Glasgow Council for the Voluntary Sector

HR Bitesize for the Voluntary Sector

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Work-Related Stress

Guide for Employers

Why It Matters

The Health & Safety Executive (HSE) has released its 2024–2025 statistics, showing:

📈 Work-related stress, depression and anxiety are rising

➡️ Continuing a trend seen since the pandemic

Work-related stress is now a major health and productivity concern for UK organisations.

💡So, what can employers do?

Six Management Standards

Managing stress is a legal duty. The HSE recommends using these 6 Management Standards:

1. **Demands** – workload, work patterns, environment
2. **Control** – how much say staff have in their work
3. **Support** – resources and encouragement
4. **Relationships** – conflict avoidance, tackling bullying
5. **Role** – clarity and no conflicting expectations
6. **Change** – how organisational change is managed and communicated

Employer Framework: The 5 Rs

The HSE Working Minds campaign promotes a simple, proactive approach:

1. **Reach Out** – Start conversations early
2. **Recognise** – Spot signs of stress
3. **Respond** – Agree actions and changes
4. **Reflect** – Review what works
5. **Routine** – Build wellbeing into everyday processes

Practical Steps & Support

Tools and actions employers can take:

- **Stress-related absence:** Address issues sensitively - our team can help
- **Risk Assessments**: Templates & support available
- **HSE Talking Toolkits**: Guides for meaningful manager-staff conversations
- **Remote Working Policies**: Support healthy “switching off”
- **Employee Suppor**t: Signposting and wellbeing resources

🫶 **Stress must be something staff feel safe discussing, with systems in place to respond.**

Want more support?

gcvs.org.uk

GCVS subscribers get access to:

- ✓ Practical HR & Health and Safety guidance
- ✓ Templates, policies and guidance documents
- ✓ Telephone and email support from our People & Safety team
- ✓ Up-to-date advice tailored to the voluntary sector

Explore the full range of resources at gcvs.org.uk

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