

Impact case study (REF3)

Institution: University of Nottingham		
Unit of Assessment: 17 - Business and Management Studies		
Title of case study: Informing policy development to Promote Employee Well-being and Organizational Performance, in Europe and beyond.		
Period when the underpinning research was undertaken: 2001-2018		
Details of staff conducting the underpinning research from the submitting unit:		
Name(s): Dr Aditya Jain	Role(s) (e.g. job title): Associate Professor	Period(s) employed by submitting HEI: September 2005 - present
Period when the claimed impact occurred: 2013-2020		
Is this case study continued from a case study submitted in 2014? N		
<p>1. Summary of the impact</p> <p>Dr Aditya Jain's research on managing work organisation (psychosocial risks) to promote employee well-being and organisational performance has informed the development of policy initiatives in Europe and internationally. These developments are underpinned by research that culminated in the development of the European Framework for Psychosocial Risk Management (PRIMA-EF), and outputs of subsequent research projects have been adopted by the World Health Organization (WHO) and the European Commission. This has led to the development of policy initiatives by government regulators in Ireland and Italy, development of national standards in the UK, Canada, Denmark, and ongoing development of an International Standardisation Organisation (ISO) standard. This has resulted in direct impacts on policy at the organisational level which has led to the promotion of employee wellbeing and a positive work environment.</p>		
<p>2. Underpinning research</p> <p>The negative health and economic impacts of psychosocial risks at work are well established. These risks, which include harassment and bullying at work impacts both employees and organisations through the consequences of work-related stress and poor mental health. Work-related stress has been estimated to account for 37% of all work-related ill health and 45% of all working days lost due to ill health in the United Kingdom (UK). It affects 1 in 4 European workers with an estimated cost of 3-4% of GDP in the EU. Psychosocial risks and work-related stress have also been shown to impact negatively on worker health and well-being as well as on organisational innovation and productivity [5,6].</p> <p>What is PRIMA-EF?</p> <p>Having highlighted work-related stress as a major challenge for occupational health and safety, Dr Jain at Nottingham University Business School and Professor Leka at the Centre for Organisational Health and Development, University of Nottingham, a World Health Organization (WHO) Collaborating Centre in Occupational Health, conducted research which led to the development of the European Framework for Psychosocial Risk Management (PRIMA-EF), a best practice framework for the management of psychosocial risks in the workplace, which was launched in 2008. This framework aims to reduce work-related psychosocial risk by providing key indicators, interventions and guidance to promote best practice for employers and policy-makers. The policy research that informed the development of PRIMA-EF has been supported by various bodies and to date has received funding in excess of EUR1,500,000 [G1-G6]. The origins of the work lie in research on the management of psychosocial risks and work-related stress that was funded by the European Commission (2006-2009). PRIMA-EF is part of the WHO's Healthy Workplaces Framework, which is a global initiative to promote and create enabling environments for healthy behaviours among workers and was incorporated into WHO global guidance in 2008.</p> <p>Research leading to the development of PRIMA-EF</p> <p>PRIMA-EF was an extensive interdisciplinary project, involving several studies including a comprehensive review of policy level interventions for psychosocial risk management in the workplace [1], stakeholder interviews and social partner (employers' associations and trade unions) surveys and expert workshops to investigate current knowledge among European stakeholders of regulation on psychosocial risk factors [2] and business benefits on managing psychosocial risks [3]. This body of research concluded that a gap between policy and practice existed and further regulatory and voluntary policy initiatives were needed to bridge this gap [1,4]. It was also noted that psychosocial risk management at work could improve organisational performance [3,4]. This research culminated in the development of PRIMA-EF which includes key indicators, interventions and guidance on psychosocial risk management to promote good</p>		

practices among enterprises and policymakers and to benchmark standards across companies, sectors and countries.

Research after the development of PRIMA-EF

Further studies using policy analysis and evaluation were used to review European best practice approaches in psychosocial risk management. A review of voluntary standards on occupational health highlighted a lack of specific guidance on preventing stress and psychosocial risks in the workplace within European Union member states [5]. On the basis of this review, Jain and Leka subsequently presented the case for fostering responsible organisational practices by developing a voluntary standard for psychosocial risk management. They authored and led the development of the first standard for the management of psychosocial risks in the workplace in 2011 for the British Standards Institution (BSI), known as the Publicly Available Specification 1010 (PAS1010) [4]. Further research demonstrated that poor psychosocial risk management acts as a barrier to innovation at an organisational, country and EU level, highlighting the importance of psychosocial risk management for EU-wide innovation performance [6]. In 2014, Jain investigated the effect of psychosocial risks in a Norwegian Oil and Gas company, which adopted the PRIMA-EF framework and adhered to good practice according to PAS1010 [7]. This study used a psychosocial risk indicator (PRI) to demonstrate that a poorer psychosocial environment was associated with hydrocarbon leaks and, therefore, the importance of psychosocial risk management not only for health and wellbeing but also for safety.

