



Healthy Workplaces Campaign Partner Event. Exchange of Good Practice in OSH **Mental Health and MSDs, Lessons Learned from the Pandemic**

Brussels, June 13, 2022



With you today



Moderator:
Dr. Natalie Lotzmann

Global Head of Health,
Safety & Well-Being,
SAP SE



Speaker:
Marian Schaapman

Head of Health & Safety
and Working Conditions,
ETUI



Speaker:
Dr. David Tjong

EU-OSHA Honorary
Campaign Partner
Retired Global Director HS&E,
Ideal Standard



Speaker:
Carina Strömberg

Senior HR Expert,
Sustainability Controller,
Toyota Material Handling Europe



Speaker:
Dr. Martin Grosshans

Head of Psychiatric &
Psychological Counselling
and Return to Work Program,
SAP SE



AGENDA OF WORKSHOP

1. Welcome and Intro from Moderator, incl. interactive question (15 min)
2. Presentation 1 (10 min) & Discussion Q&A (10 min)
3. Presentation 2 (10 min) & Discussion Q&A (10 min)
4. Presentation 3 (10 min) & Discussion Q&A (10 min)
5. Summary by Moderator, incl interactive reflection (15 min)

Please join us for live polls

Introductory Question

“What did you observe in regard to Mental Health and MSDs during the pandemic?”

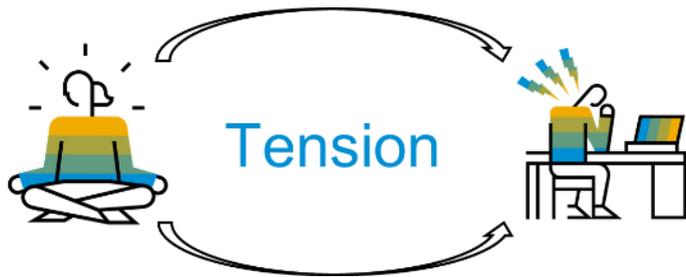
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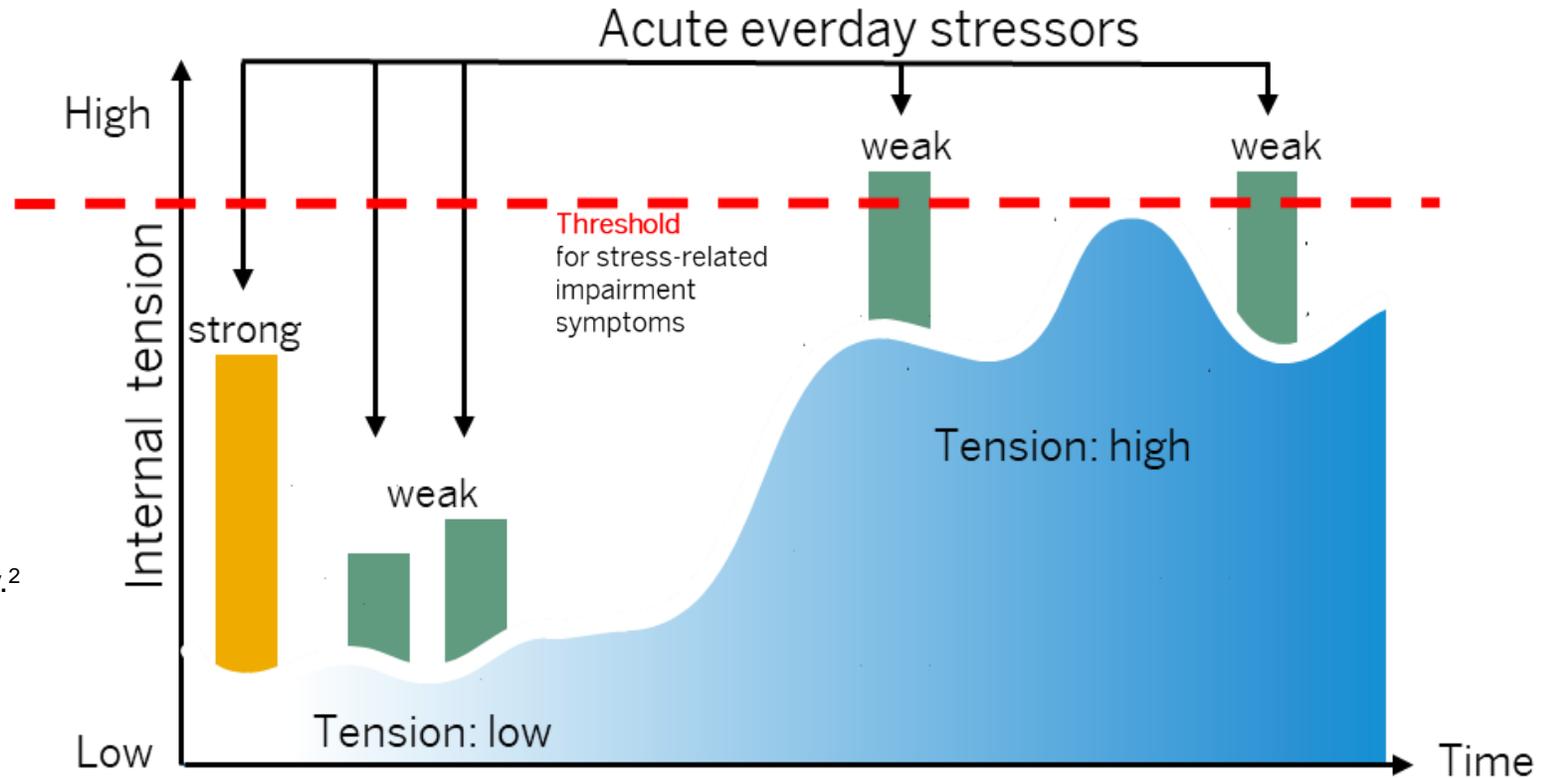
Or, access manually:

