4%	32	.5%	24.0%
Difficult situations at work are addressed effectively	16.2%	32.8%		32.8%	18.1%
When physical risks are identified, my employer responds effectively	9.2% <mark>2</mark>	3.7%	33.1%	3	84.0%
When psychological risks are identified, my employer responds effectively	17.8%	31.2%	,	30.2%	20.7%
I am provided with the necessary training to perform my job well	12.6%	28.8%	33.	9%	24.7%
People in my organization are held accountable for their actions	15.9%	30.0%	3	2.8%	21.3%
People at work understand the importance of protecting employee	5.6 <mark>% 22</mark> .	.5%	35.2%	3	5.7%
physical safety I have what I need to do my job safely	18.4	% 35	5.1%	41	.1%
People in my workplace understand the importance of protecting	15.6%	31.0%	3	1.2%	22.3%
employee psychological safety My employer helps employees cope with workplace stress	23.09	% 32.	1%	27.0%	17.9%
Management appointments consider the "people skills" necessary for	18.5%	32.6%	6	31.5%	17.5%
specific positions My work threatens my psychological health	38	3.7%	26.7%	3	4.6%
I am able to do my job in a way that aligns with my values	8.9% <mark>2</mark>	3.2%	39.4%		28.4%
My home life suffers because of my work		43.8%	29.	6%	26.6%
It is safe to speak up at work	15.1%	26.4%	31.1	1%	27.4%
I have sufficient time to complete my work	11.8%	26.2%	37.9	9%	24.1%
Deadlines are reasonable	10.2%	28.5%	39.	5%	21.8%
I feel my job is secure.	9.9% 2	2.1%	36.8%		31.2%

Less 6% not displayed on chart 10



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%

	%
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%

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

	%
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%

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

	%
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%

	%
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. 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 **Civility and respect Civility and respect Civility and respect Civility and respect** leadership and expectations Engagement Engagement Growth and development 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 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 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 3 **Bullying/Harassment**