

Etablering af netværk der fremmer mental sundhed på arbejdspladsen i små- og mellemstore virksomheder

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SMV'er og deres indsats for at fremme mental sundhed og trivsel på arbejdspladsen: WELL@SME-projektet

Forskning peger på en stigning i tilfælde af arbejdsrelaterede psykiske sygdomme og fravær fra arbejdspladsen, foruden at en stigning i antallet af europæere der går tidligt på pension som følge af problemer med deres psykiske helbred (European Framework for Action on Mental Health and Well-being, 2016).

Dette er en udfordring som skal løses for at sikre, at de europæiske arbejdspladser har et psykisk godt arbejdsmiljø.

WELL@SME: Mental Wellbeing in SMEs er et projekt der adresserer de specifikke behov som medarbejdere og ledere/ejere af små- og mellemstore virksomheder har, ved at udarbejde skræddersyede ressourcer, redskaber og strategier der har til formål at forebygge arbejdsrelateret stress, dårligt mental sundhed og de dårlige arbejdsforhold der kan være årsag til dette. Denne metodologi for etablering af netværk er et af redskaberne.

Denne metodologi fokuserer på hvordan man opbygger og opretholder et netværk der fremmer den mentale sundhed og trivsel på arbejdspladsen. Metodologien giver mulighed for bedst muligt at udnytte kombinationen af værktøjer, formål, behov og engagement til at skabe forandring på din arbejdsplads, **i dit lokalsamfund eller i dit land.**

Denne metodologi kan konsulteres i forbindelse med følgende:

1. Etablering af et netværk
2. Udvikling af netværk baseret på en organiseret fremgangsmåde
3. Beskrive formål og målsætninger med henblik på at opnå en fælles forståelse
4. Strategier for hvordan man involverer og engagerer potentielle partnere
5. Processer for vurdering/evaluering af præstation og effekt

På vegne af hele WELL@SME-projektteamet, vil vi gerne takke for interessen i denne metodologi og mental sundhed på arbejdspladsen.



Metodologi for etablering af netværk der fremmer mental sundhed på arbejdspladsen



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Formålet med at have en metodologi for hvordan skaber netværk der fremmer mental sundhed på arbejdspladsen

Denne metodologi kan bruges som en vejledning og systematisk tilgang til at opbygge et lokalt- regionalt- eller nationalt netværk der fremmer mental sundhed på arbejdspladsen. Metodologien tager dig igennem de forskellige trin. Den er ydermere med til at sikre at udviklingen af netværket følger en logisk og struktureret sti, hvilket øger chancen for succes.

Metodologien beskriver hvad formålet med netværket er, hvilket bidrager til at sikre en fælles forståelse af hvad netværket er og hvad det skal bruges til. Denne klarhed sikrer en overensstemmelse mellem de deltagende virksomheder og forbedrer effektivitet og samarbejde. Som en hjælp, indeholder denne metodologi strategier for hvordan man engagerer potentielle partnere, hvordan man kommunikerer fordelene ved samarbejdet og hvordan man opretholder løbende kommunikation inden for netværket. Det understreger vigtigheden af transparent og kontinuerlig kommunikation for at opbygge tillid og engagement blandt de deltagende virksomheder.



Metodologien indeholder forslag til hvordan man kan evaluere på netværkets effekt og indvirkning. Her defineres nøglepræstationsindikatorer og evalueringskriterier med henblik på at kunne måle netværkets succes. Ved at evaluere på netværkets effektivitet på regelmæssig basis, kan man foretage tilpasninger og derved løse opståede udfordringer, gribe muligheder og sikre en langsigtet holdbarhed for netværket. Hvis man ønsker at se en effekt, skal man investere i indikatorer.

Metodologien kan derved bidrage til at skabe struktur, klarhed, effektiv kommunikation og værktøjer til løbende evaluering af netværket, hvilket vil sikre at netværkets deltagende virksomheder er klar over netværkets formål og forbedre samarbejdet mellem disse. Dette er ligeledes med til at sikre, at netværket er godt klædt på til at tackle arbejdsrelateret stress og arbejdsbetingelser som kan påvirke den mentale sundhed negativt.

For at få mere information om WELL@SME-projektet, inklusive redskaber, værktøjer og strategier for hvordan man forebygger arbejdsrelateret stress og dårlige arbejdsbetingelser, besøg vores hjemmeside: <https://www.mentalhealth4work.eu/>

1. Involver nøgleinteressenter

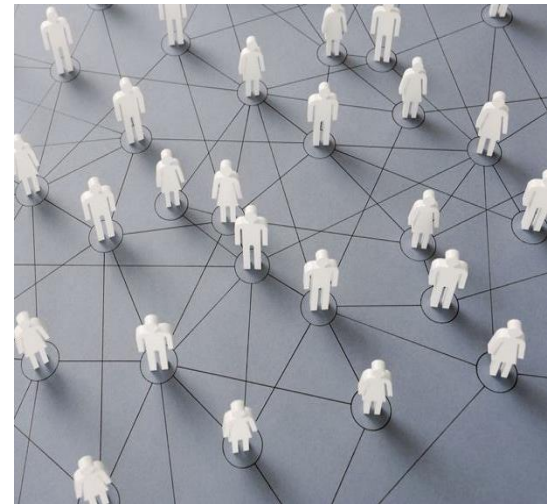
Når man påbegynder opbygningen af et netværk med det formål at fremme mental sundhed på arbejdspladsen, er det vigtigt at involvere relevante interessenter for at sikre et succesfuldt partnerskab med en stor indvirkning. Eksempler på relevante interessenter kunne være:

- SMV-ledere,
- HR-ansvarlige
- Personer eller organisationer/virksomheder med levet erfaring/organisatorisk erfaring med mental sundhed på arbejdspladsen, både ift. succesfulde oplevelser og ift. udfordringer.
- Førstehjælpere til mental sundhed på arbejdspladsen (eller ambassadører som nævnt i næste afsnit)

Det er vigtigt at involvere disse interessenter tidligt i processen for at sikre sig at de køber ind på idéen og engagerer sig i at skabe et miljø som fremmer den mentale sundhed på arbejdspladsen.

Det anbefales også at række ud til myndigheder/ministerier inden for f.eks. beskæftigelse, sundhed eller forretning, afhængigt af den pågældende lokale kontekst. Det anbefales ligeledes at undersøge disse myndigheders (eksisterende) støtte eller finansieringsmekanismer inden for sundhedsfremme/udbredelse af redskaber til at tackle mental sundhed i SMV'er. Dette bør også dække over brancheorganisationer og stærke erhvervspartnerne – med leder-, leverandør- eller klientperspektiver på præstation og trivsel i SMV'er.

