

Appendices

- 1) [Methodological details](#)
- 2) [Details about each identified synthesis](#)
- 3) [Details about each identified single study](#)
- 4) [Programs and guidelines identified through a jurisdictional scan in other countries](#)
- 5) [Programs and guidelines identified through a jurisdictional scan in Canadian provinces and territories](#)
- 6) [Documents that were excluded in the final stages of review](#)

Examining the impact of worker engagement and participation in creating psychological health and safety at work

20 December 2023

[MHF product code: REP 61]

Appendix 1: Methodological details

We use a standard protocol for preparing rapid evidence profiles (REP) to ensure that our approach to identifying research evidence is as systematic and transparent as possible in the time we were given to prepare the profile.

Identifying research evidence

For this REP, we searched Health Systems Evidence and Social Systems Evidence for evidence syntheses, and PubMed, PsychInfo, and Web of Science for single studies published in the last five years.

In Health Systems Evidence, we searched (worker OR employee OR staff) AND (engagement) AND (health or safety). In Social Systems Evidence, we applied filters for “employment” under “programs and services” and searched (engage*). In PubMed, we used the following combination of terms: “Work Engagement”[MeSH Terms] OR “Work Engagement”[Title/Abstract] OR “workplace engagement”[Title/Abstract] OR ((“worker”[Title] OR “employee”[Title] OR “staff”[Title]) AND (“engagement”[Title] OR “participat*”[Title])) AND “Psychological Well-Being”[MeSH Terms] OR “Psychological Well-Being”[Title/Abstract] OR “Psychological Wellness”[Title/Abstract] OR “well-being at work”[Title/Abstract]. For PsychInfo, we searched for: (((((MeSH: (Work Engagement))) OR ((Index Terms: (Work Engagement))) OR ((title: (Work Engagement))) OR ((abstract: (“Work Engagement”)))) AND (((MeSH: (Psychological Well-Being)) OR (Index Terms: (Psychological Well-Being)) OR (title: (Well-Being)) OR (title: (Wellness)))) AND ((Year: [2018 TO 2023]))). The PsychInfo searches were limited to peer-reviewed journals. Lastly, in Web of Science, we searched for (WC=(Work Engagement)) OR TS=(“Work Engagement”) and Employee Engagement (Should – Search within topic) and Employee Work Engagement (Should – Search within topic) Year 2019-2023 AND (WC=(Psychological Well-Being)) OR TS=(“Psychological Well-Being”) and Psychological Well Being (Should – Search within topic) and Psychological Wellbeing (Should – Search within topic) Year 2019-2023. This search was limited to article or review article or early access under document type.

Each source for these documents is assigned to one team member who conducts hand searches (when a source contains a smaller number of documents) or keyword searches to identify potentially relevant documents. A final inclusion assessment is performed both by the person who did the initial screening and the lead author of the rapid evidence profile, with disagreements resolved by consensus or with the input of a third reviewer on the team. The team uses a dedicated virtual channel to discuss and iteratively refine inclusion/exclusion criteria throughout the process, which provides a running list of considerations that all members can consult during the first stages of assessment.

During this process we include published, pre-print, and grey literature. We do not exclude documents based on the language of a document. However, we are not able to extract key findings from documents that are written in languages other than Chinese, English, French, or Spanish. We provide any documents that do not have content available in these languages in an appendix containing documents excluded at the final stages of reviewing. We excluded documents that did not directly address the research questions and the relevant organizing framework.

Assessing relevance and quality of evidence

We assess the relevance of each included evidence document as being of high, moderate, or low relevance to the question.

Two reviewers independently appraised the quality of the guidelines we identified as being highly relevant using AGREE II. We used three domains in the tool (stakeholder involvement, rigour of development, and editorial independence) and classified guidelines as high quality if they were scored as 60% or higher across each of these domains.

Two reviewers independently appraise the methodological quality of evidence syntheses that are deemed to be highly relevant. Disagreements are resolved by consensus with a third reviewer if needed. AMSTAR rates overall methodological quality on a scale of 0 to 11, where 11/11 represents an evidence synthesis of the highest quality. High-quality evidence syntheses are those with scores of eight or higher out of a possible 11, medium-quality evidence syntheses are those with scores between four and seven, and low-quality evidence syntheses are those with scores less than four. It is important to note that the AMSTAR tool was developed to assess evidence syntheses focused on clinical interventions, so not all criteria apply to those pertaining to health-system arrangements or to economic and social responses. Where the denominator is not 11, an aspect of the tool was considered not relevant by the raters. In comparing ratings, it is therefore important to keep both parts of the score (i.e., the numerator and denominator) in mind. For example, an evidence synthesis that scores 8/8 is generally of comparable quality to another scoring 11/11; both ratings are considered 'high scores.' A high score signals that readers of the evidence synthesis can have a high level of confidence in its findings. A low score, on the other hand, does not mean that the evidence synthesis should be discarded, merely that less confidence can be placed in its findings and that the evidence synthesis needs to be examined closely to identify its limitations. (Lewin S, Oxman AD, Lavis JN, Fretheim A. SUPPORT Tools for evidence-informed health Policymaking (STP): 8. Deciding how much confidence to place in a systematic review. *Health Research Policy and Systems* 2009; 7(Suppl1): S8.)