- 1) Go to www.menti.com
- 2) Enter code 8526 3340

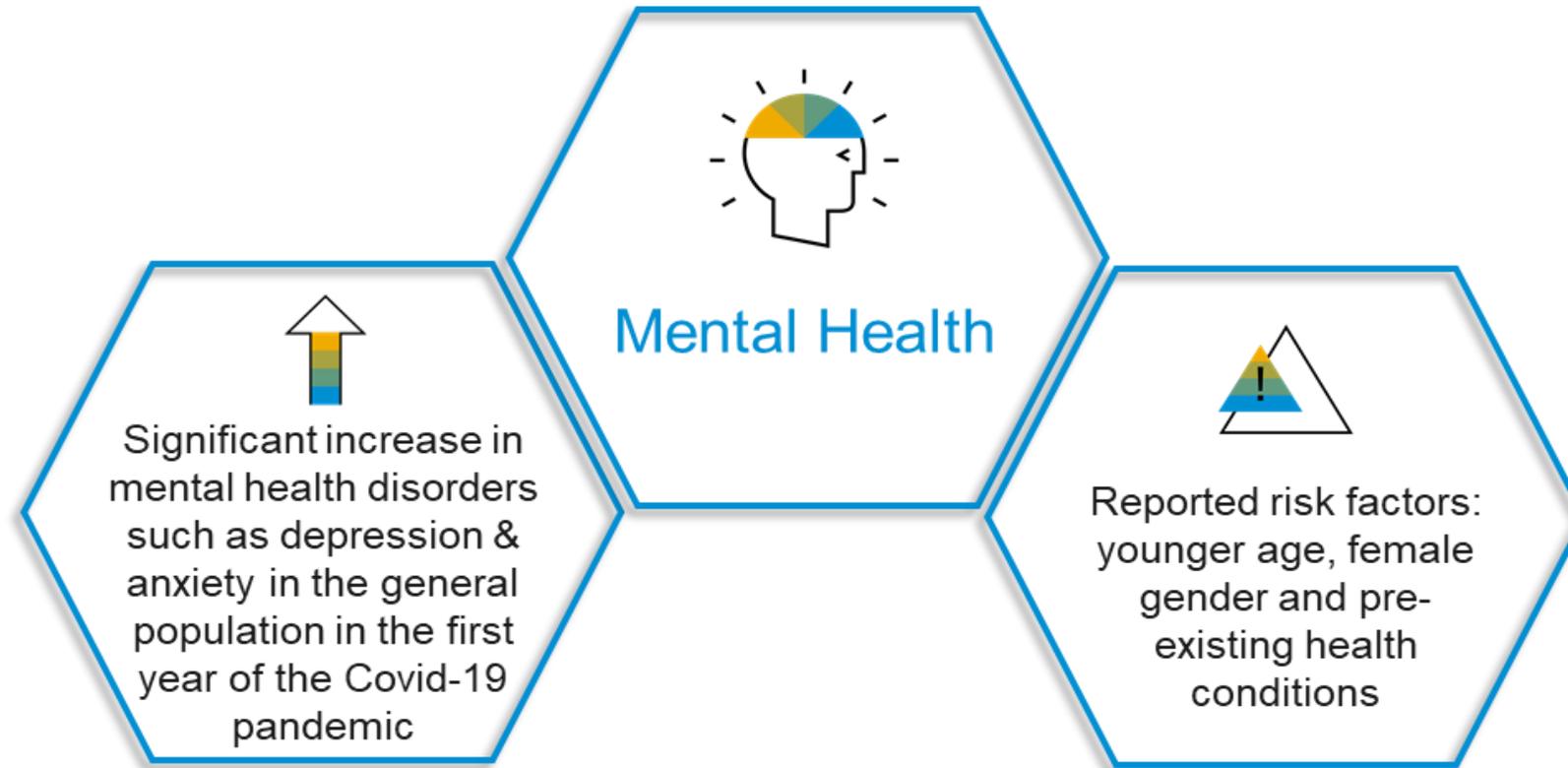
There is clear evidence on the link between mental well-being and MSDs. The link is tension.



- Correlation between pain, anthropometric measurements, stress, and biochemical markers in women with low back pain¹.
- Combined effect of back pain and stress on work ability.²
- Mindfulness-based stress reduction for low back pain.³
- Multidisciplinary biopsychosocial rehabilitation for chronic low back pain.⁴



Prevalence of **Mental Health Disorders** during the Covid 19 pandemic



Current WHO review-data base on evidence from research commissioned by WHO, including an recently published umbrella review of systematic reviews and meta-analyses of worldwide mental health research and an update to a living systematic review, representing the current best overview of evidence about possible changes of the prevalence of mental health disorders before vs. during the Covid-19 pandemic of the psychiatric field. Current **key findings** are:

Source: WHO/2019-nCoV/Sci_Brief/Mental_health/2022.1

Prevalence of **MSDs** during the Covid 19 pandemic



Large studies and systematic reviews and meta analysis measured the impact of the Covid-19 pandemic on musculoskeletal diseases.