Derudover bør man kontakte akademiske institutioner da hverken dataindsamlingsmekanismer, udviklingen og træningen af disse færdigheder eller forskningsfærdigheder er en del af de nuværende praksisser i SMV'er. Vi anbefaler ligeledes at inkludere både juridiske eksperter og etiske rådgivere med henblik på at sikre adgang til god og basal information om lokale processer.



Eksempler fra Europa:

- Irland: [Healthy workplace Ireland](#).
- Portugal: [Pacto Para a Saude Mental](#)
- Letland: [Seminars on Mental Health at Work](#)

2. Oplær ambassadører til netværket

Oplæring af ambassadører er en god idé for at netværket kan vækste og have noget konkret at tilbyde virksomhedsledere. Det giver dig mulighed for at tilbyde en ramme for opkvalificering til det kommende arbejde og sikre bedre mental sundhed og trivsel på arbejdspladsen.

For at tilpasse et oplæringsprogram bedst muligt til den lokale eller nationale kontekst og for at have en aktivitet at engagere netværket i, kan du vælge at opbygge dit eget oplæringsprogram, men der er allerede udviklet flere forskellige programmer, som f.eks. [WELL@SME E-learning platform](#),

og andre europæiske programmer. Vælg et der passer til den lokale kontekst som du befinder dig i, og overvej hvordan det kan implementeres gennem dit nyligt etablerede netværk. Du kan også konsultere vores [Well@SME database](#), for yderligere vejledning og information.

Du kan også drage inspiration fra disse eksempler på ambassadøroplæringer i Europa:

Eksempler fra Europa:

- Letland: [Trainings for ambassadors](#)
- Portugal: [Pacto Para a Saude Mental](#)
- Finland: [Business Mentor System](#)
- Storbritannien: [Mental Health First Aiders](#)

Hvis du vælger at bygge et lignende værktøj, skal du sørge for at samarbejde med fagfolk inden for mental sundhed for at sikre nøjagtighed og dybde i oplæringens indhold.

Disse oplæringsprogrammer bør udvikles til potentielle peer-støtter (i praksis f.eks. HR-professionelle, mellemledere, dedikerede HSEQ-medarbejdere eller lignende) med fokus på at lytte aktivt, empati og grundlæggende bevidsthed om mental sundhed. Samarbejd med fagfolk inden for mental sundhed for at give indsigt i almindelige problemer med mental sundhed på arbejdspladsen.

Nogle af de elementer, der skal overvejes i et sådant oplæringsprogram, bør omfatte oplæring i mental sundhed, herunder information om almindelige psykiske lidelser, reduktion af stigmatisering og vigtigheden af tidlig indgriben.

Denne oplæring bør også omfatte kommunikation og lyttefærdigheder for at styrke de nødvendige evner til empati, fortrolighed og evnen til at guide enkeltpersoner til de rette ressourcer. Den bør omfatte indsigt i almindelig SMV-dynamik, f.eks. begrænsede ressourcer, stramme deadlines og det tætte sammenhold i små teams. Og af samme grund bør den også indeholde et kursus i kriseintervention for at hjælpe dem med at håndtere situationer, hvor der er behov for øjeblikkelig indgriben, og guide folk til professionel hjælp. Her er den primære vægt således på hurtigt at vide, hvem man skal kontakte, og hvordan man skal handle, hvis en krise rammer.

For at øge kvaliteten er det vigtigt med oplæring i kulturel sensitivitet og mangfoldighed, da psykiske problemer også skal behandles på en kulturelt kompetent måde, der respekterer perspektiver og baggrunde.

Til lokale/organisatoriske formål vil oplæring i netværks- og relations opbygningsstrategier være meget nyttig, da forbindelser med nøgleinteressenter i både virksomheden og lokalsamfundet (herunder SMV-ledere, HR-professionelle/netværk og lokalsamfundsorganisationer) vil øge rækkevidden og effekten af netværket som fremmer mental sundhed på arbejdspladsen.

Og hvis du også har tid og mulighed for det, anbefales det at bruge simulationsøvelser og rollespil under alle fysiske oplærings-sessioner. Det giver ambassadørerne mulighed for at øve deres færdigheder i et kontrolleret miljø. Det kan hjælpe med at opbygge selvtillid og sikre, at ambassadørerne er velforberedte på situationer i det virkelige liv.

3. Opbyg et evalueringsværktøj og et feedback- og reguleringsredskab



Det er vigtigt regelmæssigt at evaluere effektiviteten af virksomhedsnetværket og peer-støtteprogrammet ved hjælp af kvantitative og kvalitative målinger. Brug disse data til at foretage justeringer af strategi, netværk eller kommunikation og til at udvide programmet og imødekomme nye behov. (Se også punkt 7 og 8 - da dette også muliggør en fremtidig datadrevet tilgang).

Ud over at overveje brugen af individbaserede initiativer som f.eks. et mikrokreditsystem til at motivere medarbejdere/partnere, der bruger programmet, foreslår vi også, at der iværksættes initiativer til dataindsamling inden for følgende tre områder:

- **Medarbejder engagement ift. fremme af mental sundhed på arbejdspladsen:** Procentdel af medarbejdere, der bruger ambassadør-ordninger: Dette måler medarbejdernes engagement i netværket med fokus på at fremme mental sundhed på arbejdspladsen. En højere procentdel indikerer, at medarbejderne er opmærksomme på og trykke ved at bruge ordningerne, hvilket afspejler netværkets succes med at skabe en kultur med åbenhed omkring mental sundhed.
- **Fravær og fraværprocenter der hænger sammen med den mentale sundhed:** Reduktion i fravær og fremmøde: Ved at spore ændringer i fravær (dage, der er taget fri på grund af psykiske problemer) og tilstedeværelsesfrekvens (medarbejdere, der arbejder, mens de beskæftiger sig med psykiske problemer). Et fald i disse tal kan være et tegn på den positive effekt, som netværket har på medarbejdernes mentale sundhed og arbejdspladsens samlede produktivitet.
- **Medarbejdertilfredshed og fastholdelsesgrad:** Ved at måle medarbejdertilfredshed gennem undersøgelser og fastholdelsesrater for at vurdere virkningen af netværket på den generelle jobtilfredshed og engagement i organisationen. En højere grad af tilfredshed og bedre fastholdelse kan kædes sammen med netværkets effektivitet i forhold til at støtte medarbejdernes mentale sundhedsbehov.

