

WORK-RELATED STRESS RISK ASSESSMENT

ASSESSMENT — OFFICE FILE

Six areas of work design — the evidence, talking with the workers, the action plan, a confidential page

KD-OH-ST-010 Rev A0

MHSWR 1999 reg 3(1) requires every employer to make a suitable and sufficient assessment of the risks to the health and safety of its employees, and HSE says the risk of work-related stress is assessed like any other risk and acted on; HSWA 1974 s.2(1) is the duty to ensure health, safety and welfare at work so far as is reasonably practicable. With five or more employees the significant findings, and any group identified as especially at risk, are recorded (reg 3(6)); the assessment is looked at again when there is reason to suspect it is no longer valid or there has been a significant change (reg 3(3)). The HSE Management Standards approach looks at six areas of work design — demands, control, support, relationships, role and change — sets a standard for each and what should be in place to meet it, and works with the workers to find practical improvements; HSE says that following it correctly is an approach considered suitable and sufficient. HSE's step-by-step workbook for the full process is HSE WBK01 (rev1, 2019). This sheet follows the six areas for an organisation, team or site, with a gap check, construction prompts, the talk with the workers, and an optional confidential page for one person held apart from the rest. Stress affects people differently (HSE). The sheet diagnoses nobody and holds no medical detail. It sits under the policy KD-PQ-MH-019 Health, Wellbeing and Fatigue Policy; the workforce talks are KD-TBT-SF-058 (stress and fatigue) and KD-TBT-MW-019 (mental health); a referral to occupational health is KD-OH-RF-008; working alone is KD-OH-LW-007. Written for Great Britain: the health and safety law cited applies in England, Wales and Scotland. Northern Ireland has its own equivalent regulations — check them. The data protection law cited applies across the UK.

1 SCOPE

ORGANISATION	TEAM, SITE OR WHOLE BUSINESS	PEOPLE COVERED	FIVE OR MORE EMPLOYEES?
ASSESSMENT LED BY	SENIOR MANAGER RESPONSIBLE	DATE STARTED	LOOK AT AGAIN BY

2 EVIDENCE GATHERED — TICK WHAT WAS USED; WRITE WHAT IT SHOWED

Use aggregate figures and themes only. Give no figure for a group so small that a person could be identified — in a five-person gang, "one absence" is a person — and never carry anything from the confidential page (section 8) into this assessment that identifies the person. Information about someone's health is special category data (UK GDPR Article 9).

SOURCE	USED	WHAT IT SHOWED — AGGREGATE NUMBERS AND THEMES, NEVER NAMES
Sickness absence — overall rates and patterns across the business, not any person's reasons		
Staff turnover, and the reasons people gave for leaving		
Hours worked, overtime, travel time and nights away from home		
Return-to-work conversations and occupational health referrals (KD-OH-RF-008) — only as themes, and only where no one could be identified		
Complaints, grievances, and bullying or harassment reports		
Incidents and near misses where tiredness, rushing or distraction played a part		
A short anonymous staff survey on the six areas		
Team talks, focus groups or one-to-one conversations (section 4)		
Supervisors' and managers' observations — changes in behaviour, performance or timekeeping		

3 THE SIX AREAS — THE STANDARD, WHAT IS IN PLACE, WHAT WAS FOUND, THE RATING

Risk rating — the house 5×5 scale of KD-BL-MX-005; the lone working assessment KD-OH-LW-007 carries no rating, so this set uses the 5×5. Likelihood L: 1 very unlikely · 2 unlikely · 3 possible · 4 likely · 5 almost certain. Severity S, the worst credible outcome: 1 minor, first aid only · 2 moderate, off work up to seven days · 3 serious, off more than seven days, back within a month · 4 major, hospital admission or off more than a month · 5 fatal or permanent. Score = L × S. A score ranks risks for action; it is not a measurement. For stress, score severity by the worst credible effect on people's health and time off work, on the same descriptors. The band actions below are for an organisation's work: the work continues, so a HIGH or VERY HIGH score means actions and support now.