Identifying experiences from other countries and from Canadian provinces and territories

For each REP, we work with the requestors to collectively decide on what countries (and/or states or provinces) to examine based on the question posed. For other countries, we search relevant government and stakeholder websites including the webpages of worker's compensation and governing bodies of workplace safety. In Canada, a similar approach was used, searching the website of provincial workers' compensation boards as well as Ministries of Labour. While we do not exclude content based on language, where information is not available in English, Chinese, French, or Spanish, we attempt to use site-specific translation functions or Google Translate. A full list of websites and organizations searched is available upon request.

Preparing the profile

Each included document is cited in the reference list at the end of the REP. For all included guidelines, evidence syntheses, and single studies (when included), we prepare a small number of bullet points that provide a summary of the key findings, which are used to summarize key messages in the text. Protocols and titles/questions have their titles hyperlinked, given that findings are not yet available.

We then draft a summary that highlights the key findings from all highly relevant documents (alongside their date of last search and methodological quality) as well as key findings from the jurisdictional scan.

Appendix 2: Key findings from evidence syntheses

Dimension of organizing framework	Declarative title and key findings	Relevance rating	Living status	Quality (AMSTAR)	Last year literature searched	Availability of GRADE profile	Equity considerations
<ul style="list-style-type: none"> Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety Monitoring, evaluation, and enforcement of psychological health and safety Outcomes <ul style="list-style-type: none"> Psychological health Psychological safety 	<p>The majority of countries reviewed have laws concerning occupational health services (OHS) provisions and recognize the importance of mental health in the workplace; however, gaps exist in the implementation, scope, and capacity of provisions, as well as their application to mental health</p> <ul style="list-style-type: none"> A review of OHS policies across 12 industrialised countries, with a focus on mental health promotion and psychosocial risk reduction in the workplace. This review found that OHS works best in practice when there is a strong legal basis, yet there is still limited legislation regarding mental health or psychosocial risk. It was found that OHS competency with regard to mental health or psychosocial risk is lacking in most countries. Additionally, OHS coverage must be extended to comprehensively assess psychosocial risk assessments and mental health stressors. 	Low	No	3/9	Not available	Not available	None identified

Appendix 3: Key findings from single studies

Dimension of organizing framework	Declarative title and key findings	Relevance rating	Study characteristics	Equity considerations
<ul style="list-style-type: none"> Engagement approach <ul style="list-style-type: none"> Collaborating Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety Outcomes <ul style="list-style-type: none"> Psychological health Worker satisfaction Costs and productivity 	<p>Job crafting can improve Spanish teacher's psychological health by improving work satisfaction, resilience, and productivity</p> <ul style="list-style-type: none"> The purpose of this study was to explore the effect of job crafting on job satisfaction, engagement, and performance. Job crafting provides workers with control over their positions by allowing them to modify their roles to make their work more satisfactory. This study found that job crafting was helpful to improve worker satisfaction, resilience, and productivity. 	Medium	<p><i>Publication date:</i> 19 February 2019</p> <p><i>Jurisdiction studied:</i> Spain</p> <p><i>Methods used:</i> Cross-sectional</p>	None identified
<ul style="list-style-type: none"> Engagement approach <ul style="list-style-type: none"> Collaborating Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety Psychological health and safety training <ul style="list-style-type: none"> Participating in training Outcomes <ul style="list-style-type: none"> Psychological health Workplace culture and environment 	<p>Workplace supports, counselling, training, and cultural shifts can improve psychological health in hospice workers</p> <ul style="list-style-type: none"> The purpose of this study was to explore the experience of coping mechanisms for work-related stress in hospice staff. Factors that may improve work-related stress and psychological health include social support from colleagues, on-site work counselling services, encouraging work-life boundaries, and training on coping strategies. Coping strategy training might involve reconstructing the notice of hospice and acknowledging personal limits. 	Medium	<p><i>Publication date:</i> 11 February 2020</p> <p><i>Jurisdiction studied:</i> South Africa</p> <p><i>Methods used:</i> Qualitative</p>	None identified
<ul style="list-style-type: none"> Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety Outcomes <ul style="list-style-type: none"> Psychological health 	<p>Leaders were found to be facilitators for employees' positive psychological states at work, therefore considerations for nurse leaders should focus on leadership skills and coping resources</p>	Low	<p><i>Publication date:</i> 29 January 2023</p> <p><i>Jurisdiction studied:</i> Netherlands</p> <p><i>Methods used:</i> Survey</p>	None identified
<ul style="list-style-type: none"> Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety 	<p>Leaders perceived their role to be a positive role model in the workplace by encouraging staff in wellness activities, but barriers included high workload, lack of support from leadership, flexibility and control at work, and ambivalence about promoting wellness</p>	Low	<p><i>Publication date:</i> February 2019</p> <p><i>Jurisdiction studied:</i> United States</p> <p><i>Methods used:</i> Qualitative</p>	None identified
<ul style="list-style-type: none"> Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety 	<p>An integrative research framework reported a positive association of employee engagement workplace with opportunities, transformational leadership, and employee psychological empowerment</p>	Low	<p><i>Publication date:</i> 2023</p> <p><i>Jurisdiction studied:</i> Pakistan</p>	None identified