Måling af disse områder vil give et godt overblik over succesen af et netværk for SMV'er, der arbejder med mental sundhed på arbejdspladsen, ved at indfange både brugen af ambassadørordninger og den bredere indvirkning på organisatoriske målinger i forbindelse med produktivitet, fravær og medarbejdertilfredshed.

Etablér et system for regelmæssige check-ins og vejledningssessioner for ambassadører, så de kan diskutere udfordringer, dele erfaringer og modtage yderligere oplæring, hvis det er nødvendigt. Definér og kommunikér også stramme retningslinjer for fortrolighed til ambassadører for at skabe et sikkert og tillidsfuldt miljø for medarbejdere, der søger støtte.

Overvej, hvilke af disse områder der vil være egnede at implementere i din virksomhed. Du skal huske på, at disse feedbackmetoder ikke må være for tunge at implementere, da det vil skabe en

risiko for, at de ikke bliver implementeret korrekt, eller at der bruges flere ressourcer, end der er til rådighed.

Eksempler fra Europa:

- Grækenland: [4peoplesmatters](#) - Evalueringsværktøj
- Finland: [Mental Health Friendly Workplace® label](#)
- Portugal: [Pacto Para a Saude Mental](#)

4. Beskriv en national/regional struktur med styringsmekanisme

Ved at udforme en styringsramme for dit netværk for mental sundhed på arbejdspladsen vil du kunne tilbyde adgang til udpegede ambassadører for forskellige teams eller afdelinger. Sørg for at sikre geografisk og hierarkisk repræsentation for at fremme inklusion.

Det er meget nyttigt at beskrive en styringsramme for virksomhedsnetværket af SMV'er, der arbejder med mental sundhed på arbejdspladsen, fordi en styringsramme giver en struktureret tilgang til implementering og styring af netværket. Man kan også skitsere roller, ansvar og processer og sikre, at ordningen er organiseret, effektiv og i overensstemmelse med organisationens mål på lokalt niveau.

Det kan også sikre, at dit netværk har ansvar og overblik, hvilket øger muligheden for at måle fremskridt og sikre en bred risikostyringsstrategi, der identificerer potentielle udfordringer og giver en plan for at afbøde risici. Det er afgørende, når man skal håndtere følsomme emner i forbindelse med mental sundhed, og det sikrer, at potentielle problemer løses hurtigt og hensigtsmæssigt.

Det nationale styringsnetværk vil således forbedre din evne til at uddanne og udvikle netværket og muligvis give dig mulighed for et kvalitetssikringsprogram for at hjælpe med at opretholde kvaliteten og effektiviteten af ambassadørordningerne.

Rammerne bør også omfatte juridiske og etiske overvejelser i forbindelse med støtte til mental sundhed.

Dette vil (sandsynligvis) ikke omfatte egentlig rådgivning, men omfatte de mest relevante råd og henvisninger til mere materiale, når der er behov for det. Målet er ikke at inkludere alt, men at sikre et grundlæggende informationsniveau for at sikre, at brugerne henvises/tilbydes god juridisk/etisk rådgivning, når der er behov for det. Dette hænger også sammen med behovet for gennemsigtighed og åben kommunikation om netværkets ledelse, udvikling og resultater - da dette også fremmer en kultur med åbenhed og tillid.

En styringsramme bør også give nogle ideer eller en køreplan for en bæredygtig implementering af netværket. Den tager højde for langsigtet planlægning, ressourceallokering og strategier for løbende forbedringer, der sikrer, at netværket forbliver relevant og virkningsfuldt over tid, og at det forbliver effektivt i forskellige faser af organisationens udvikling.

Sammenfattende er en styringsramme afgørende for en vellykket implementering, styring og bæredygtighed af et netværk for SMV'er, der arbejder med mental sundhed på arbejdspladsen. Det



giver en struktureret og organiseret tilgang, der tager fat på forskellige aspekter, som er afgørende for netværkets succes og medarbejdernes trivsel.

Eksempler fra Europa:

- Irland: [Government vision for a Mental Health Policy](#)
- Portugal: [Pacto Para a Saude Mental](#)

5. Opbyg en kommunikationsplatform

For at sikre strømlinet og nem kommunikation mellem partnerne i netværket vil det være en god idé at implementere en tilgængelig kommunikationskanal for medlemmerne, så de kan udvide deres samarbejde og videndeling. Hvis det er muligt/nødvendigt på virksomhedsniveau, skal du også gøre det muligt for medarbejderne at komme i kontakt med ambassadører, f.eks. anonyme hotlines, onlinefora eller personlige drop-in-sessioner, som f.eks. uformelle arrangementer, f.eks. virtuel morgenkaffe eller virtuelle gåture sammen osv.

Sørg for nem adgang til støtte, og sørg for, at dit valg af platform tilbyder et meget højt sikkerhedsniveau i forhold til de følsomme emner, det involverer. Det er et meget vanskeligt emne, men ambassadørerne har også brug for støtte og vidensdeling for at kunne fortsætte deres vigtige rolle.

Eksempler fra Europa:

- Grækenland: [HiWell App](#)
- Portugal: [Pacto Para a Saude Mental](#)

6. Lav oplysningskampagner blandt SMV'er

FOR AT SKABE BEVIDSTHED om vigtigheden af at fokusere på mental sundhed og trivsel på arbejdspladsen samt kendskab til dit netværk kan det være en fordel at iværksætte en omfattende oplysningskampagne i SMV'en, der promoverer netværket og understreger dets rolle i at afstigmatisere diskussioner om mental sundhed.



I betragtning af netværkets formål anbefales det at inkludere et fokus på historiefortælling og personlige fortællinger. Ved at opfordre medarbejdere til at dele deres personlige erfaringer med mentale sundhedsudfordringer som vidnesbyrd, hjælper kampagnen med at menneskeliggøre emnet, reducere stigmatisering og skabe en støttende kultur, hvor enkeltpersoner føler sig trygge ved at diskutere deres mentale sundhed. Det er også vigtigt at fremhæve tilfælde, hvor arbejdet med at styrke den mentale sundhed (ikke kun udfordringer) har givet resultater. Disse kan tjene som vigtige eksempler for andre. Det samme gælder for ledelsesopbakning: At få personlige historier eller opbakning fra virksomhedsledere, der åbent deler deres støtte til

initiativer for mental sundhed, øger kampagnens troværdighed og signalerer en forpligtelse til at fremme en mental sundhed og trivsel på arbejdspladsen.

