

SKODEL PSYCHOSOCIAL RISK ASSESSMENT REPORT

Cross-Industry Benchmark

Anonymised · 7 Industries · Aggregated Dataset

- Disability & Social Services
- Animal Welfare
- Construction Services
- Healthcare
- Education
- Government & Regulation
- Transport & Logistics



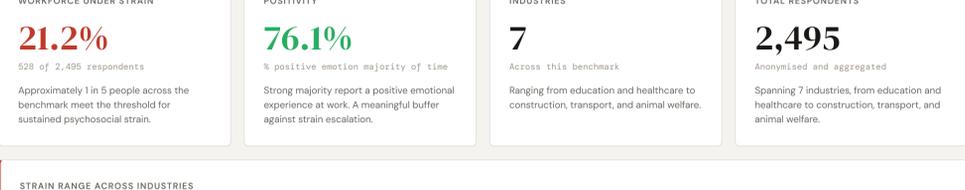
Skodel Psychosocial Risk Assessment · Cross-Industry Benchmark · Anonymised · No single comparison period

01

BOARD-READY

Executive Risk Snapshot

HOW WORKFORCE STRAIN IS MEASURED
A person is counted as under strain when all three leading indicators are present: **negative emotion at work the majority of the time** (such as burnout or stress) that is **ongoing** (not a recent or temporary response) and is **impairing their functioning** (impacting their ability to perform daily tasks effectively). All three conditions must be met.



TOP 5 PSYCHOSOCIAL HAZARDS – BENCHMARK OVERVIEW

Mapped from driver selections and additional question responses across all 2,495 respondents. Full detail in Section 05.

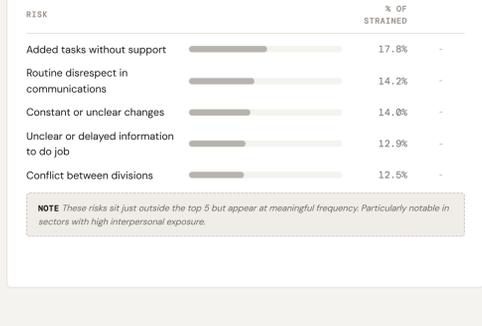
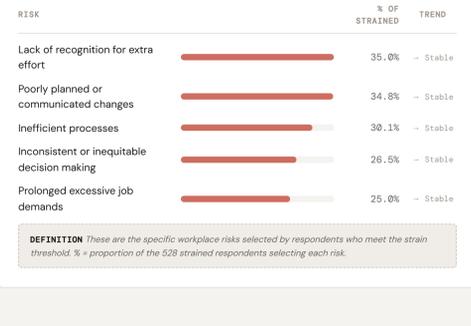
#	HAZARD	RISK LEVEL	TREND
01	Job Demands	HIGH	– Stable
02	Traumatic Events or Material	HIGH	– Stable
03	Poor Organisational Justice	MODERATE-HIGH	– Stable
04	Poor Organisational Change Management	MODERATE-HIGH	– Stable
05	Poor Support	MODERATE	– Stable
06	Inadequate Reward and Recognition	MODERATE-HIGH	– Stable

02

STRAIN-LINKED

Top 5 Workplace Risks

Workplace risks most frequently selected by the 528 people under strain – those reporting negative emotion at work the majority of the time with ongoing impaired functioning. % reflects proportion of strained respondents selecting each risk.



03

CROSS-INDUSTRY

Industry Comparison

Workforce strain and positivity rates by industry across all 2,495 respondents. Industries with higher occupational trauma exposure and structural pressure show materially elevated strain rates.

STRAIN RATE BY INDUSTRY – RANKED HIGHEST TO LOWEST

#	INDUSTRY	SAMPLE SIZE	STRAIN %	POSITIVITY %
01	Government & Regulation	100 - 200	52.3%	41.0%
02	Animal Welfare	200 - 500	40.7%	51.7%
03	Healthcare	200 - 500	31.6%	64.0%
04	Transport & Logistics	200 - 500	22.6%	76.0%
05	Education	200 - 500	16.4%	81.0%
06	Construction Services	1,000+	18.3%	79.0%
07	Disability & Social Services	200 - 500	13.8%	83.6%

SAMPLE SIZE BANDS Sample size is shown as a band rather than an exact figure to preserve anonymity.

04

RISK REGISTER SUPPORT

Hazard Overview

Psychosocial hazards mapped from driver selections and additional question responses across all 2,495 respondents. Risk levels reflect the combined weight of driver frequency, additional question disagree rates, and hazard classification thresholds.

HAZARD RANKING – RISK REGISTER VIEW

#	HAZARD	RISK LEVEL	PRIMARY RISK SIGNALS	TREND
01	Job Demands	HIGH	Prolonged excessive demands (25% of strained), inefficient processes (30%), added tasks without support (18%)	– Stable
02	Traumatic Events or Material	HIGH	Elevated in animal welfare and healthcare sectors; additional question disagree rates 18–20%	– Stable
03	Poor Organisational Justice	MODERATE-HIGH	Inequitable decisions (26.5%), lack of recognition (35%)	– Stable
04	Poor Organisational Change Management	MODERATE-HIGH	Poorly planned changes (34.8%), constant or unclear changes (14%), input on change (24% disagree)	– Stable
05	Poor Support	MODERATE	14–20% disagree on support questions; post-trauma support and speaking up most common gaps	– Stable
06	Inadequate Reward and Recognition	MODERATE-HIGH	Lack of recognition for extra effort is the single highest-frequency risk driver – selected by 35% of strained respondents	– Stable