Dimension of organizing framework	Declarative title and key findings	Relevance rating	Study characteristics	Equity considerations
<ul style="list-style-type: none"> Monitoring, evaluation, and enforcement of psychological health and safety Outcomes <ul style="list-style-type: none"> Psychological health Worker satisfaction 			<i>Methods used:</i> Quantitative	
<ul style="list-style-type: none"> Engagement approach <ul style="list-style-type: none"> Sharing Type of engagement <ul style="list-style-type: none"> Monitoring, evaluation, and enforcement of psychological health and safety Outcomes <ul style="list-style-type: none"> Psychological health Psychological safety Worker satisfaction Workplace culture and environment 	This study found that when front-line employees feel that there is a culture of respect and fairness (psychological safety) and that speaking up will be appreciated (perception of meaningfulness and empowerment), they easily render positive employee voice and psychological well-being	High	<i>Publication date:</i> November 2020 <i>Jurisdiction studied:</i> Pakistan <i>Methods used:</i> Cross-sectional survey	None identified
<ul style="list-style-type: none"> Type of engagement <ul style="list-style-type: none"> Psychological health and safety training <ul style="list-style-type: none"> Participating in training Monitoring, evaluation, and enforcement of psychological health and safety 	Factors that influence employee work engagement and sustainable employability include employee psychological well-being and empowerment, transformational leadership, affective employee commitment, training and job enrichment, and compensation	Low	<i>Publication date:</i> December 2021 <i>Jurisdiction studied:</i> Pakistan (author jurisdiction) <i>Methods used:</i> Mixed methods	None identified
<ul style="list-style-type: none"> Engagement approach <ul style="list-style-type: none"> Collaborating Outcomes <ul style="list-style-type: none"> Worker satisfaction Workplace culture and environment 	Trust in leadership is crucial for effective employee work engagement in the hotel industry, and workplace well-being is vital for the performance motivation of employees, as proven by a moderated mediation model <ul style="list-style-type: none"> While workplace well-being was found to moderate the relationship between relational transparency, self-awareness, and employee work engagement, it did not moderate internalized moral perspective and balanced processing or the relationship between trust in the leader and worker engagement. 	Low	<i>Publication date:</i> April 2023 <i>Jurisdiction studied:</i> Dubai <i>Methods used:</i> Survey	None identified

Appendix 4: Detailed jurisdictional scan about workers' engagement and participation in creating psychological health and safety in other countries

