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, Toyota Material Handling Europe
Ideal Standard

**Speaker:**
Carina Strömberg
Senior HR Expert, Sustainability Controller,
Retired Global Director HS&E, Ideal Standard, 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?”

Access by QR code:  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 pain.¹
- 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.

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

Changing employee demands in the pandemic – Trade Union Perspective

Marian Schiapman, 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:
The pandemic stress test

Knowledge intensive services
- Before the pandemic: 16%
- During the pandemic (first wave): 40%
- Before the pandemic: 40%
- During the pandemic (first wave): 79%

Other private sector services
- Before the pandemic: 11%
- During the pandemic (first wave): 33%

Construction
- Before the pandemic: 10%
- During the pandemic (first wave): 25%

Manufacturing
- Before the pandemic: 40%
- During the pandemic (first wave): 33%

OECD 2021
The pandemic stress test

- Inadequate equipment: 37%
- Lack of support from manager: 52%
- Decreased work productivity: 35%
- Working during free time: 33%
- Worried about work when not working: 58%
- Emotionally drained by work: 60%
- Too tired after work for household chores: 68%
- Not enough time spent with family: 53%

EUROFOUND 2020
Work-life balance & workload issues are persistent

- Worried about work when not working: 57.7% (2020) vs. 61.1% (2021)
- Working during free time: 33.5% (2020) vs. 33% (2021)
- Too tired after work for household chores: 68.3% (2020) vs. 72.3% (2021)
- Not enough time spent with family: 52.7% (2020) vs. 53.5% (2021)

EUROFOUND 2020a; 2020b; 2021
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 I Retired Global Director HS&E 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)

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<tr>
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<td><strong>EMPLOYEES</strong></td>
<td>8500</td>
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<tr>
<td><strong>VOLUME</strong></td>
<td>7m pc ceramics, 7m pc fittings, 1m pc tubs/trays</td>
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### Competence centres

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<td><strong>GLOBAL DESIGN CENTRE</strong></td>
<td>Milan</td>
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<td><strong>INNOVATION CENTRES</strong></td>
<td>UK (Ceramics), Germany (Fittings)</td>
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<tr>
<td><strong>PRODUCTION HUBS</strong></td>
<td>Bulgaria, Egypt, Czech Republic, Italy, Germany, UK, France</td>
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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

Discomfort Survey

Risk Factor Survey
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

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

**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.

**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.

**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

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
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
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

27.34 b€
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

92% are proud to work for SAP
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 2020\(^1\)

- **31%** of employees rated their **stress higher than their satisfaction** and 22% rate their stress significantly higher than their satisfaction\(^2\)

- **Mental health issues increased by 32%** compared to 2019\(^3\)

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.

2. Ergonomics Toolbox & Individual Counselling
Providing self-guided tips and resources, plus ergonomic counselling for the home office set up

3. Integrating and promoting the two Campaigns
Lighten the Load campaign & SAP Mental Health Initiative, “Are you OK?”
Details around the two campaigns

**Are you OK? SAP’s Mental Health Initiative**

- 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 Sel 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 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

**EU OSHA’s Lighten the Load Campaign**

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

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

Q&A

Dr. Martin Großhans
Email: martin.grosshans@sap.com
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Question 1: How do you rate your own employers readiness for effective MSD prevention?

Min: 1  2  3  4  5  6  7  8  9  10  Max

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

Min: 1  2  3  4  5  6  7  8  9  10  Max
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.

Contact information:

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