3. References to the research

1. Leka, S., Jain, A., Zwetsloot, G., & Cox, T. (2010). Policy-level interventions and work-related psychosocial risk management in the European Union. *Work & Stress*, 24(3), 298-307. <https://doi.org/10.1080/02678373.2010.519918>
2. Ertel, M., Stijlicanow, U., Iavicoli, S., Natali, E., Jain, A., & Leka, S. (2010). European social dialogue on psychosocial risks at work: benefits and challenges. *European Journal of Industrial Relations*, 16(2), 169-183. <https://doi.org/10.1177/0959680110364830>
3. Jain, A., Leka, S., & Zwetsloot, G. (2011). Corporate social responsibility and psychosocial risk management in Europe. *Journal of Business Ethics*, 101(4), 619-63. <https://doi.org/10.1007/s10551-011-0742-z>
4. Leka, S., Jain, A., Widerszal-Bazyl, M., Żołnierczyk-Zreda, D., & Zwetsloot, G. (2011). Developing a standard for psychosocial risk management: PAS1010. *Safety Science*, 49(7), 1047-1057. <https://doi.org/10.1016/j.ssci.2011.02.003>
5. Leka, S., Jain, A., Iavicoli, S., & Di Tecco, C. (2015). An evaluation of the policy context on psychosocial risks and mental health in the workplace in the European Union: Achievements, challenges and the future. *Biomed Research International*. 213089. <https://doi.org/10.1155/2015/213089>
6. Dediú, V., Leka, S., & Jain, A. (2018). Job demands, job resources and innovative work behaviour: A European Union Study. *European Journal of Work & Organizational Psychology*, 27(3), 310-323. <https://doi.org/10.1080/1359432X.2018.1444604>
7. Bergh, L.I.V., Hinna, S., Leka, S., & Jain, A. (2014). Developing a performance indicator for psychosocial risk in the oil and gas industry. *Safety Science*, 62, 98-106. <https://doi.org/10.1016/j.ssci.2013.08.005>

Grant Details

<i>Funding body</i>	<i>Investigators</i>	<i>Title</i>	<i>Dates</i>	<i>Amount</i>
G1. European Commission (EC)	Leka & Cox (Jain – named researcher)	Psychosocial risk management: European framework (PRIMA-EF)	2006-2009	EUR746,809
G2. European Commission (EC)	Leka & Jain	Psychosocial risk management – Education and training in Europe	2009-2011	EUR330,000
G3. European Agency for Safety & Health at Work	Leka & Jain	Drivers, barriers and needs of European enterprises for the management of psychosocial risks in the workplace	2010–2012	EUR79,000
G4. SESI (Brazilian)	Leka & Jain	Adapting the European Framework for Psychosocial	2011-2012	GBP40,437

Social Security Association for Industry)		Risk Management in the Brazilian context		
G5. European Commission (EC)	Leka & Jain	'The policy context in relation to mental health in the European Union: Review, evaluation and policy recommendations'	2013-2014	EUR336,326
G6. European Commission (EC)	Jain	'Developing a sectoral multi-stakeholder CSR platform'	2013-2015	EUR196,250
Approx. TOTAL:				EUR1,700,000

Awards

Jain received the Early Career Achievement Award at the 2019 Work, Stress and Health conference for his exceptional contribution to the science and practice of occupational health psychology, particularly informing policy initiatives aimed at promoting employee well-being.

4. Details of the impact

Pathways to impact through World Health Organisation

PRIMA-EF guidelines were developed through a series of consultations and workshops with key stakeholders and were subsequently incorporated into WHO global guidance in 2008 [A]. PRIMA-EF was widely disseminated through activities promoted by WHO and included into the Global Plan of Action on Workers' Health for the period 2008-17, which was adopted unanimously by 193 WHO Member States [A, B]. As a result, policy makers in all WHO regions have been using the best practice framework to tackle psychosocial risks and develop healthy workplaces. Since 2009, Jain's research [4] has contributed to the development of 'a number of BSI/ISO standards' including PAS1010 (*Guidelines for the management of psychosocial risks*) which was published by the British Standards in 2011 and informed the development of the Canadian National Standard for psychological health and safety in the workplace in January 2013 [D].