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
Australia	<ul style="list-style-type: none"> The Australian Public Service (APS) Commission created a guide for promoting mental health and well-being at work with the consultation of employees with lived experience of mental ill health, and this guide is organized around four principles of best practice for psychological health and well-being which include: <ul style="list-style-type: none"> People management is how supervisors and managers understand how to recognise and manage potential mental health issues, especially as they relate to performance management Prevention is how workplaces foster a culture that promotes the health benefits of work, psychological health, and well-being and minimizes the development of mental health issues Early recognition and support are the processes in place to recognize and manage risks to psychological health when they arise, tailored to the specific needs of the workplace, and managers proactively manage workplace behavioural issues Rehabilitation and return to work are when mental health issues are identified, and pathways and processes are in place to ensure easy access to effective care and rehabilitation 	<ul style="list-style-type: none"> Engagement approach <ul style="list-style-type: none"> Sharing Consulting Deliberating Collaborating Co-designing Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety Outcomes <ul style="list-style-type: none"> Psychological health Psychological safety Worker satisfaction Workplace culture and environment
New Zealand	<ul style="list-style-type: none"> WorkSafe New Zealand (WorkSafe) is the only national workplace health and safety regulatory agency to use the term 'worker engagement, participation and representation' (WEPR) to denote the range of practices that enable workers to shape the health and safety of their workplace The 2002 Health and Safety in Employment Amendment Act requires businesses with 30+ employees to have a worker participant system The 2015 Health and Safety at Work Act (HSWA) carried over exemptions from the previous act that, along with its vagueness, may have contributed to the decline in worker representation in the country <ul style="list-style-type: none"> Employers were left with little to no requirements to establish ongoing formal WEPR Under the HSWA, businesses are required to engage workers in improving workplace health and safety, with ongoing mechanisms for workers to voice suggestions and concerns <ul style="list-style-type: none"> Key steps in the engagement process as outlined by HSWA include sharing information with workers, providing time for workers to consider issues, providing a reasonable opportunity for voicing views and participating in decision-making, taking workers' views into consideration, and timely informing workers of outcomes Two well-established means of worker engagement and participation are health and safety representatives and health and safety committees <ul style="list-style-type: none"> The HSWA has requirements for how health and safety representatives and committees function, if they exist in the workplace Health and safety representatives are formal positions requiring specific training There is a varied approach to worker representation on health and safety committees, which can sometimes be characterized by involuntary worker participation and managerial majority 	<ul style="list-style-type: none"> Engagement approach <ul style="list-style-type: none"> Sharing Consulting Co-designing Type of engagement <ul style="list-style-type: none"> Policies and procedures related to psychological health and safety Workplace committees focused on psychological health and safety Outcomes <ul style="list-style-type: none"> Psychological health Psychological safety

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
	<ul style="list-style-type: none"> • Induction is a common method of worker engagement in health and safety and represents 'minimal compliance' and a 'box-ticking exercise' • New Zealand's worker engagement in workplace health and safety is believed to be ineffective by some <ul style="list-style-type: none"> ○ Compared to similar jurisdictions, the strength of worker representative legislation and levels of engagement are weaker • WorkSafe New Zealand commissioned a report to examine psychosocial hazards in work environments and effective approaches for managing them <ul style="list-style-type: none"> ○ Interventions for managing psychosocial hazards at work include a participatory approach and social dialogue ○ The level of prevention can be primary (focused on the organization as the source of risk), secondary (focused on training/educating individual workers), or tertiary (addressing consequences of psychosocial hazards post-exposure), with primary being the most effective <ul style="list-style-type: none"> ▪ A participatory approach is essential to primary intervention ○ While organizational-level psychosocial intervention (e.g., addressing working conditions) is effective at producing positive impacts at both the individual and organizational levels, individual-level intervention (e.g., addressing work stress) is less effective at producing such impact at the organizational level ○ Limited level of participation in decision-making in certain professions can itself be a psychosocial stressor (e.g., defence forces, police) ○ Valuing worker participation is a feature of good risk management models ○ Evidence from the literature suggests that worker participation is needed for reasons including designing workplace-specific interventions and enabling workers to share insights informed by their role's perspective • Regional/roving health and safety representatives are one of the ways to improve WEPR practices in New Zealand; these are multi-site representatives that: <ul style="list-style-type: none"> ○ facilitate WEPR practices in businesses by bypassing worker-manager power imbalances ○ provide capacity-building to small businesses that are exempt from having in-house health and safety representatives 	
Denmark	<ul style="list-style-type: none"> • In Denmark, separate health and safety committees composed of elected employee and employer representatives are assembled to deal with health and safety issues, including psychological health; the main tasks of these committees are: <ul style="list-style-type: none"> ○ develop health and safety risk assessments ○ keep up to date on new health and safety legislation ○ advise for appropriate health and safety training ○ ensure training and polices are being observed 	<ul style="list-style-type: none"> • Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Consulting ○ Deliberating ○ Collaborating ○ Co-designing • Type of engagement <ul style="list-style-type: none"> ○ Workplace committees focused on psychological health and safety • Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety ○ Worker satisfaction ○ Workplace culture and environment ○ Costs and productivity