Kampagnen kan også bruge interne kommunikationskanaler som nyhedsbreve, intranet og e-mails i hele virksomheden til regelmæssigt at dele information om mental sundhed og kampagneopdateringer. Derudover er det en god idé at organisere lokale kampagnearrangementer, f.eks. dage med fokus på mental sundhed, hvor medarbejderne kan deltage i aktiviteter, deltage i informationssessioner og indgå i åbne samtaler om mental sundhed.

Eksempel fra Europa:

- Danmark: [Tryk Jobstart](#) – Kampagne der omhandler hvordan man støtter unge nyuddannede

7. Skab kontakt til eksisterende nationale og europæiske instanser

For at opbygge og forankre dit netværk yderligere kan du overveje at integrere dit netværk i eksisterende hjælpeprogrammer for medarbejdere og trivselsinitiativer for at skabe en holistisk tilgang til mental sundhed på arbejdspladsen. Dette omfatter også en forbindelse til ESG-rapporteringsenheder for at muliggøre en mekanisme for ansvarlighed og benchmarking.

Samarbejde med europæiske instanser gør det muligt at lære af erfaringer fra forskellige lande, som kan give værdifuld indsigt og innovative tilgange, der forbedrer effektiviteten af netværket. Det vil også støtte udviklingen af et mere robust og internationalt informeret netværk.

Det giver også mange muligheder for at netværke med potentielle samarbejdspartnere, herunder organisationer, eksperter og fortalere inden for mental sundhed. Det kan føre til værdifulde partnerskaber, fælles ressourcer og samarbejdsinitiativer, der styrker netværkets indflydelse på den mentale sundhed på arbejdspladsen - herunder både politisk indsigt og fortalervirksomhed i regionale/europæiske politikker, men også være en vej til national synlighed, da europæiske aktiviteter også kan være en god måde at gøre fremskridt på via andre midler. På globalt plan vil det også hjælpe med at dele og samle succeshistorier og bidrage til en kollektiv bevægelse, der har til formål at prioritere mental sundhed på globalt plan.

Europæisk samarbejde kan også være en meget nyttig vej til at dele viden om potentielle finansieringsmekanismer for at hjælpe med at fremme lokal handling i praksis og forskning.

Eksempler fra Europa:

- Grækenland: National Workplace Health Promotion Network - [Neaygeia](#)
- Letland: [Mental Health Matters](#)

8. Tag initiativ til forskning der er baseret på dataindsamlingsmetoder

Hvis der er forskningspartnere i dit netværk, kan det være en fordel at etablere vigtigheden af dit netværk yderligere og samarbejde om at skabe ny viden, som er afgørende for at styrke arbejdet med at skabe bedre mental sundhed på arbejdspladser i hele Europa.

Vi har listet 5 områder, som vi mener kunne være gavnlige at undersøge, men du er velkommen til at overveje yderligere områder, hvis det passer til din kontekst.



- **Måling af indvirkning på medarbejdertrivsel:** Gennemfør undersøgelse for at vurdere virkningen af netværket på medarbejdernes mentale sundhed og trivsel i SMV'er. Brug undersøgelser, interviews og målinger af mental sundhed til at måle ændringer i stressniveauer, jobtilfredshed og generel mental trivsel over tid.
- **Produktivitet og præstationsmålinger på arbejdspladsen:** Undersøg sammenhængen mellem implementeringen af et netværk og arbejdspladsens produktivitet og præstationsindikatorer. Analysér vigtige præstationsmålinger, som f.eks. fraværsprocent, fremmøde og jobpræstation, for at afgøre, om der er positive effekter på de overordnede driftsresultater.
- **Cost-Benefit-Analyse:** Gennemfør en grundig cost-benefit-analyse for at evaluere netværkets økonomiske effekt. Vurder de omkostninger, der er forbundet med at implementere og vedligeholde ordningen, i forhold til de potentielle besparelser fra reduceret fravær, udskiftning og sundhedsudgifter. Denne analyse kan give værdifuld indsigt i ambassadørordningens økonomiske levedygtighed og investeringsafkast. Her er det også vigtigt at overveje det bredere investeringsafkast, da mennesker, der har et højere trivselsniveau, er i stand til at hjælpe deres lokalsamfund mere og dermed reducere ensomhed samt andre bredere virkninger, som et øget trivselsniveau har på lokalsamfund og samfund.
- **Medarbejdertilfredshed og engagement:** Undersøg forholdet mellem netværket og medarbejdernes engagement og tilfredshed. Brug medarbejderundersøgelser og fokusgrupper til at indsamle kvalitative data om medarbejdernes opfattelse af netværkstøtten, dens effektivitet og den overordnede indvirkning på deres jobtilfredshed og følelse af at høre til i organisationen.
- **Langsigtet bæredygtighed og udvikling:** Undersøg den langsigtede bæredygtighed og udvikling af netværket. Evaluér, hvor godt programmet tilpasser sig skiftende dynamikker på arbejdspladsen, og vurder dets evne til at håndtere nye udfordringer inden for mental sundhed. Overvej initiativets skalerbarhed og dets potentiale til at udvikle sig baseret på SMV'ernes og deres arbejdsstyrkes skiftende behov.



Ved at fokusere på disse nøglepunkter kan man skabe en omfattende forståelse af resultaterne af et netværk for SMV'er, der arbejder med mental sundhed på arbejdspladsen, og derved hjælpe organisationer med at træffe kvalificerede beslutninger om fortsættelse og forbedring af sådanne initiativer.

Eksempler fra Europa:

- Finland: [Collaboration with National institute for occupational health](#)
- Grækenland: [Collaboration on health equality and quality](#)

Opsummering af processen



Landerapporter

For at få en fornemmelse af situationen angående mental sundhed på arbejdspladser i de lande, der er med i projektet, har hvert land udviklet en landerapport for at give et overblik over situationen, i forhold til mental sundhed på arbejdspladsen. De involverede partnere i WELL@SME-projektet repræsenterer landene Finland, Irland, Grækenland, Danmark, Portugal, Italien og Letland.