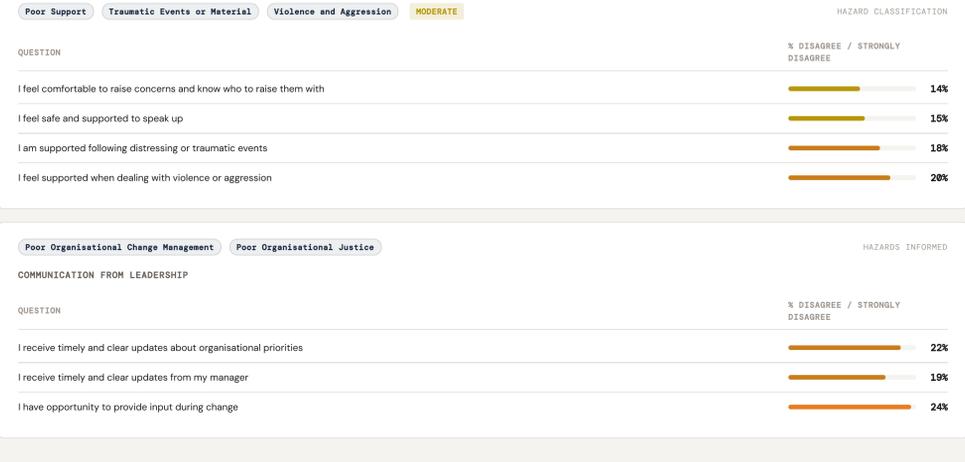
METHODOLOGY Hazards are classified using Skodel's Strain Index, which assesses each hazard across three dimensions: exposure (whether and how often the hazard is present), duration (how long the person has been experiencing it), and severity (the degree of impact on functioning and emotion). A hazard can reach elevated classification without a top-5 driver signal if additional question disagree rates are sufficiently high – as with Traumatic Events above.

05

HAZARD CLASSIFICATION INPUTS

Additional Question Indicators

These questions target specific hazard areas and directly inform hazard classification. % shown reflects proportion of respondents selecting Disagree or Strongly Disagree.

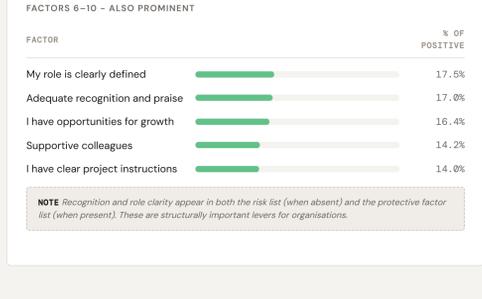
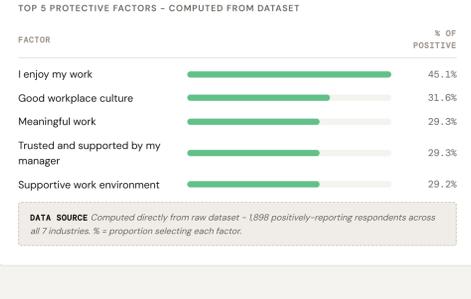


06

BUFFERING CONTROLS

Protective Factors

Factors selected by respondents as positive contributors to their experience at work. These act as natural buffers against psychosocial strain. % reflects proportion of the 1,898 positively-reporting respondents selecting each factor.



07

RISK NARRATIVE

Interpretation

Structural Risk Signals

The strongest risk concentrations appear in **Job Demands**, **Traumatic Exposure**, **Organisational Justice**, and **Change Management**.

- Job Demands and Lack of Recognition** – These two hazards showed a notable interaction. Lack of recognition for extra effort (35%) and prolonged excessive demands (25%) co-occurred frequently among strained respondents – suggesting that high workload without acknowledged is more damaging than either factor in isolation. Inefficient processes (30%) compound this further by creating effort without visible output.
- Organisational Justice** – Inequitable decisions (26.5%) and recognition failures (35%) are consistent across sectors. These are among the most psychosocially damaging hazards when sustained.
- Change Management** – 34.8% of strained respondents cite poor change communication. The highest single disagree rate in additional questions (24%) is on having input during change – the sharpest signal in the dataset.

Cultural Buffer Signals

High selection rates for protective factors indicate that strain in this benchmark is more operational and structural than relational.

- Work enjoyment and meaning** – 45% cite enjoying their work; 29% cite meaningful work. These are the strongest protective factors in the dataset and represent genuine organisational assets.
- Manager relationships** – 29% cite being trusted and supported by their manager. Line-level relationships are a consistent buffer, even in high-strain organisations.
- Recognition is a two-way lever** – It is the #1 risk driver when absent (35% of strained) and a prominent protective factor when present (17% of positive). It is the single most actionable intervention point in this dataset.

OVERALL POSITION

21.2% under sustained strain – 528 of 2,495 respondents meet the clinical threshold	76.1% reporting positive emotion majority of time – a substantial protective buffer	5x range strain rate variation across industries – from 9% to 66%
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With 21.2% under sustained strain and significant between-industry variation, this benchmark provides a psychosocial risk profile suitable for **risk register updates**, **board reporting**, **focus group targeting**, and **investigation context**. The concentration of risk in structural factors – rather than interpersonal ones – suggests that recognition frameworks, change consultation processes, and workload governance are the highest-leverage intervention areas across the benchmark.

DATA NOTE Strain figures are computed directly from raw respondent data across 7 industries. No single comparison period applies – trend reflects internal consistency across the full dataset.