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
Finland	<ul style="list-style-type: none"> • The Finnish Institute of Occupational Health (FIOH) is a multidisciplinary specialist organization that offers services and conducts research in the field of occupational health and safety and well-being at work in Finland <ul style="list-style-type: none"> ○ FIOH is the Focal Point of Finland for the European Agency for Safety and Health at Work • FIOH has a project focused on promoting mental health and work ability through the development of mental health expertise and regional co-operation (MYÖTE) that aims to strengthen and support employees' psychosocial ability in the workplace and reduce mental health-related incapacity for work <ul style="list-style-type: none"> ○ The MYÖTE project is funded by the European Social Fund along with FIOH, the University of Helsinki, the University of Eastern Finland, and MIELI Mental Health Finland • Online coaching programs are offered by FIOH to employees in Finland to support the development of competencies related to occupational safety and well-being at work <ul style="list-style-type: none"> ○ Recovery from work online training provides guidance to employees on different methods of recovery from work to prevent the accumulation of stress and burden ○ Custom training is also provided for organizations in person and online by experts by FIOH that can customize the training based on the organization's needs • Employers in Finland have a range of tools available that can help them to identify psychosocial workload factors that can have an adverse impact on their workers, including: <ul style="list-style-type: none"> ○ the psychosocial workload questionnaire of the Centre for Occupational Safety's handbook ○ the Occupational Health and Safety Administration's psychosocial workload factors survey ○ interviewing employees' representatives • The Occupational Safety and Health Administration states that it is the employer's responsibility to ensure that work-related strain cases that impacts employee health are detected at an early stage, and to agree on procedures for maintaining employees' work ability using early-intervention policies, rehabilitation procedures, and procedures for reintegrating employees into the workforce 	<ul style="list-style-type: none"> • Engagement approach <ul style="list-style-type: none"> ○ Collaborating ○ Co-designing • Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Psychological health and safety training <ul style="list-style-type: none"> ▪ Participating in training ○ Monitoring, evaluation, and enforcement of psychological health and safety ○ Workplace committees focused on psychological health and safety • Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety
Sweden	<ul style="list-style-type: none"> • The Work Environment Act outlines the joint responsibility for creating a safe workplace <ul style="list-style-type: none"> ○ The employer holds the primary responsibility for the overall work environment ○ The safety representative, elected by employees, is their representative in work environment matters but lacks individual responsibility ○ Under the <i>Work Environment Act</i>, students, military conscripts, and sub-consultants are also considered employees • The Working Hours Act is another significant regulation, specifying daily work limits and the entitlement to breaks • Safety representatives in Sweden hold a unique position focused on monitoring workplace work environment management <ul style="list-style-type: none"> ○ Collaboration between employers and employees is essential in this role ○ While the employer has the ultimate responsibility, organized work environment management must involve employees and their representatives ○ The safety representative, according to the <i>Work Environment Act</i>, is granted several powers, including receiving training, involvement in actions related to work environment relationships, and participation in the planning of new premises and changes in existing premises • The Swedish Agency for Work Environment Expertise (SAWEE), mandated by the government, serves as the national work environment knowledge centre <ul style="list-style-type: none"> ○ Responsibilities include gathering and disseminating knowledge, monitoring occupational safety and health developments, and evaluating government initiatives 	<ul style="list-style-type: none"> • Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Consulting ○ Deliberating ○ Collaborating ○ Co-designing • Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Psychological health and safety training <ul style="list-style-type: none"> ▪ Participating in training ▪ Delivering training ○ Monitoring, evaluation, and enforcement of

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
	<ul style="list-style-type: none"> ○ SAWEE actively participates in the European Union and international arenas for the development of occupational health services and workplace safety 	<ul style="list-style-type: none"> ○ psychological health and safety ○ Workplace committees focused on psychological health and safety ● Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety ○ Worker satisfaction ○ Workplace culture and environment ○ Costs and productivity
United Kingdom	<ul style="list-style-type: none"> ● The Health and Safety Executive developed stress talking toolkits and resources for employees managers and human resources related to employee stress 	<ul style="list-style-type: none"> ● Engagement approach <ul style="list-style-type: none"> ○ Sharing ● Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety

Appendix 5: Detailed jurisdictional scan about workers' engagement and participation in creating psychological health and safety in Canadian provinces and territories