Sources: [Braz J Phys Ther](#), 2021 Nov-Dec; 25(6): 819–825. | [Int J Environ Res Public Health](#) 2022 Apr; 19(8): 4599. | [EU-OSHA MSDs Facts & Figures](#) | [EO-OSHA Impact of Long Covid on Workers](#)



EU-OSHA Workshop: Mental Health and MSDs, Lessons Learned from the Pandemic. Presentation 1

Changing employee demands in the pandemic – Trade Union Perspective

Marian Schaapman, Head of Health & Safety and Working Conditions Unit, ETUI



Changing employee demands in the pandemic – Trade Union Perspective

1. Prevention taking into account the multiple causes of MSD's
2. The challenges of the (post)pandemic world of work
3. Debate: employers' reactions

Marian Schaapman
Brussels, 13 June 2022
European Trade Union Institute



1. Prevention taking into account the multiple causes of MSD's

- We speak about **work-related** psychosocial risks, i.e., caused by organizational determinants
- **An adequate prevention strategy includes** production methods, work-organization and management methods and styles.
- An adequate prevention strategy takes note of the context: **a changing world of work.**

Reference:

Yves Roquelaure, Musculoskeletal disorders and psychosocial factors at work. Report 142. ETUI

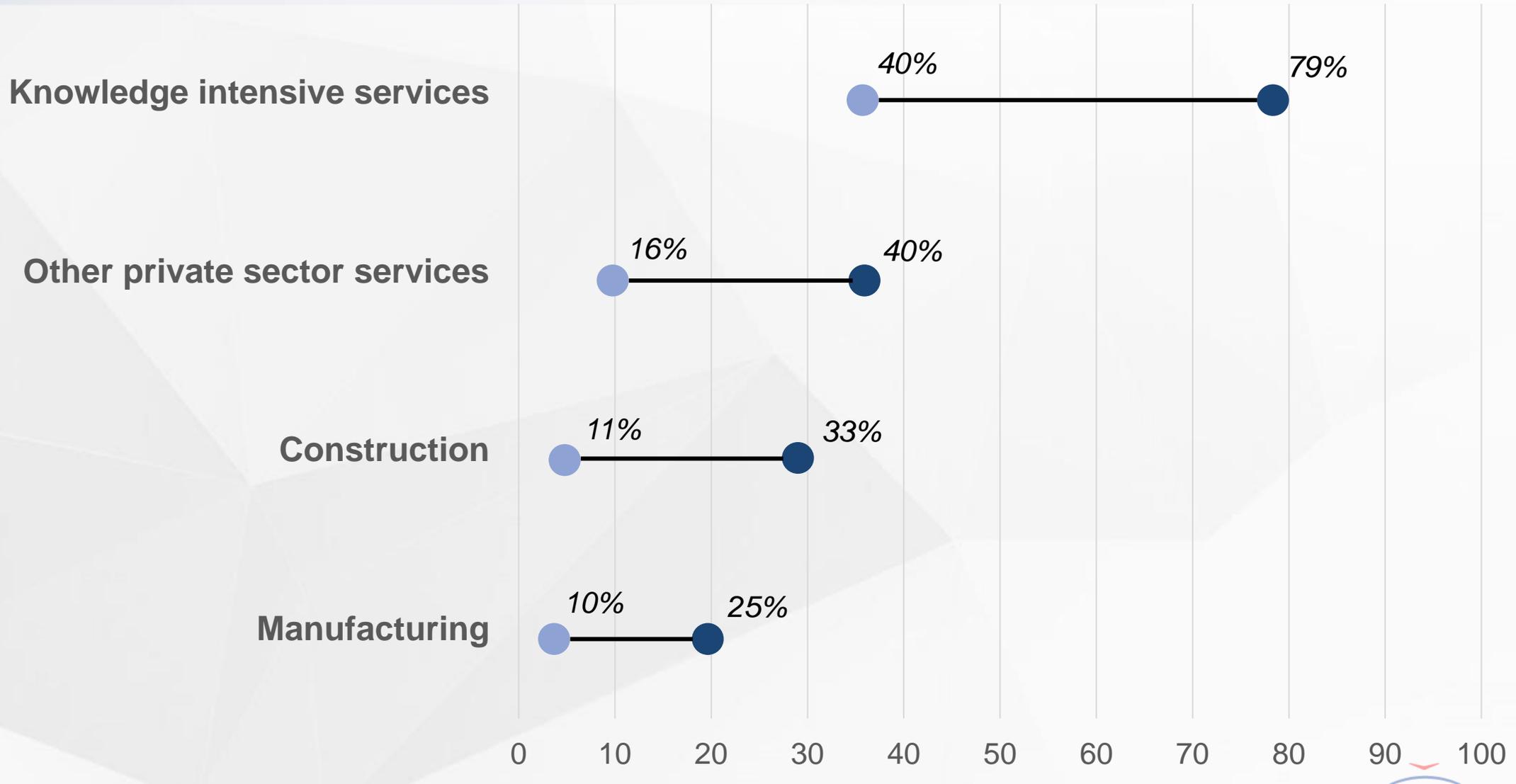
2. The Pandemic as a stress test

- Profound changes in the world of work
- Workers' intensified problems during the pandemic

References:

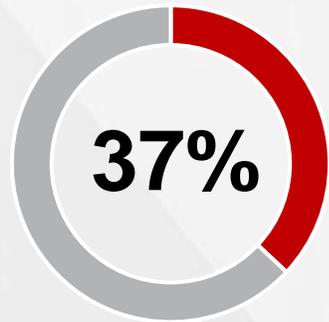
- Eurofound, Teleworking during the Covid-19 pandemic. Risks and Prevention Strategies. Literature review, 2021
- Pierre Berastegui, Digital work, a quest for meaning (published in French), in: Revue Politique, 2022.