Éδρα social cooperative
activities for
vulnerable groups



Country Report - Well@SME



Purpose	to highlight the current state of affairs when it comes to Mental Health practices for SME's in Finland
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Employer initiatives and programmes	Legislation and policies
<p><input type="checkbox"/> Mental health first aid® training, Implemented by: MIELI Suomen Mielenterveys ry</p> <p>Goal: To train mental health first aid skills at workplaces, so that employees know how to recognize mental health challenges and offer support. Measures: Trainings that teach how to recognize mental health problems and provide first aid, as well as refer to professional help.</p> <p><input type="checkbox"/> Work ability program, Implemented by: Ministry of Social Affairs and Health (STM)</p> <p>Goal: Improve work ability and employment, especially for those with mental health problems or risk of disability. Measures: Training of work ability coordinators, employment support services and development of cooperation with employers.</p> <p><input type="checkbox"/> Model of early caring, implemented by: Several employers</p> <p><input type="checkbox"/> Short therapy, implemented by: Some employers</p> <p><input type="checkbox"/> Auntie service (online meetings with mind professionals), implemented by: Some employers</p> <p><input type="checkbox"/> Pension insurance companies have many actions to promote mental health, such as work ability payment categories for companies</p> <p>In Finland we have an Institute of Occupational Health. The institute created a Mental Health Toolkit (project 2023–2025), which focuses on the means and methods of supporting mental health as well as various professional fields. The aim is to strengthen the capacity of workplaces and work communities to support mental health and to respond to the demands of changing work life in terms of mental work ability. https://hyvatyo.ttl.fi/en/mental-health-toolkit/about</p>	<p>In Finland, the legal framework and policies related to mental health in the workplace consist of several laws, regulations and guidelines. Summary of these:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Occupational Safety Act (738/2002): Key content: The Occupational Safety and Health Act obliges employers to take care of the safety and health of employees at work. <input type="checkbox"/> Occupational Health Care Act (1383/2001): Key content: The Occupational Health Care Act requires the employer to organize preventive occupational health care for all employees. <input type="checkbox"/> Equality Act (1325/2014): Key content: The Equality Act prohibits discrimination in working life and requires the promotion of equality. <input type="checkbox"/> Employment Contracts Act (55/2001): Key content: The Employment Contracts Act regulates the relationship between employer and employee. <input type="checkbox"/> Annual Leave Act (162/2005): Key content: The Annual Leave Act regulates employees' right to annual leave and the salary paid for it. <p>At least there is room for improvement in the implementation of the Equality Act</p>

Stigma reduction and awareness campaigns

Several educational campaigns, training programs and initiatives have been implemented in Finland, which aim to reduce the stigma of mental health and promote a mental-friendly culture. Here are few examples:

- The Handprint of Mental Health project,
Implemented by: Institute of Occupational Health

Goal: Improve workplace mental health and reduce stigma.

Actions: Workplaces are offered concrete tools and operating models to promote mental health. Trainings and workshops for employers and employees.

- Workplace Mental Health Program Implemented
by: Institute of Occupational Health

Goal: Promote mental health at workplaces and create mental-friendly work environments.

Actions: Training programs for managers and employees to support mental health. Assessment and management of psychosocial risks. Good practices and operating models for promoting mental health in the workplace.

- Mental health week, Implemented by: MIELI
Suomen Mielenterveys ry

Goal: To increase awareness of mental health issues and reduce the stigma associated with them.

Measures: During the campaign, events, seminars and discussions will be held all over Finland. The week's themes vary each year and deal with different topics related to mental health.

- Individual support and advice at workplaces,
Implementer: Several occupational health service providers

Goal: Provide employees with support in mental health matters.

Actions: Services of an occupational health psychologist or therapist. Crisis management services and support groups. Personal counseling services and support chats.

Research and data gaps

- Research on the mental health problems of different population groups and their needs in working life. Understanding the Situation of Different Population Groups. Current research may overlook the mental health challenges of particularly vulnerable groups, such as immigrants, aging workers, minorities, and part-time workers.
- A broader study of psychosocial risk factors in different workplace environments and their effects on employees' mental health.
- Experimental research on the effectiveness of various preventive measures and best practices for promoting mental health in the workplace.
- Research on the effects of digital work tools and remote work on mental health, especially in the long term.

Current Landscapes and Trends

- In recent years, mental health challenges have increased in Finnish working life. In 2020, mental health reasons became the most common reason for sickness leaves in Finland. In 2023 there was more than 100,000 people who were on sick leave for mental health reasons (National Pension Institute). The most common reason are socio-emotional factors and especially cognitive load. The experiences of community at work are polarized, around one in four experiences a strong sense of community at work (Finnish Institute of Occupational Health, 2024).
- In recent years, acts promoting mental health in workplaces in Finland has been done more than previously. The trend is that in the future, even more will be invested in this.



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Country Report - Well@SME



Purpose

to highlight the current state of affairs when it comes to Mental Health practices for SME's in Belgium

Employer initiatives and programmes

- In Belgium they use scientifically-validated tools which detect and take action at the earliest signs of psychological distress.
- In Belgium, specific initiatives have been developed which promote the mental well-being of the self-employed, providing tailor-made support.

Legislation and policies

- The “National Action Plan to improve the well-being of workers in the performance of their work for 2022-2027”, which outlines strategic measures for improving mental health and preventing psychosocial risks in Belgian workplaces.
- The Law of 28 February 2014, which supplements the Law of 4 August 1996 on the welfare of employees at work, addressing in particular issues of violence, harassment and sexual harassment at work.
- The Law of 28 March 2014, which amends the Judicial Code, and the Royal Decree of 10 April 2014 cover the prevention of psychosocial risks at work.

Belgium has a proactive, rather than reactive, system for preventing psychosocial risks. It would be more effective, if it is supported by key players, including labour inspectorates, social partners and occupational health and safety experts.