Influencing international guidance, policy and standards

In 2014, the translation of PRIMA-EF into the Canadian National Standard led to the implementation of psychosocial risk management strategies across Canadian organisations [D]. In a case study research project (2014-2017), 40 organisations were reviewed to evaluate subsequent implementation of the Standard [E]. Uptake of psychosocial risk management strategies within organisations increased from 55% in 2014 to 72% in 2017 as a result of the Standard [E]. To enact the Standard, Canadian organisations implemented workplace policies to protect against psychosocial risks, enhanced employee mental health knowledge, and conducted mental health training for managers. The Nova Scotia Health Authority with a workforce of more than 40,000 members incorporated the Canadian Standard into their operations, by improving data collection methods and increasing supportive practices to improve psychosocial health and safety [E]. Another participating organisation stated that 'implementing [the Standard] has helped us keep mental health top of mind in everything we do. It is no longer an afterthought. It is now woven into all our considerations and decisions. It is now just how we operate' [E].

Jain has further clarified key legislation by developing the 'Interpretative Document of the Implementation of Council Directive 89/391/EEC in relation to Mental Health in the Workplace' which was published by the European Commission in 2014 and promoted by the European Agency for Safety & Health at Work [C]. Additionally, PRIMA-EF work, specifically the 2008 WHO global guidance, and Jain's EU consensus paper on mental health in the workplace were promoted by WHO on the 2017 mental health day, which was dedicated to mental health in the workplace, through the WHO's Mental health in the workplace information sheet [A].

The body of research behind PRIMA-EF and the various guidelines, documents and standards it has informed, has raised awareness of the importance of management of psychosocial risks in the workplace and laid the foundation for a joint proposal by BSI and the Standards Council of Canada to be put to the International Organization for Standardization (ISO), in 2018, to develop an international guidance standard. The proposal was approved and led to the establishment of a working group responsible for developing the new standard; ISO 45003 *Psychological health and safety at work: Guidelines for managing psychosocial risks* [D]. Jain is a member of this

working group, and chair of the UK BSI mirror committee contributing to this work. The international standard, which will be the first international standard dealing with psychological health and safety in the workplace, is expected to be launched in 2021 [D].

Impact in Europe

Jain's research and standardization work has also informed the development of a new psychosocial risk management standard in Denmark [F]. PAS1010 and the agreed development of ISO45003 provided a platform for the establishment of the Danish national standard in 2017. Representatives from the National Standardisation body stated 'PAS1010 and the research carried out by [Jain] have been used as an essential basis and starting point as well as great inspiration for the specific political decisions and research initiatives' [F]. Policy initiatives formed include targets to reduce proportion of employees who are mentally overloaded by 20% by the end of 2020 across all Danish organisations, compared with 2011 figures.

PRIMA-EF has also been used to develop policies and tools in Ireland. In 2018, the Irish Health and Safety Authority (HSA) launched the 'Work Positive CI' online tool to help companies manage work-related stress and improve employees' well-being [G]. PRIMA-EF has fundamentally informed the development of the Irish Work Positive approach, with the website stating that The Work Positive process 'is aligned with the Psychosocial Risk Management European Framework (PRIMA-EF)' [G]. A testimonial from HSA further testifies to the significance of Jain's research on the Work Positive tool 'which is aligned with PRIMA-EF and is a key indicator that has been used to evaluate both policy and practice' [G]. The tool is, according to HSA, 'the only state-backed freely available online tool for carrying out psychosocial risk audits in companies based in the Republic of Ireland' which has been used 'by The Irish Prison Service, the Ambulance Service, the Red Cross and the Irish Emergency Ambulance Service' and 'has been embraced across the Pharmaceutical sector' [G]. Furthermore, 'over 5000 registrations have occurred for the tool since going online' and has been used by HSA internally 'to great effect and it is an embedded part of the health, safety and wellbeing toolkit.' In summary, the PRIMA-EF model, based on Jain's research, and the Work Positive tool, 'has resulted in a high impact in Ireland, both in terms of awareness of the system, and its operation as a survey tool and follow up systematic approach to control measures' [G].

Jain's research has also led to a partnership with PRIMA-EF collaborators from Italy to develop an Italian approach to address psychosocial risks in the workplace and develop key initiatives that have been implemented for the management of industrial psychosocial risks. This approach was informed by PRIMA-EF and employed across Italy through the National Institute for Insurance against Accidents at Work (INAIL) who have testified to 'the significant impact and contribution of the work of ... Jain in developing and implementing methods and tools to assess and manage psychosocial risks at work in Italy' [H]. According to INAIL, PRIMA-EF was 'particularly influential to the development of a participatory approach to the management of psychosocial risks in the workplace in Italy' which led to 'a national project financed by the Italian Ministry of Health (2013-2016) about the monitoring of psychosocial risks management among Italian enterprises' [H]. In 2017, this project evolved to 'update and improve ... INAIL's methodology' which now 'represents the most used method to assess and manage psychosocial risks' by Italian enterprises and, 'in October 2020, more than 8,000 enterprises resulted registered into INAIL's web platform and 180,000 questionnaires filled in' [H]. Furthermore, the Italian approach was evaluated in 2014 and was found to result in better psychosocial risk management in Italian organisations. As a result of the policy, the number of Italian companies creating provisions and adopting procedures to deal with work-related stress more than doubled [H]. Moreover, provisions for bullying, harassment, and violence at work more than tripled in companies in 2014, in comparison to before the policy in 2009. The use of procedures to deal with work-related stress in Italy was reported to be higher than the EU average [H].