The pandemic stress test

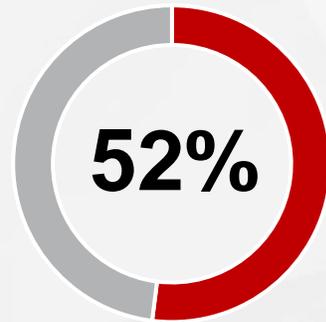


The pandemic stress test

**Inadequate
equipment**



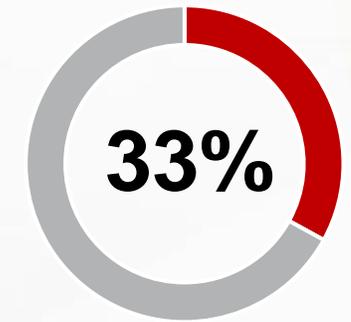
**Lack of support
from manager**



**Decreased
work
productivity**



**Working during
free time**



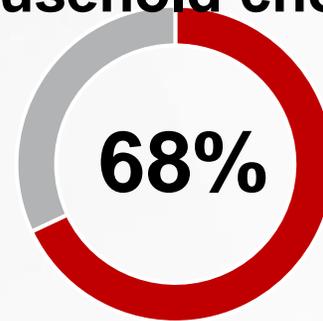
**Worried about
work when not
working**



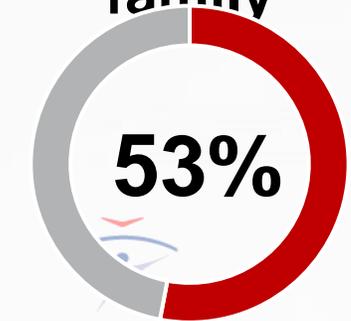
**Emotionally
drained by work**



**Too tired after
work for
household chores**

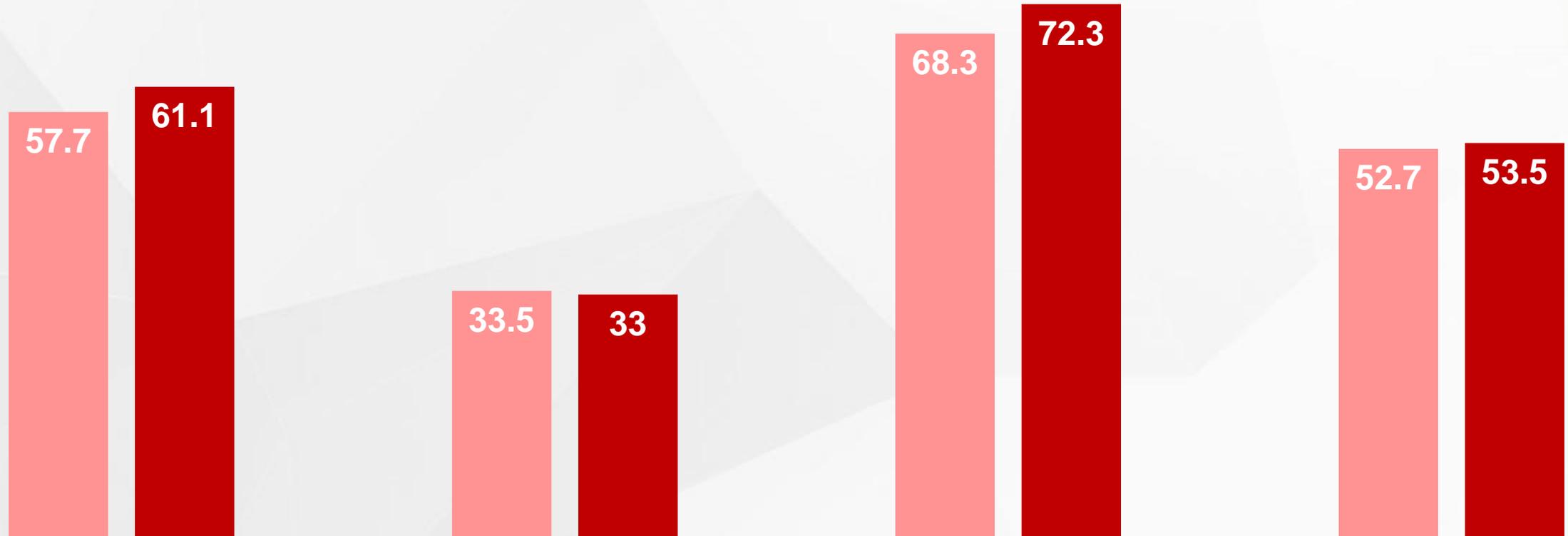


**Not enough
time spent with
family**



Work-life balance & workload issues are persistent

■ 2020 ■ 2021



Worried about work when not working

Working during free time

Too tired after work for household chores

Not enough time spent with family

3. Debate: employers' practices

- Examples?
- Do they live up to the ideal of a multi-level approach?
- What do we want to keep, what do we need to add?
- What do we need from other actors? At other levels?
- What could we start with tomorrow? In our company? In cooperation with other actors and at other levels?

Thank you!

mschaapman@etui.org



Mental Health and MSDs:
Changing employee demands in the pandemic – Trade Union Perspective

Q&A

Marian Schaapman

Email: mschaapman@etui.org



EU-OSHA Workshop: Mental Health and MSDs, Lessons Learned from the Pandemic. Presentation 2

Lessons learned at Ideal Standard

Dr. David Tjong, EU-OSHA Honorary Campaign Partner | Retired Global Director HS&E Ideal Standard





Ideal Standard

Ideal Standard Group is one of the leading manufacturers of products and solutions for private and public bathrooms. Our mission is to make life better for our customers. We aim at shaping the future of modern living, together with architects, urban designers, construction firms and our partners in trade and research.

Together for better

Key data (rounded)

| | |
|-----------|--------------------------------------------------|
| SALES | € 730m |
| EMPLOYEES | 8500 |
| VOLUME | 7m pc ceramics, 7m pc fittings, 1m pc tubs/trays |

Competence centres

| | |
|----------------------|-------------------------------------------------------------|
| GLOBAL DESIGN CENTRE | Milan |
| INNOVATION CENTRES | UK (Ceramics), Germany (Fittings) |
| PRODUCTION HUBS | Bulgaria, Egypt, Czech Republic, Italy, Germany, UK, France |

Ergonomic Issues Identified:



What is Ergonomics?