Stigma reduction and awareness campaigns	Research and data gaps
<ul style="list-style-type: none"> <input type="checkbox"/> In Belgium, various awareness campaigns and educational programmes are implemented by the Government as well as by NGOs and private companies, with the aim to reduce the associated stigma attached to mental health problems and to promote mental wellbeing. <input type="checkbox"/> For example, the government is promoting a mini-series of podcasts on mental wellbeing at work, as a continuation of the awareness campaign to make mental wellbeing at work a topic of discussion. In the podcasts people talk about their experiences of burn-out and discuss with experts on mental wellbeing at work. Each of the 3 episodes deals with a central theme, starting with the importance of prevention and the recognition of symptoms of chronic stress or burn-out. <input type="checkbox"/> Moreover, “Te Gek”, a Flanders-based organization provides information and runs campaigns to reduce stigma and increase awareness about mental health, among others in the workplace. 	<ul style="list-style-type: none"> <input type="checkbox"/> In Belgium, in the last five years, the number of burn-outs and long-term depressions has increased by 46%. Women account for more than two thirds of those suffering from burnout, particularly those aged 50-64. But the biggest increase in long-term disability due to depression is among the self-employed, aged 25-39: +20% in 2021, +151% over 5 years. <input type="checkbox"/> Based on those data, it would be very useful a further research on the mental health issues from a gender perspective; also, a research on the prevalence and the impact of mental health issues in all types of employment statuses and across various industries. Finally, it is recommended to study and highlight the effectiveness and the social and economic benefits of mental health initiatives in reducing absenteeism and increasing productivity.

Current Landscapes and Trends
<ul style="list-style-type: none"> <input type="checkbox"/> According to the Belgian national surveys on working conditions, conducted in 2015 among 2,500 Belgian employees and in 2021 among 4,198 Belgian employees, over the past 12 months: <ul style="list-style-type: none"> 33% of employees usually or always experience stress at work (2015); 9% intimidation, violence or bullying (2021); 11% verbal abuse or threats (2021); 2% unwanted sexual behavior (2021). <p>The origin of these risks lies in the working conditions and the work organization.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Belgium is considered a pioneer as regards the promotion of mental health in the workplace, having adopted important initiatives and also having developed a series of concrete measures with the federal plan for mental well-being at work. In the recent High-Level Conference on Mental Health and Work, organized in January 2024 under the 2024 Belgian Presidency of the Council of the European Union, the Belgian Deputy Prime Minister and Minister of the Public Service Petra De Sutter highlighted Belgium's holistic approach, describing how four ministers had joined forces in a programme for the mental wellbeing at work of workers, civil servants and the self-employed. This plan has enabled the recruitment of more inspectors, investment in scientific research, and the provision of free-of-charge risk analysis tools. Moreover, the public sector has introduced the right to disconnect, which quickly inspired the private sector. Additionally, a first-line support service has been set up for the self-employed. Lastly, a federal network for mental health at work was established, bringing together the various government departments responsible for this area.



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Country Report - Well@SME



Purpose	to highlight the current state of affairs when it comes to Mental Health practices for SME's in Greece
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Employer initiatives and programmes	Legislation and policies
<ul style="list-style-type: none"> <input type="checkbox"/> Some organizations are conducting workshops and training sessions to equip managers and staff with the skills to identify and address mental health concerns early. <input type="checkbox"/> To reduce stress and promote work-life balance, many SMEs offer flexible working hours and remote work options. 	<ul style="list-style-type: none"> <input type="checkbox"/> Law 3850/2010: This law outlines general principles for the health and safety of workers, including mental health. <input type="checkbox"/> National Strategy for Mental Health (2014-2020): This strategy includes measures specifically targeting workplace mental health <p>Despite these regulations, enforcement is often lacking, and there is a need for more specific guidelines and stronger oversight to ensure compliance.</p>

Stigma reduction and awareness campaigns	Research and data gaps
<ul style="list-style-type: none"> <input type="checkbox"/> Government and non-profit organizations regularly run campaigns to raise awareness about mental health issues. <input type="checkbox"/> Collaboration between government agencies, non-profits, and private organizations has been crucial in driving these initiatives. <p>However, stigma remains a significant barrier, and ongoing efforts are needed to shift cultural perceptions and encourage open discussions about mental health.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> There is a lack of comprehensive data on the prevalence of mental health issues among SME employees. <input type="checkbox"/> More research is needed to understand the unique challenges faced by different sectors within the SME landscape. <input type="checkbox"/> Studies on the long-term effectiveness of current mental health programs and initiatives are scarce.

Current Landscapes and Trends

- There is an increasing recognition of the importance of mental health, driven by both public and private sector initiatives.
- Mental health issues such as stress, anxiety, and depression are common, particularly among employees in high-pressure roles.
- Common challenges include high workload, lack of job security, and insufficient support systems.
- The COVID-19 pandemic has accelerated the adoption of remote work and flexible schedules, which has had a mixed impact on mental health.

Overall, while progress has been made, there is still significant work to be done to create a supportive environment for mental health in Greek SMEs.



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Country Report - Well@SME



Purpose

to highlight the current state of affairs when it comes to Mental Health practices for SME's in Ireland

Employer initiatives and programmes

A large number of commercial employee assistance programmes available offering largely online and telephone support and some face to face. These range from access to counsellors and psychotherapists to health and wellbeing coaches. Small business often though do not have regular access to commercial suppliers and rely on the individual using traditional health services and online resources through charities

Legislation and policies

- Under the [Employment Equality Acts \(2015\)](#), employers must protect the health, safety, and welfare of your staff. And this includes physical, mental, and emotional health.. It applies if they are currently experiencing mental health difficulties or if their experience of mental health difficulties was in the past. The application of equality law to people with mental health difficulties is broad.
- The act tends to be well enforced especially where employees are members of unions and larger employers. However a degree of unconscious discrimination is not uncommon. The main issue is access to support to bring a case to tribunal. In addition employees often feel unable to voice concerns unless employers work at creating a culture where mental health is not stigmatised

Stigma reduction and awareness campaigns

Research and data gaps

Despite efforts to raise awareness and challenge stereotypes, many people still associate mental illness with shame and personal failure. For instance, **68% of people in Northern Ireland** believe that being treated for a mental health difficulty is seen as a sign of personal failure. Similarly, a **2020 survey** found that **63% of people** in Ireland perceive mental health treatment as a sign of personal failure [Findings from 2020 mental health stigma survey \(stpatricks.ie\)](#)

- See Change:** Established in 2010, See Change is a national partnership working to change minds about mental health problems. They aim to reduce stigma and discrimination associated with mental health issues through community-driven efforts [See Change | Say No To Mental Health Stigma](#)
- Stigma Reduction Programs:** Various organizations and campaigns focus on raising awareness and challenging stereotypes. For instance, the “Walk in My Shoes” campaign addressed how stigma can manifest in different ways and with regard to different mental health condition [Walk in My Shoes mental health campaign](#)