LOW score 1–4

Keep the existing controls; still reduce further where reasonably practicable; look at it again at the next review.

MEDIUM score 5–10

Agree actions to bring it lower, each with an owner and a date, in section 5.

HIGH score 12–16

Agree actions now, each with an owner and an early date; put interim support in place for the people affected.

VERY HIGH score 20–25

The senior manager agrees actions and dates this week; interim support for the people affected straight away; progress checked weekly.

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DEMANDS

How much work there is, the hours and patterns it is done in, and the conditions it is done in. HSE's standard for this area, in short: people report that they can cope with what their jobs ask of them, and there are local arrangements to respond to anyone's individual concerns.

WHAT SHOULD BE IN PLACE — HSE MANAGEMENT STANDARDS, IN OUR WORDS	IN PLACE?	EVIDENCE, OR THE GAP
The demands are achievable within the agreed hours		
People's skills and abilities match what the job asks of them		
Jobs are designed to be within what people can do		
Concerns about the working environment are dealt with		

Demands — construction prompts: tick each that applies here

- ☐
- Long days, early starts, long travel to and from site, nights away from home
- ☐
- Programme pressure — late information, squeezed durations, acceleration to recover delay, penalties for finishing late
- ☐
- Weather that stops the work and leaves it to be caught up later
- ☐
- Physically hard or repetitive work; noise, heat, cold, dust; poor welfare
- ☐
- Managers and supervisors covering more than one site, or carrying the paperwork on top of running the job
- ☐
- People put on work they have not done before, without the skills or the time to learn it

DEMANDS — WHAT PEOPLE TOLD US AND WHAT WE FOUND

EXISTING CONTROLS

L	S	SCORE	BAND

RESIDUAL L	RESIDUAL S	RESIDUAL SCORE	RESIDUAL BAND	ACTIONS IT DEPENDS ON (SECTION 5 NOS.)

CONTROL

How far people have a say in how, when and at what pace they do their work. HSE's standard for this area, in short: people report that they have a say in the way they do their work, and there are local arrangements to respond to anyone's individual concerns.

WHAT SHOULD BE IN PLACE — HSE MANAGEMENT STANDARDS, IN OUR WORDS	IN PLACE?	EVIDENCE, OR THE GAP
Where possible, people have control over their pace of work		
People are encouraged to use their skills and initiative		
Where possible, people are encouraged to build new skills for new and challenging work		
The business encourages people to develop their skills		
People have a say over when breaks are taken		
People are consulted about their work patterns		

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Control — construction prompts: tick each that applies here

- ☐ Pace and sequence set by the main contractor, other trades or the programme, with no say
- ☐ People moved between sites or tasks at short notice
- ☐ No say over when breaks are taken or over shift patterns
- ☐ Price work or targets that leave no room to work safely
- ☐ Skills and ideas not used — people told what to do rather than asked how

CONTROL — WHAT PEOPLE TOLD US AND WHAT WE FOUND

EXISTING CONTROLS

L

S

SCORE

BAND

RESIDUAL L

RESIDUAL S

RESIDUAL SCORE

RESIDUAL BAND

ACTIONS IT DEPENDS ON (SECTION 5 NOS.)

SUPPORT

The help, backing and resources people get from the business, their managers and the people they work with. HSE's standard for this area, in short: people report that they get enough information and support from colleagues and managers, and there are local arrangements to respond to anyone's individual concerns.

WHAT SHOULD BE IN PLACE — HSE MANAGEMENT STANDARDS, IN OUR WORDS

IN PLACE?

EVIDENCE, OR THE GAP

There are policies and procedures to support people properly

There are arrangements that let and encourage managers to support their staff

There are arrangements that let and encourage people to support their colleagues

People know what support there is, and how and when to get it

People know how to get the resources they need to do the job

People get regular, constructive feedback

Support — construction prompts: tick each that applies here

- ☐ Supervisor based elsewhere; nobody to ask when a problem comes up
- ☐ Working alone or in a small team far from base (the lone working assessment is KD-OH-LW-007)
- ☐ New starters, agency and labour-only workers not told what support exists
- ☐ The tools, materials, information or people needed to do the job are missing
- ☐ Little or no feedback until something goes wrong
- ☐ People do not know what help is available — KD-PQ-MH-019 names it

SUPPORT — WHAT PEOPLE TOLD US AND WHAT WE FOUND

EXISTING CONTROLS

L

S

SCORE

BAND

RESIDUAL L

RESIDUAL S

RESIDUAL SCORE

RESIDUAL BAND

ACTIONS IT DEPENDS ON (SECTION 5 NOS.)