It is the science of improving employee performance and Wellbeing in relation to the

- » job tasks,
- » equipment, and
- » the environment.



Ergonomics is....

.... a continuous improvement effort to design the workplace for what people do well, and design against what people don't do well.

Fitting the job to the person

The “Trauma Bucket”



MSD Risk Factors

Posture

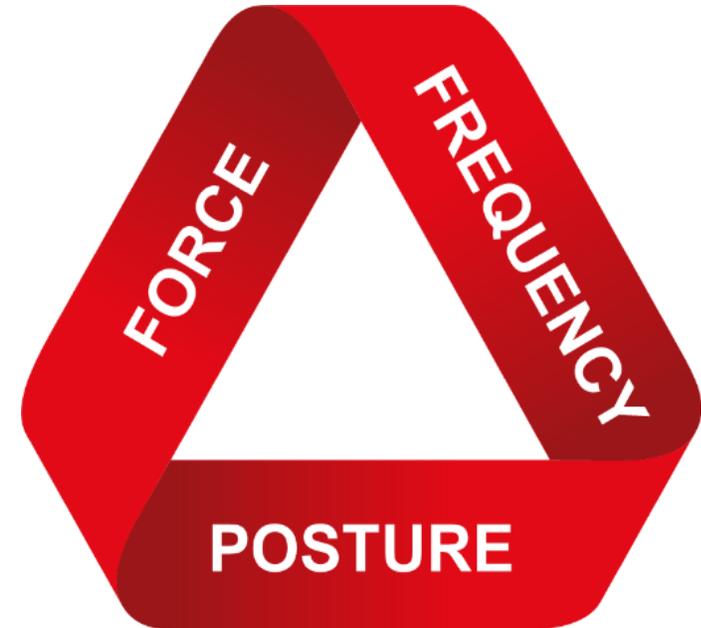
- Extreme postures stress joints and cut off blood circulation

Force

- Tasks with forceful exertions place higher loads on joints and connective tissues

Frequency

- Extreme frequencies – repetition and duration can contribute to fatigue debt
- The longer the period of continuous work, the longer the recovery time needed



Ergonomic Task Analysis – Risk Assessment

Observation

Humantech®

ERGONOMICS HIT LIST™

Work Doesn't Need To Be A Pain™
Would you do it this way?

Find it

- Wash Rag
- Elbows Out
- Shoulder Too High/Too Low
- Hungry Head
- Butts Up
- Twist and Shout
- Horizontal Distance
- Sit vs. Stand
- Bad Vibes
- Contact

Fix it

- Tool/Target
- Comfort Zone
- Don't Give Me Static

Ask the Operator™

© 2002 Humantech, Inc.

Discomfort Survey

Discomfort Survey

How long have you worked at this facility? _____ Months

How long have you worked at this particular job? _____ Months

As a result of doing this job, do you routinely experience discomfort

| Body Part | L | R | Severity | Frequency | Mod |
|---------------------|---|---|----------|-----------|-----|
| Hands/Wrist/Fingers | | | 1 2 3 4 | A B C | |
| Elbows | | | 1 2 3 4 | A B C | |
| Shoulders | | | 1 2 3 4 | A B C | |
| Neck | | | 1 2 3 4 | A B C | |
| Back | | | 1 2 3 4 | A B C | |
| Legs | | | 1 2 3 4 | A B C | |
| Headache/Eye Strain | | | 1 2 3 4 | A B C | |
| Other: | | | 1 2 3 4 | A B C | |

1 = Mild

2 = Moderate

3 = Severe

4 = Unbearable

Severity

Frequency

A = 8

B = 4

C = 1

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Risk Factor Survey

BRIEF™ Survey – BASILIC Risk Identification of Ergonomic Factors

Version 2.0

Step 1 Complete Job Information: Job Name _____ Site _____ Station _____
 (Job) _____ Dept _____ Shift _____ Product _____

Step 2 Identify Risks

2a. Mark Presence and Force/Load with red dots on diagram

2b. The heavy points with red dots of 100g marked with blue dots and/or frequency. Consider when 1700 lbs is exceeded.

| | Hand and Wrist | | Elbows | | Shoulders | | Neck | | Back | | Legs |
|-----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | Flexion/Extension | Ulnar Deviation | Shoulder Flexion | Ulnar Deviation | Anterior/Posterior | Shoulder Extension | Flexion/Extension | Rotation | Flexion/Extension | Extension | Force/Load |
| 21. Posture | <input type="checkbox"/> |
| 22. Force | <input type="checkbox"/> |
| 23a. Duration | <input type="checkbox"/> |
| 23b. Frequency | <input type="checkbox"/> |
| 24. Risk Rating | H M L | H M L | H M L | H M L | H M L | H M L | H M L | H M L | H M L | H M L | H M L |

Step 3 Determine Risk Rating: In the Force box, write the number of red dots (0-4) and/or blue dots (0-4) for each body part. Mark the table of risk rating for each body part. Sum: Risk Rating 3 or 4 = High Risk 2 = Moderate Risk 1 or 0 = Low Risk

Step 4 Mark physical problems observed: Vibration (V) Low Temperature (L) Soft Tissue Compression (C) Impact Stress (I) Sliver Injuries (S)

Use the corresponding letters to show location of stressors.

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Mental Health and MSDs:
Lessons Learned from the Pandemic at Ideal Standard

Q&A

Dr. David Tjong
Email: dtjong008@gmail.com

Factors contributing to work-related MSDs

EU-OSHA - HWC 20-22_RA-MSDs



Physical

Work postures and movements can be harmful as a result of repetition, duration or effort.