- 1. Longitudinal Studies:** more long-term studies to track mental health changes over time. These could explore factors like work-related stressors, coping mechanisms, and the impact of workplace policies.
- 2. Intersectionality:** Research should consider the intersection of mental health with other identities (e.g., race, gender, disability). Understanding how these intersecting factors affect mental health experiences at work is essential.
- 3. Remote Work:** With the rise of remote work, research on its impact on mental health. Factors like isolation, work-life balance, and digital fatigue warrant investigation.
- 4. Organizational Culture:** Studies should look at organizational culture, including stigma, support systems, and leadership’s role in promoting mental well-being.
- Effective Interventions:** with a large number of private suppliers of employee assistance programmes need more evaluation of the effectiveness of workplace interventions (e.g., mental health programs, flexible work arrangements. Especially AI and other online interventions

Current Landscapes and Trends

- An extensive landmark study by **University College Cork (UCC)** surveyed over 1,500 businesses in Ireland. ([UCCUBSHealthyWorkplaceIrelandReport_Mar2023.pdf](#)) It found that:
 - 1 in 5 Irish firms have experienced mental health-related issues in the past year.
 - Mental health-related absenteeism is on the rise.
 - 60% of employees now report feeling even more stressed.
- Lack of Investment:** Surprisingly, **80% of employers in Ireland** do not invest in workplace mental health. Only **20% of employers** have a dedicated budget for mental health initiatives: <https://phys.org/news/2023-03-mental-health-well-being-irish-workplaces.html>
- Employee Well-Being Responsibility:** While **76% of employers** see employee mental health and well-being as their responsibility, only **32%** have an organizational response to mental health and well-being



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Country Report - Well@SME



Purpose	to highlight the current state of affairs when it comes to Mental Health practices for SME's in Portugal
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Employer initiatives and programmes	Legislation and policies
<p>EDP Mental Health Practices: "Mind Your Mind" Campaign</p> <ul style="list-style-type: none"> <input type="checkbox"/> Objective: Raise awareness about mental health, dispel misconceptions, support symptom identification, and encourage seeking help with psychological support. <input type="checkbox"/> Key initiatives: - Launch in 2020: Initiated during the pandemic, the campaign includes conversations and challenges that convert activities into donations.- Global Expansion: Since 2021, it impacts over 3,000 employees in 10 markets, featuring events and discussions with specialists and notable figures. - Partnerships: Collaboration with the José Neves Foundation and utilisation of the 29k app to provide support tools. - Focus on Psychological Safety: In 2022 and 2023, emphasis was placed on workplace psychological safety, with mindfulness sessions and expert talks. - Leadership and Continuity: EDP leadership adopts commitments to maintain a healthy work environment. <input type="checkbox"/> Impact: - Investment: €82,508.85. - Beneficiaries: 12,265 employees <p>Delta Cafés - Mental Health Practices: Delta Feel Good</p> <ul style="list-style-type: none"> <input type="checkbox"/> Objective: Promote the physical and mental well-being of employees. <input type="checkbox"/> Key Initiatives: Focus on Mental Health - Future Activities: Nature trails, yoga, life coaching workshops. - Preventive Actions: "No meeting days" on Thursdays and training for hybrid team managers. - Support Line: Holistic support for employees. <input type="checkbox"/> Impact: Increasing participation and positive feedback, strengthening well-being and interpersonal bonds. 	<ul style="list-style-type: none"> <input type="checkbox"/> Portuguese Labour Code: The Portuguese Labour Code includes provisions for the protection of employees' mental health, such as the right to psychological support in case of work-related accidents or illnesses (Article 283) <input type="checkbox"/> Law No. 102/2009: This law establishes the legal regime for the promotion of health and safety at work, which includes measures for the prevention of psychosocial risks.

Stigma reduction and awareness campaigns	Research and data gaps
<ul style="list-style-type: none"> <input type="checkbox"/> Não há Saúde sem Saúde Mental” (There’s no Health without Mental Health): Launched by the Portuguese government, this campaign aims to reduce stigma around mental health and encourage people to seek help. <input type="checkbox"/> · “Vamos falar” (Let’s talk): The Portuguese Psychologists Association has various initiatives and campaigns to raise awareness about mental health in the workplace and on mental health related to different conditions and adversities in life (e.g., sexual harassment; disability). “ 	<p>Main identified gaps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Lack of Longitudinal Studies in Portugal <input type="checkbox"/> Data on Small and Medium Enterprises (SMEs) on managing mental health issues <input type="checkbox"/> Impact of remote work in Portuguese workers

Current Landscapes and Trends
<p>Current state and trends:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increased Awareness Post-COVID-19: The COVID-19 pandemic has significantly raised awareness about mental health in the workplace. Many organizations have started to recognize the importance of supporting their employees’ mental well-being. <input type="checkbox"/> Workplace stress: A survey by the Portuguese Psychologists Association, in 2022, indicated that 65% of Portuguese employees feel stressed due to work demands. <input type="checkbox"/> Absenteeism and Presenteeism: Mental health issues are a significant contributor to absenteeism and presenteeism. The same survey (Portuguese Psychologists Association, 2022) noted that about 20% of employees took sick leave due to mental health problems within 2021. <input type="checkbox"/> Telework Legislation: The Portuguese government introduced new regulations to support remote work, emphasizing the need for mental health considerations in telework arrangement (Law No. 83/2021) <input type="checkbox"/> Corporate Social Responsibility: More companies are integrating mental health into their CSR strategies, recognizing the role of mental well-being in overall business success. <p>Factors Affecting Mental Health in the Workplace:</p> <ul style="list-style-type: none"> <input type="checkbox"/> High levels of anxiety and depression: National Institute of Statistics reported prevalence of anxiety disorders among workers around 18%, and depression rates are around 12%. These rates have increased post-pandemic. <input type="checkbox"/> Workplace stress: High job demands, lack of control over work processes, and inadequate support from management are common stressor. <input type="checkbox"/> Work-life Balance: The blurring of boundaries between work and personal life, especially with the rise of remote work, has exacerbated stress and burnout. <input type="checkbox"/> Stigma and Accessibility: Stigma around mental health issues persist, making it difficult for employees to seek help. Additionally, access to mental health services can be limited, particularly in SMEs and companies situated in rural areas. <input type="checkbox"/> Policy Changes: Recent legislative changes have focused on improving working conditions and mental health support, such as the new telework laws require employers to ensure the mental well-being of remote workers. <input type="checkbox"/> Corporate Programs: There has been a noticeable increase in corporate wellness programs that include mental health components. <input type="checkbox"/> Technology and mental health: The adoption of mental health apps and digital platforms has grown, providing employees with more accessible mental health resources.