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RELATIONSHIPS

How the business encourages people to work well together, heads off conflict and deals with unacceptable behaviour. HSE's standard for this area, in short: people report that they are not subjected to unacceptable behaviour, such as bullying, and there are local arrangements to respond to anyone's individual concerns.

WHAT SHOULD BE IN PLACE — HSE MANAGEMENT STANDARDS, IN OUR WORDS	IN PLACE?	EVIDENCE, OR THE GAP
Positive behaviour is promoted to avoid conflict and make sure people are treated fairly		
People share the information that matters to each other's work		
There are agreed policies and procedures to prevent or resolve unacceptable behaviour		
There are arrangements that let and encourage managers to deal with unacceptable behaviour		
There are arrangements that let and encourage people to report unacceptable behaviour		

Relationships — construction prompts: tick each that applies here

- ☐ Friction between trades, or between the site and the main contractor, over progress, access, payment or snagging
- ☐ "Banter" that is really bullying or harassment, including the treatment of new starters
- ☐ Abuse from members of the public, occupiers or clients
- ☐ People left out — a language barrier, or the only one of their trade or background on site
- ☐ No clear, trusted way to report unacceptable behaviour

RELATIONSHIPS — WHAT PEOPLE TOLD US AND WHAT WE FOUND

EXISTING CONTROLS	L	S	SCORE	BAND

RESIDUAL L	RESIDUAL S	RESIDUAL SCORE	RESIDUAL BAND	ACTIONS IT DEPENDS ON (SECTION 5 NOS.)

ROLE

Whether people are clear what their job is and what they are responsible for, without being pulled in conflicting directions. HSE's standard for this area, in short: people report that they understand their role and responsibilities, and there are local arrangements to respond to anyone's individual concerns.

WHAT SHOULD BE IN PLACE — HSE MANAGEMENT STANDARDS, IN OUR WORDS	IN PLACE?	EVIDENCE, OR THE GAP
As far as possible, the different things asked of people fit together without conflict		
People are given the information they need to understand their role and responsibilities		
As far as possible, what is asked of people is clear		
There are arrangements for people to raise uncertainty or conflict in their role		

Role — construction prompts: tick each that applies here

- ☐ Unclear who is in charge on a site with several contractors
- ☐ Conflicting instructions from the client, the main contractor and the person's own employer
- ☐ Responsibility without authority — asked to supervise or sign off without the power to act
- ☐ Work that keeps growing beyond what was agreed
- ☐ A new or temporary role with nothing written down

ROLE — WHAT PEOPLE TOLD US AND WHAT WE FOUND

EXISTING CONTROLS	L	S	SCORE	BAND

RESIDUAL L	RESIDUAL S	RESIDUAL SCORE	RESIDUAL BAND	ACTIONS IT DEPENDS ON (SECTION 5 NOS.)

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CHANGE

How changes to the business, big or small, are planned, explained and managed with the people affected. HSE's standard for this area, in short: people report that they are kept involved when the business goes through change, and there are local arrangements to respond to anyone's individual concerns.

WHAT SHOULD BE IN PLACE — HSE MANAGEMENT STANDARDS, IN OUR WORDS	IN PLACE?	EVIDENCE, OR THE GAP
People are told in good time why changes are proposed		
People are properly consulted about changes and have a chance to influence the proposals		
People know how a change is likely to affect their job, with training where it is needed		
People know the timetable for the change		
People can get support while the change happens		

Change — construction prompts: tick each that applies here

- ☐ Job security — work drying up as a contract ends, short contracts, gaps between jobs
- ☐ Being told late about a move to another site, a new team or a new start time
- ☐ Restructure, redundancies, a takeover or new owners
- ☐ New systems, apps or paperwork brought in without training
- ☐ People not asked about changes to their own work

CHANGE — WHAT PEOPLE TOLD US AND WHAT WE FOUND

EXISTING CONTROLS

L	S	SCORE	BAND
RESIDUAL L	RESIDUAL S	RESIDUAL SCORE	RESIDUAL BAND
ACTIONS IT DEPENDS ON (SECTION 5 NOS.)			