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
British Columbia	<ul style="list-style-type: none"> • Joint Health & Safety Committees are required by WorkSafeBC to assist employers with a minimum amount of workers in fulfilling their responsibility for a safe workplace <ul style="list-style-type: none"> ○ Committees are composed of both employer and worker representatives who collaboratively identify and address health and safety concerns in the workplace • The Partners Program, or Certificate of Recognition (COR), is a voluntary certification initiative motivating employers to proactively engage in occupational health and safety <ul style="list-style-type: none"> ○ Recognizing those exceeding legal requirements, the COR program rewards employers with effective occupational health and safety management systems who successfully pass a certification audit to predefined standards set by the board • The Psychological Health and Safety Planned Inspectional Initiative was developed by WorkSafeBC to manage psychological risks leading to workplace injuries or illnesses <ul style="list-style-type: none"> ○ The initiative targets high-risk areas, utilizing consultation, education, and enforcement to enhance psychological safety and overall mental well-being beyond bullying and harassment obligations • A \$700,000 provincial grant for workplace mental health resources was recently awarded to the B.C. division of the Canadian Mental Health Association (CMHA-BC) to enable employers to access enhanced online resources for psychologically safe workplaces <ul style="list-style-type: none"> ○ CMHA-BC offers diverse workshops for employees, managers, and organizations to foster mental health support in the workplace ○ The three-year initiative includes expanding the Hub for Workplace Mental Health, offering interactive modules to help employers understand psychological safety, address employment barriers, and develop skills supporting all employees, including those with mental illnesses and addictions • The Occupational Health and Safety Regulation governs workplaces under WorkSafeBC's inspectional jurisdiction in B.C., excluding mines and federally chartered entities, and aims to promote occupational health and safety, safeguarding workers and others from work-related risks, with compliance forming the basis for cooperative problem-solving between workers and employers • WorkSafeBC's Mental Health Strategy guides the approach of psychological health and safety at WorkSafeBC, addressing psychological health and safety as a workplace regulator, workers' compensation administrator, and employer, with defined terms and a framework for the upcoming years • Formerly known as LifeWorks, Employee and Family Assistance Services (EFAS) by TELUS Health offers a range of free and voluntary services, including counselling, career support, family assistance, financial and legal aid, and healthy living support <ul style="list-style-type: none"> ○ These services are extended to everyone including auxiliary employees, co-op students, those on Short Term Illness and Injury Plan or long-term disability benefits, and family members residing with an employee ○ Counselling services for children (age seven and under) are not covered, with possible referral support for specialized child psychology services 	<ul style="list-style-type: none"> • Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Consulting ○ Deliberating ○ Collaborating ○ Co-designing • Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Psychological health and safety training <ul style="list-style-type: none"> ▪ Participating in training ▪ Delivering training ○ Monitoring, evaluation, and enforcement of psychological health and safety ○ Workplace committees focused on psychological health and safety • Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety ○ Worker satisfaction ○ Workplace culture and environment ○ Costs and productivity

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
	<ul style="list-style-type: none"> ○ Involvement of a parent or guardian is required for family members under 16 during intake and referral processes 	
Alberta	<ul style="list-style-type: none"> • The Occupational Health and Safety Act requires employers to assess their work sites and identify existing and potential hazards <ul style="list-style-type: none"> ○ When a worker makes a report about a mental health concern, the employer must review the situation and take corrective action ○ Workers are required to take reasonable steps to protect the health and safety of themselves and other workers • Alberta's Occupational Health and Safety (OHS) Prevention Initiative aims to raise awareness on preventing workplace injury and illness, including issues related to psychosocial health and safety <ul style="list-style-type: none"> ○ The initiative exists in partnership with the Alberta government, employers, workers, labour organizations, and service providers ○ Resources on psychosocial hazards are available on the OHS prevention initiative website 	<ul style="list-style-type: none"> • Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety • Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety
Saskatchewan	<ul style="list-style-type: none"> • WorkSafe Saskatchewan provides resources on how to improve workers' engagement and participation in the work environment, such as soliciting input from workers (e.g., 'what is working' vs. 'what is not working' in internal messaging channel or a standing agenda on regular team meetings, monthly huddle talks on mental health, employee champion), ensuring staff input and feedback (e.g., staff suggestion box), and co-developing return-to-work plans • University of Saskatchewan describes potential ways to improve psychological health and safe workplaces such as encouraging participation in the decision-making process (e.g., being part of committees, sending anonymous surveys) • The Government of Saskatchewan indicates that employers are legally required to set up and maintain an occupational health committee at workplaces with 10 or more workers, and those with less are required to appoint an occupational health and safety representative 	<ul style="list-style-type: none"> • Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Consulting • Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Workplace committees focused on psychological health and safety
Manitoba	<ul style="list-style-type: none"> • SafeWork Manitoba developed the province's five-year strategy on Psychological Health & Safety in the Workplace, which was in collaboration with a partnership panel featuring representatives from provincial organizations, such as Workers Compensation Board of Manitoba, Canadian Mental Health Association Manitoba and Winnipeg, Manitoba Workplace Safety and Health, Manitoba Farm Safety Program, and Manitoba Federation of Labour <ul style="list-style-type: none"> ○ This strategy speaks to the creation of a new workshop delivered by the Canadian Mental Health Association Manitoba and Winnipeg, A Hazard is a Hazard – Workplace Psychological Health and Safety, alongside new e-learning courses on mental health and violence ○ The primary goals in this strategy highlight the importance of: 1) enhancing partnerships for knowledge exchange, promotional opportunities, and resource development; 2) improving training and awareness; and 3) promoting the national standard (a key element which includes engagement and developing workplace safety and health committee inspection templates) ○ An emphasis has been placed on promoting open dialogue, encouraging worker participation and engagement, and the sharing of ideas with senior leadership to improve health and safety • The <i>Provincial Workplace Safety and Health Act</i> permits workers with the right to participate: <ul style="list-style-type: none"> ○ in safety and health committees if the workplace has 20+ employees (committees meet quarterly and conduct inspections, investigate accidents, and discuss any workplace concerns) 	<ul style="list-style-type: none"> • Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Consulting ○ Deliberating ○ Collaborating ○ Co-designing • Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Psychological health and safety training <ul style="list-style-type: none"> ▪ Participating in training ○ Monitoring, evaluation, and enforcement of psychological health and safety