Country Report - Well@SME



Purpose	As in Europe in general, companies in Italy are paying more attention to mental health through the introduction and implementation of corporate welfare actions. However, in the Italian context this often turns out to be an ethical and revolutionary choice, which falls to the free choice of business owners and managers, and in practice there are still few companies that actually do something for their employees. This is also more difficult when we talk about SMEs, whose resources may be more limited.
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Employer initiatives and programmes	Legislation and policies
<p>In Italy, SMEs that aim to promote their employees' mental health often collaborate with specialized associations or local healthcare facilities. The services offered include Employee Assistance Programs (EAPs), psychological counselling, stress management training, mindfulness sessions, and self-help groups. Statistics indicate that employees highly appreciate "flexible benefits," which include meal vouchers, shopping vouchers, medical assistance and support for dependants family members. Companies can also adopt online welfare platforms, enabling employees to book services and access a network of affiliated businesses to use their welfare credits.</p>	<p>The Working Conditions Act was passed in 2008, but it is only since 2021 that a series of regulations and guidelines have been introduced that detail the legal framework for mental health in workplaces. These texts formally address and regulate issues related to the working environment, such as work-related stress, harassment and abuse, and psychosocial risk management. Despite the existence of legislation, there are few tools and incentives for business owners and managers to prioritise mental wellbeing in the workplace. Moreover, the process of protecting mental health in the workplace is very cumbersome and employees often feel discouraged from asserting their rights.</p>
Stigma reduction and awareness campaigns	Research and data gaps
<p>Within the Italian context, several mental health awareness and anti-stigma campaigns can be found, those initiatives involve institutions, associations, research centres, and enterprises of all sizes. Some of these programs include events and contests for companies committed to protecting, preventing, and promoting mental health in the workplace*.</p> <p>According to recent research**, only 29% of employees consider their company has an inclusive organizational culture that actively supports psychological well-being and combats associated stigma. Therefore, it is important that initiatives such as awareness campaigns, mental health training, and the promotion of a culture of acceptance and support are integrated into the corporate culture to establish a healthy and inclusive work environment.</p> <p><small>*https://insiemeperlasalutementale.it/ceoforlife-lundbeck-awards/</small></p> <p><small>**BVA-Doxa, "Osservatorio sul benessere psicologico dei lavoratori in Italia", 2023</small></p>	<p>Research from 2023 shows that in organisations without mental health support, up to 75% of employees would welcome the introduction of such a service*. In addition, a Harvard University study confirmed that happy, mentally healthy employees are on average 31% more productive than less satisfied colleagues.</p> <p>It is therefore crucial to raise awareness of the invisible cost of mental disorders in the workplace and to provide concrete support to Italian companies to implement mental health policies and improve the productivity and well-being of their employees.</p> <p>In this respect, it could be useful to:</p> <ul style="list-style-type: none"> ● Encourage SME associations to promote psychological well-being from an inter-company and network perspective and to facilitate the matching of supply and demand. ● Promote the alliance between the company and services to facilitate the use of services offered in the territory or in the public system. ● Promote the transfer and sharing of welfare services from large companies to SMEs. <p><small>*BVA-Doxa, "Osservatorio sul benessere psicologico dei lavoratori in Italia", 2023</small></p>

Current Landscapes and Trends

According to a 2022 report*, over 68% of Italian SMEs have achieved a good level of corporate welfare, demonstrating its role as a resilience factor. In fact, the study delves into the correlation between corporate welfare levels and positive economic outcomes following the pandemic.

However, the overall picture in Italy reveals that most workers are dissatisfied with how mental health is managed in companies. A recent survey** on workers' emotional and psychological well-being found that 92% of respondents believe that companies should actively take care of their employees' psychological well-being, while 85% think their mental health is closely linked to their work well-being and vice versa.

* Welfare Index PMI, Rapporto 2022, Generali.

**BVA-Doxa, "Osservatorio sul benessere psicologico dei lavoratori in Italia", 2023



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Country Report - Well@SME



Purpose	to highlight the current state of affairs when it comes to Mental Health practices for SME's Latvia
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Employer initiatives and programmes	Legislation and policies
<ul style="list-style-type: none"> <input type="checkbox"/> Mission ZERO – an initiative from socially responsible companies, prioritising psychosocial risks and mental well-being as crucial aspect for good business (www.misijanulle.lv); <input type="checkbox"/> Initiative from Latvian Association of psychiatrists to rise awareness about the depression including easy to use self-diagnostic tests (www.depresija.lv). 	<ul style="list-style-type: none"> <input type="checkbox"/> Mental health is not specifically prioritised in regulatory framework, however psychosocial risks are clearly recognised as one of workplace risks; <input type="checkbox"/> On policy level several strategic documents refer to mental well-being at workplaces, e.g. “Public Health Guidelines 2021-2027” and “Social Protection and Labour Market Policy Guidelines for 2021-2027”.
Stigma reduction and awareness campaigns	Research and data gaps
<ul style="list-style-type: none"> <input type="checkbox"/> Campaign by Mission ZERO “<i>Human being</i>” – 3 events aiming to rise awareness on various aspects of employee well-being and mental health; <input type="checkbox"/> Designated web platform – ESparveselibu.lv established as part of EU Social Fund project on health promotion containing a wide variety of materials and tools also intended for mental well-being. 	<ul style="list-style-type: none"> <input type="checkbox"/> Psychosocial risks recognized among top-five risks both by employers and employees, “Development plan for the field of occupational safety and health”; <input type="checkbox"/> Targeted research activities on mental well-being at workplaces shall be provided periodically for evidence-based interventions and initiatives.

Current Landscapes and Trends
<ul style="list-style-type: none"> <input type="checkbox"/> The rising prevalence of psychosocial risk factors at work and increasing in diagnosed stress related occupational diseases in Latvia underscores the urgency of proactive intervention; <input type="checkbox"/> Traditionally, discussions around workplace health and safety in Latvia have mainly focused on physical hazards and ergonomics. There is a pressing need to raise awareness among Latvian employers and policymakers of psychosocial risks as well as one of the priorities; <input type="checkbox"/> Mental health at work considerations have to be more adequately integrated into regulatory framework, the core objectives and action plans of strategic initiatives.



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