Organisational

The way work is organized in terms of number of consecutive working hours, opportunities for breaks, the pace of the work and the variation of tasks all affect how burdensome physical work tasks are.



Psychosocial

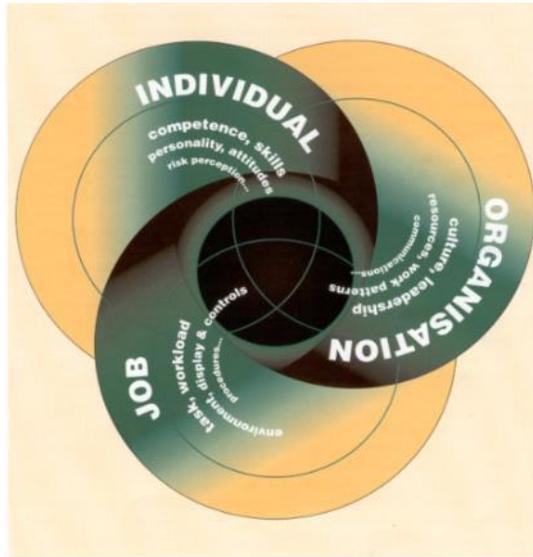
Lack of control over tasks or over how or the pace at which tasks are performed, as well as support from colleagues or management, can also increase the risk of MSDs.



Workers' characteristics

Such as age, gender, height, condition of health, lack of training, etc. can also be MSD risk factors if risks aren't managed properly.

But, what is Human Factors???



The UK Health and Safety Executive defines human factors (HSG48) as: “environmental, organizational and job factors, human and individual characteristics which influence behaviour at work in a way which can affect health and safety.

This includes the jobs people do, the individuals doing the jobs, and how they are organized and managed.”



EU-OSHA Workshop: Mental Health and MSDs, Lessons Learned from the Pandemic. Presentation 3

Lessons Learned at Toyota Material Handling

Carina Strömberg, Senior HR Expert, Sustainability Controller | Toyota Material Handling Europe



€ 2.4 billion

total net sales

12,000

employees across Europe

Factory 4,400

Staff 600

Supply 7,600

Active in **30** countries
in Europe

Maximise own staff and customer safety: contribute to a zero-accident society

Functional Sustainability Champions in all central business functions

Local Sustainability Champions in all Mscos and factories

ISO 45001 certified factories & MSCO's



Actions and lessons learned in connection to the pandemic



TMHE Corona response

| The virus | Human disaster | Severe Business & Economic consequences | Government and companies response |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> -5 Million infected > 300 000 deaths > 3 Billion in quarantine Global lockdown | <ul style="list-style-type: none"> Empty warehouses Bankruptcies 45 million US unemployed EU collected 7,4 B € | <ul style="list-style-type: none"> Crisis Management Use all flexibility Use vacations Temporary lay offs Notice of terminations Delay payments |

go was created
ng of the Corona-
res for all interna-
rong team-spirit

| Current Activities by type | |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| General Activity | Purpose/output |
| Business Function Input | Understand initiatives, structure and focus from Business Function perspective |
| Establish Reference Team | Identify Business Function needs (decisions/coordination etc.), pain-points & gaps. Ensure dedicated responsible in each function. |
| Establish H&S issues tracker | Ensure continuous communication channel with Business Functions securing focus, transparency and best-practice sharing . Set-up weekly check-ins . First check-in April 6. Every Monday at 09:00. |
| Data | Dash-Board for tracking needs , gaps and required actions. May be combined with inventory (see below). |
| | Connect with data gathering team in Market Ops. (S. vP) |
| Physical Health & Safety Activity | Purpose/output |
| Initial Inventory | High level inventory of needed guide-lines , policies and instructions. May be combined with dash-board (see above). |
| Inventory and gaps | High level inventory of existing guide-lines , policies and instructions & identification of gaps |
| | Identify needs and actions for central governance, support and/or coordination. Central data base with support documents (Guidelines, Instructions etc.) |
| Trust | Purpose/output |
| | Understand reporting requests current/future (connect with Bus. Contr.) |
| | Include H&S in internal communication plan/strategy (interact with Comms.) |
| | Overview of CSR activities . Guide Lines. Include H&S in external communication plan/strategy (interact with Comms. & Marketing) |

id till andra
opcentrum,

vidare,
inst har

pers-
in att
iltid
erna.

Smittämnen finns överallt i vår omgivning.

God handhygien är ett enkelt sätt att skydda dig själv och andra.

Den vanligaste smittspridningen sker via våra händer.



Undvik att röra ögon, näsa och mun

Det kan vara svårt att låta bli, så tvätta händerna ofta med tvål och vatten för att få bort smittämnen.



Stanna hemma när du är sjuk

Stanna hemma när du är sjuk. Då undviker du att smitta andra.

But after a while

Actions and lessons learned in connection to the pandemic

- ▶our people started to ask for more.
- ▶ Manager training on how to ensure regular contact with co-workers to avoid isolation
- ▶ Online Self management trainings for all with concrete advise how to keep in contact with colleagues, avoid sedentary, take active pauses etc
- ▶ Partnered with Employee Assistance Programme services to which employees can call 24/7

Publicerat i Leadership Network



Aniander Magnus

2 dec. 2020

Keeping the spirits up - best practises!

We are now some months into the challenges of working and keeping the team spirit up during the Corona virus situation. I have received stories from around the world of how people are trying to lift and keep the spirits high.