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
	<ul style="list-style-type: none"> ○ as a worker safety and health representative if the workplace has between five and 19 employees ● Safety Services Manitoba offers consulting teams that support the integration of a national standard in workplaces within the province; key features include working with organization executives, developing staff engagement plans, and supporting the creation of a monitoring and evaluation plan 	<ul style="list-style-type: none"> ○ Workplace committees focused on psychological health and safety ● Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety ○ Workplace culture and environment
Ontario	<ul style="list-style-type: none"> ● The <i>Occupational Health and Safety Act</i> in Ontario provides a legal framework for the rights and duties of all parties in the workplace, which includes the creation of joint health and safety committees to support an internal responsibility system and maintain an effective health and safety culture <ul style="list-style-type: none"> ○ Under this act, workers have the right to participate in health and safety decisions in the workplace ○ Under the internal responsibility system, it is the duty of workers to report a health and safety problem to their supervisor or employer ● Joint health and safety committees comprise both employer and employee representatives, with the role of the latter being to: <ul style="list-style-type: none"> ○ attend meetings with committee members every three months ○ conduct workplace inspections on a monthly basis ○ develop written recommendations to the employer ● Joint health and safety committees are a legislative requirement for workplaces; in the event that a workplace has six to 19 workers, one health and safety representative must be elected by the workers, while workplaces with 20 to 49 workers and 50+ workers will require committees of at least two or four members, respectively ● Joint health and safety committee members are required to successfully complete mandatory trainings, including 'basic certification' and 'workplace-specific hazard training' ● In January 2012, The Mental Health Commission of Canada published a guide to understanding psychological health in the workplace, Psychological Health & Safety: An Action Guide for Employers, with the document being developed with the support of stakeholder consultations with business leaders, union representatives, disability managers, and healthcare providers ● The Workplace Safety and Insurance Board (WSIB) and the six health and safety associations have funded many new workplace initiatives to improve psychological health and safety, including delivering training, consulting, and clinical services for employees ● The Ontario Medical Association has released a list of resources to support workers with improving psychological health in the workplace, which features tools to improve worker engagement and burnout 	<ul style="list-style-type: none"> ● Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Consulting ○ Deliberating ○ Collaborating ● Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Psychological health and safety training <ul style="list-style-type: none"> ▪ Participating in training ▪ Delivering training ○ Monitoring, evaluation, and enforcement of psychological health and safety ○ Workplace committees focused on psychological health and safety ● Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety ○ Workplace culture and environment
Quebec	<ul style="list-style-type: none"> ● Mouvement Santé Mentale Québec (MSMQ) offers tools and resources for employers to engage workers in collaborative activities to improve psychological safety in the workplace, emphasizing the importance of building relationships between colleagues ● Amendments to provincial health and safety legislation covering employers with 20 or more workers, enacted in April 2022, include the requirement for employers to incorporate psychological safety into their workplace hazard prevention programs, form a health and safety committee, and elect a health and safety representative 	<ul style="list-style-type: none"> ● Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Collaborating ● Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
		<ul style="list-style-type: none"> ○ Psychological health and safety training <ul style="list-style-type: none"> ▪ Participating in training ● Outcomes <ul style="list-style-type: none"> ○ Psychological safety ○ Workplace culture and environment
New Brunswick	None identified	
Nova Scotia	None identified	
Newfoundland and Labrador	<ul style="list-style-type: none"> ● Employers are legally required to establish and receive training for Occupational Health and Safety Committees, Worker Health and Safety Committees and Designates; the duties of these entities include occupational health and safety promotion, workplace inspections, advising on hazards mitigation, resolution of work refusals, and putting forward recommendations to employers ● An Occupational Health and Safety Committee: <ul style="list-style-type: none"> ○ consists of management and worker representatives and encourages their collaboration on addressing workplace health and safety issues ○ is required for workplaces with 10 or more workers ○ at minimum, must have half the committee consist of non-management workers who can either be elected or appointed following a relevant labour union constitution ○ is to be co-chaired by one member representing each of employer and workers ○ must identify unhealthy and unsafe elements of the workplace, partake in inspections, receive and maintain records of health and safety complaints, promote health and safety educational programs for workers, and cooperate with occupational health and safety officers ○ is required to have an occupational health and safety program which outlines a plan to prevent occupational injuries and illnesses, among which identifying psychological health and safety hazards is an important component ● A Worker and Safety Representative: <ul style="list-style-type: none"> ○ must be a non-management worker and can be elected or appointed by labour union ○ is required for workplaces within less than 10 workers ○ must identify unhealthy and unsafe elements of the workplace, partake in inspections, receive and maintain records of health and safety complaints, promote health and safety educational programs for workers, and cooperate with occupational health and safety officers ● A Workplace Health and Safety Designate: <ul style="list-style-type: none"> ○ can be appointed and be connected to management, or be the employer themselves ○ is required for workplaces with less than six workers when having a presentative is impractical (e.g., all part-time staff, high turnover at the workplace) 	<ul style="list-style-type: none"> ● Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Collaborating ● Type of engagement <ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Psychological health and safety training <ul style="list-style-type: none"> ▪ Participating in training ▪ Delivering training ○ Monitoring, evaluation, and enforcement of psychological health and safety ○ Workplace committees focused on psychological health and safety
Northwest Territories	<ul style="list-style-type: none"> ● The Northwest Territories Workers' Safety & Compensation Commission (WSCC) engages stakeholders through a stakeholder engagement committee that includes workers, employers, and the public ● The WSCC has published an Employers' Guide to Psychological Health and Safety in the Workplace that encourages employee participation in discussions/decisions about addressing psychosocial hazards in order to improve employee well-being 	<ul style="list-style-type: none"> ● Engagement approach <ul style="list-style-type: none"> ○ Consulting ○ Collaborating ● Type of engagement