Impact in Australia

In Australia, 'the development, implementation, and evaluation of the PRIMA-EF guidelines were influential to the development of the Australian Workplace Barometer [AWB] and, in particular, to the application of its outcomes' [I]. The AWB, which has been informing policies and practices since 2009, is a representative employee survey that provides an overview of working conditions across Australia for follow-up and is being promoted by SafeWork Australia [I]. The scientific lead of the AWB has stated that 'PRIMA-EF guidelines supported the practical applications of the PSC [Psychosocial Safety Climate]', which is a key indicator that has been used to evaluate both policy

and practice in Australia, for example ‘across the public sector in the state of Victoria (over 100,000 employees)’ [I]. The scientific lead also states that PSC evidence has been used by ‘the Australian Productivity Commission, which provides independent research and advice to the government, in their November 2020 report on Mental Health, included a full page on the Psychosocial Safety Climate theory and evidence to recommend significant changes in codes of practice and to national law: “... Governments should amend Workplace Health and Safety arrangements in their jurisdiction to make psychological health and safety as important in the workplace as physical health and safety. (Action 7.1)”’ [I]. Additionally, the scientific lead’s testimonial to the influence of Jain’s research on the AWB has also stated that ‘expertise in conducting the AWB has been translated to advice for international researchers and policy makers, informing the development of the New Zealand Workplace Barometer and Norway’s national surveillance system’ [I].

Impact on employee wellbeing and organisational performance

Finally, the work carried out by Jain in PRIMA-EF and subsequent projects [G4, G5] has had further direct impact at the company level. The HR leader for Equinor ASA (formerly known as Statoil) states that the organisation collaborated with Jain to develop their own psychosocial risk management framework and that they adhere to good practice according to PAS1010, which was informed by Jain’s research [J]. Since the application of PRIMA-EF, in 2013, the company decided to develop a Psychosocial Risk Indicator (PRI) to guide management ‘in prioritising risk areas with appropriate follow-up measures’ [J]. In 2020, the PRI was revised and is used as part of their annual employee survey with results ‘followed up with Psychosocial risk management tools embedded in the company’s Health and Safety Toolbox’ [J]. Equinor’s HR lead’s 2020 testimonial summarises that ‘quantitative and qualitative risk data collected through the PRIMA method over the past years have helped us identify the psychosocial factors that are particularly important for us as a company when we manage psychosocial risk to promote health and wellbeing among our employees, and have also highlighted the link between psychosocial risks and safety performance (hydrocarbon leaks). This work has not only benefitted us as a company in promoting employee wellbeing and a positive work environment but also helped improve organisational performance’ [J].

5. Sources to corroborate the impact

- A. Collated evidence: WHO website displaying PRIMA-EF guidance, WHO website metadata, 2008 WHO guidance, PRIMA-EF website, *Improving Workers’ Health* report (2016), *Healthy workplaces: a model for action* (2010), WHO 2017 Mental Health day webpage, WHO Information sheet on mental health at the workplace, EU Compass for Action on mental health and well-being.
- B. WHO Implementation of the Global Plan of Action of Workers’ Health in the European Region: Report of the Sixth Meeting of European Network of WHO Collaborating Centres in Occupational Health (Madrid, 14-16 October 2008), p. 56 demonstrates Jain’s involvement and pp. 9, 10, 17 demonstrate PRIMA-EF’s inclusion
- C. Interpretative document and [OSHA website](#)
- D. Testimonial from BSI Lead Standards Development Manager (Business improvement & Occupational health & safety management)
- E. Canadian national standard and [Mental Health Commission of Canada’s Case Study Research Project Findings](#) (2014-2017)
- F. Testimonial from Business Developer & Lead Auditor (Bureau Veritas Certification Denmark), Adjunct Professor at Roskilde University (Team WorkingLife) and Consultant (Konventum, LO-skolen)
- G. Testimonial from the Irish Health and Safety Authority (HSA) and [OIRA project website](#)
- H. Testimonial from National Institute for Insurance against Accidents at Work (INAIL) and Di Tecco, C., Jain, A., Valenti, A., Iavicoli, S., & Leka, S. (2017). An evaluation of the impact of a policy-level intervention to address psychosocial risks on organisational action in Italy. *Safety Science*, 100 (1), 103-109. <https://doi.org/10.1016/j.ssci.2017.05.015>
- I. Testimonial from scientific lead of the Australian Workplace Barometer and Australian Government Productivity Commission report on Mental Health
- J. Testimonial from Equinor ASA’s HR leader