Strömberg Carina 15 sep. 2021

Här kommer lite förnyade tips att tänka på när du sitter och då under dagen byta positioner.
Sitting_at_Work.jpg (2550x1650) (ccohs.ca)



Actions and lessons learned in connection to the pandemic

- ▶ Quotes from some of our employees:
 - **Home office** helps because I save a lot of time. Has a beneficial value to **the work-life balance**.
 - ▶ I think **for mental health it's good to meet people in real life**, building a strong connection and network.
 - ▶ For **MSDs you have to take own responsibility** to move your body, stand up, walk/talks.
 - ▶ Internal **workshops about nutrition and exercise** to open the mind of people, raising their awareness
 - ▶ Project Future of work



Mental Health and MSDs: Lessons Learned from the Pandemic at Toyota Material Handling

Q&A

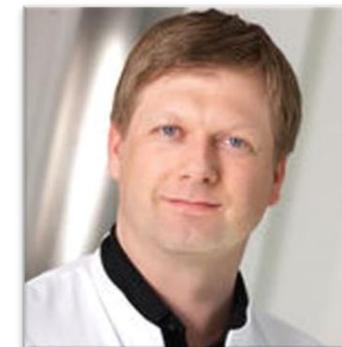
Carina Strömberg
Email: Carina.Stromberg@toyota-industries.eu



EU-OSHA Workshop: Mental Health and MSDs, Lessons Learned from the Pandemic. Presentation 4

Lessons Learned at SAP

Dr. Martin Grosshans, Lead of Psychiatric & Psychological Counselling, and Return to Work Program, SAP SE





- Market leader in enterprise application software, helping companies of all sizes and in all industries run at their best
- 87% of global goods & services have touched SAP software.
- SAP’s machine learning, Internet of Things (IoT), and advanced analytics technologies help turn customers’ businesses into intelligent enterprises.



105,000+

Employees from 140+ countries

22,000

SAP partner companies globally

27.34b€

Total Revenue (Non-IFRS) in FY 2021

200m+

Subscribers in our cloud user base

100+

Development locations worldwide

1

Software company in Dow Jones Sustainability Index for 14 years

- 81%** Business Health Culture Index
- 83%** Employee Engagement
- 160** Employer of Choice awards in 2021
- 24,000** Hiring cases overall in 2021
- 28.3%** Women in management in 2021
- 1.3m** Learning Offerings in 2021

People's needs during the pandemic: Data from global SAP Employee Pulse Checks



Pulse Check Q1/2020

1. Less positive wellbeing for those with caring responsibilities, driven by challenges balancing work and personal demands
2. Nearly half of the employees felt that they are working above their capacity due to long hours at home-office
3. SAP needs to continue enabling leaders and people managers to support their teams

Pulse Check Q3/2020

1. Stress-satisfaction index worsened compared to earlier surveys
2. 20% of all employees wish to have more support for their home-office-setup

SAP's answer: **Two campaigns**

People's needs **after the pandemic**: Data from global SAP Employee Pulse Checks



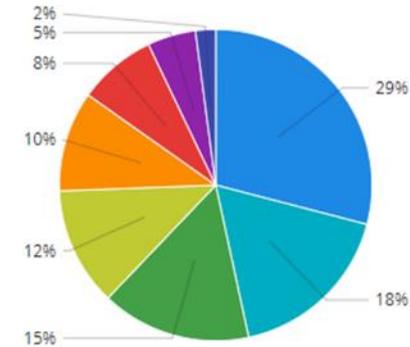
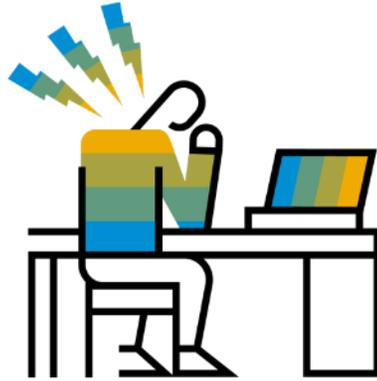
Pulse check **Q3/2021 (Future of Work)**

1. 92% of respondents feel empowered to balance office and remote work.
2. The majority of our employees reconfirm their strong preference for a hybrid working model moving forward.
 - Working in the office is seen to be valuable by creating a sense of community through networking, collaborating, and brainstorming.
 - Working remotely is seen to increase flexibility and work-life balance.
3. A high number of colleagues (83%) is satisfied with SAP's meeting culture in mostly virtual settings.
4. Being asked how they would split their working week between onsite and remote work a huge range from 0 to 5 days was found. Majority of employees prefer to work from office 2-3 days/week.

SAP's answer: **Pledge to Flex**

Our workplaces and challenges during the pandemic (data from pulse-checks)

The global pandemic has enforced changes to societal living, resulting in increasing trends of mental health challenges and sedentary lifestyles.



SAP's Workforce Health Status 2021

- **Health items dropped by 4pp** in recent #Unfiltered compared to 2020¹
- **31%** of employees rated their **stress higher than their satisfaction** and 22% rate their stress significantly higher than their satisfaction²
- **Mental health issues increased by 32%** compared to 2019³

Topics of Interest sought:

(Sample of 1641 SAP employees)

- 29% Sports, fitness & recreation
- 18% Mental / emotional well-being
- 15% Work-life balance / Stress
- 12% Ergonomics
- 10% Sleep
- 8% Medical issue
- 5% COVID-19
- 2% Emergency (medical/emotional)

Summary Learnings

- ✓ Leaders need support in caring for their people
- ✓ Employees need support to cope with mental issues and to set up their workplace at home in the best possible way



Targeted offers:

1. Early Warning Signs & Stress-Satisfaction Index

Helping leaders care for employees' well-being by identifying needs to lower stress and increase satisfaction, and reduce long-term high basic tension line.

EXAMPLE

On average- how stressed do you feel with work?



On average- how satisfied are you with your job?