Jurisdiction	Approaches to workers' engagement and participation	Dimension of the organizing framework
	<ul style="list-style-type: none"> ○ The report states that workers may also be engaged through their Occupational Health and Safety (OHS) representative ○ Psychological health and safety decisions should also include Occupational Health and Safety representative or joint OHS Committee (this is mandatory for all workplaces to have) ● The Government of Northwest Territories has published a report entitled the Northwest Territories Health and Social Services System Human Resources Plan that has a section on increased employee engagement through organizational change and leadership development that identifies the following objectives to increase employee engagement: <ul style="list-style-type: none"> ○ support cultural safety and anti-racism ○ promote employee engagement in organizational culture ○ support managers in developing leadership skills 	<ul style="list-style-type: none"> ○ Policies and procedures related to psychological health and safety ○ Workplace committees focused on psychological health and safety
Yukon	<ul style="list-style-type: none"> ● The University of Fredericton has partnered with the Yukon Workers Compensation Health and Safety Board (YWCHSB) to offer Psychological Health and Safety in the Workplace programs to employer/employee groups within the Yukon Territory <ul style="list-style-type: none"> ○ The initiative supports YWCHSB's strategic vision that all Yukoners participate in a culture of safety and prevention of psychological injury 	<ul style="list-style-type: none"> ● Type of engagement <ul style="list-style-type: none"> ○ Psychological health and safety training ● Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety ○ Worker satisfaction ○ Workplace culture and environment
Nunavut	<ul style="list-style-type: none"> ● The Public Service Alliance of Canada (PSAC) North-Nunavut Regional Health and Safety Committee is composed of worker unions to identify, promote, and assist union actions around workplace health and safety by: <ul style="list-style-type: none"> ○ educating, politicizing, and mobilizing health and safety union activists ○ raising awareness and bringing attention to health and safety issues in our communities, homes, and workplaces ○ empowering, uniting, and engaging all PSAC union members to take action for health and safety 	<ul style="list-style-type: none"> ● Engagement approach <ul style="list-style-type: none"> ○ Sharing ○ Consulting ○ Deliberating ○ Collaborating ○ Co-designing ● Type of engagement <ul style="list-style-type: none"> ○ Workplace committees focused on psychological health and safety ● Outcomes <ul style="list-style-type: none"> ○ Psychological health ○ Psychological safety ○ Worker satisfaction ○ Workplace culture and environment

Appendix 6: Documents excluded at the final stages of reviewing

Document type	Hyperlinked title
Single study	Disagreements on leadership styles between supervisors and employees are related to employees' well-being and work team outcomes.
Single study	Measuring participation in employer-sponsored health and well-being programs: A participation index and its association with health risk change
Full systematic review	Employee engagement and performance: A systematic literature review

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