TAKE ACTION IF:

- Stress > 8
- Stress > Satisfaction

○ INITIAL RATINGS
○ REALISTIC TARGETS
○ CALIBRATION

2. Ergonomics Toolbox & Individual Counselling

Providing self-guided tips and resources, plus ergonomic counselling for the home office set up

FOR EMPLOYEES AND MANAGERS
Safety Toolbox

The screenshot shows a user interface for 'Occupational Safety' with sections for 'Your Safety is our Purpose' (at the office, at home, mobile), 'Compliance & Responsibility' (to the site), and 'safety focus topics' (in case of emergency, road safety, ergonomics, fire alarm, working hours, electrical safety).

3. Integrating and promoting the two Campaigns

Lighten the Load campaign & SAP Mental Health Initiative, "Are you OK?"



By taking care of your physical and mental health, YOU empower YOURSELF to thrive and run at your best! It's about finding practical resources to help you foster healthy habits which can be easily integrated into your daily life.

Explore how to link on lines to:

- Integrate physical activity into your daily routine, etc.
- Setup your workplace ergonomically
- Develop new strategies to deal stress
- Focus on healthy sleeping hygiene
- A much more!

Get active today and discover your way to lighten the load!

SAP is a certified partner of www.mindfulwork.com/en/our-partners/

The collage includes images of a person's eye, a person working at a desk, and text boxes for 'Learn how to start, continue and deepen your mindfulness journey', 'Affinity Challenges on PROSAP', '15 minute Active Break Tuesday series (AP) / EMEA', 'LinkedIn Learning: Chair Work - Yoga Fitness & Stretching at Your Desk', and '15 minute Active Break Thursday series (AMER) / EMEA'.

Details around the two campaigns

Comprehensive Information on internal platforms:
Awareness also via social media

Mental health experts offer individual counselling:
Experiments with new formats

SAP Mental Health Days:
April 27, 2021 & May 31 2022

Low Barrier Self Checks:
Depression, burn-out, anxiety, bipolar disorder, addiction

Warning signs recognition: Group sessions for employees & leaders, eLearnings, videos, fact sheets

External telephone-based Employee Assistance Program (EAP)

Stress Management Counselling:
Stress-Satisfaction-Index (SSI), toolkit

Sleep Improvement: Fact sheet, videos

Support with Loss & Grief:
Guidelines for leaders, colleagues & parents

Domestic Violence:
Info-Sessions & support for affected people

Worklife-Balance: Live sessions, fact sheets

Implementation of the mental health first aider program since 2021: Goal 3-5% of all employees

Share a Smile: Virtual greeting messages with visual component integrated into activity-challenge platform



Asset 1: Mental health expert counseling and warning signs recognition-seminars
Asset 2: Fighting sedentary lifestyle. Counseling on stay active and exercise
Asset 3: Counseling, seminars and learning on sleep- and de-stress- methods



Ergonomics & Healthy Workplace Setup:
Tool box, group training & individual counseling

Fighting sedentary lifestyle: Stay active, exercise & Move. Group training and learning sessions

Physiotherapy demonstrations:
Live demos to avoid and relieve physical tension

De-Stress, be mindful and sense your physical needs: Webinars and learning-sessions

Steps challenges:
Monthly steps and biking challenges

Mindfulness:
Virtual and onsite practice groups and trainings

Sleep better:
Learning sessions and videos

Nutrition:
Group training and individual sessions

Healthy Habits:
How to foster & integrate in daily life

Community:
Platform for employees to share stories and tips



Mental Health and MSDs: Lessons Learned from the Pandemic at SAP

Q&A

Dr. Martin Großhans
Email: martin.grosshans@sap.com

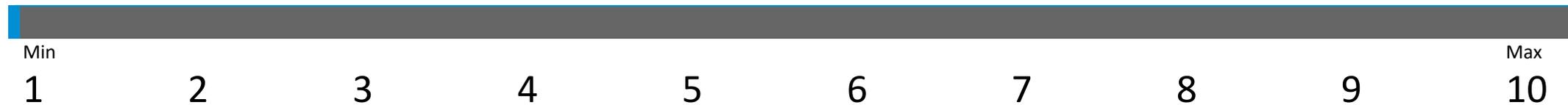


AGENDA OF WORKSHOP

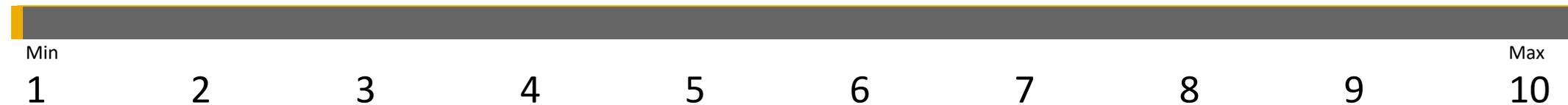
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Question 1: How do you rate your own employers readiness for effective MSD prevention?

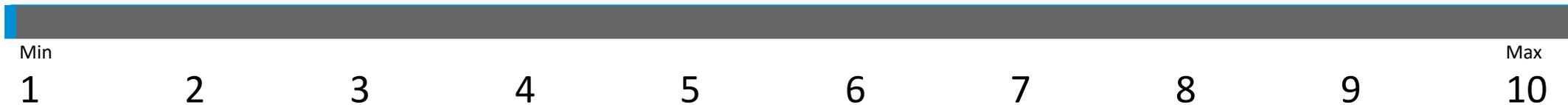


Question 2: How do you rate your own employers readiness for effective prevention of negative impact on Mental Health?





Question 3: How beneficial, inspiring or helpful did you find the session?





EU-OSHA WORKSHOP Mental Health and MSDs, Lessons Learned from the Pandemic

Q&As

Thank you.

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