4 TALK WITH THE WORKERS

Employers must consult their workers, or their representatives, on health and safety, and the HSE Management Standards approach is built on working with them. Talk before deciding the actions: the people doing the work usually know what causes the pressure and what would ease it. Record numbers and themes, not who said what.

- ☐ Team talks on site
- ☐ One-to-one conversations
- ☐ Worker or safety representatives
- ☐ Focus group
- ☐ Anonymous survey
- ☐ Steering group

DATES

WHO TOOK PART

REPRESENTATIVES INVOLVED

WHAT THE WORKERS SAID CAUSES THE PRESSURE, AND WHAT THEY SUGGESTED

WHAT WAS FED BACK TO THEM, AND WHEN

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5 ACTION PLAN

AREA	PROBLEM FOUND	ACTION AGREED	OWNER	TARGET DATE	HOW WE WILL KNOW	DONE

6 LOOKING AT THE ASSESSMENT AGAIN, AND SHARING THE FINDINGS

- ☐ Reason to suspect the assessment is no longer valid
- ☐ Significant change — new contract, work pattern, restructure
- ☐ A rise in absence, turnover, complaints or incidents
- ☐ A survey or team talk shows a new problem
- ☐ Individual conversations point to a cause that affects the team — carried here with nothing that identifies anyone
- ☐ Actions due for checking

NEXT LOOK BY

FINDINGS SHARED WITH THE WORKFORCE ON

HOW THEY WERE SHARED

7 SIGNATURES

Assessment lead:

PRINTED NAME	ROLE	COMPANY	SIGNATURE	DATE	TIME

Senior manager — I accept the action plan and will resource it:

PRINTED NAME	ROLE	COMPANY	SIGNATURE	DATE	TIME

Worker or safety representative (where there is one) — I took part in this assessment:

PRINTED NAME	ROLE	COMPANY	SIGNATURE	DATE	TIME

WORK-RELATED STRESS RISK ASSESSMENT

Confidential individual page — held apart from the team assessment

CONFIDENTIAL — HOLD SEPARATELY

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8 INDIVIDUAL STRESS ASSESSMENT — OPTIONAL AND CONFIDENTIAL

Use this page when a person asks for help, raises a concern, comes back after stress-related absence, or a manager sees signs of pressure. It is a conversation about the work, not a diagnosis, and it holds no medical detail — anything clinical stays with the person's GP or the occupational health provider (KD-OH-RF-008). The person decides what to share. The page may hold information about a person's health: it is held by the employer apart from the team assessment and the site file, seen only by the people named below, kept no longer than the date set below, and nothing from it goes into the team assessment that could identify the person. If anyone is at immediate risk of harm, call 999.

PERSON	ROLE AND SITE	MANAGER COMPLETING THIS PAGE	DATE

☐ The person asked for help	☐ Return to work after absence	☐ After an incident
☐ The person raised a concern	☐ The manager noticed signs of pressure	☐ Follow-up of an earlier conversation

Agreement to this conversation and record

I have agreed to have this conversation. I understand what this page is for, who will see it and how long it is kept, that I decide what I share, and that I can ask for a copy and ask for it to be corrected.

PERSON — SIGNATURE	DATE	DECLINED

The employer's legal basis for keeping this page is not the person's agreement: the ICO says consent will not usually be appropriate where there is a clear imbalance of power, and that this is a particular issue for employers. The ICO says that for sickness and injury records an employer can likely rely on legal obligation (UK GDPR Article 6(1)(c)) or legitimate interests (Article 6(1)(f)). Legal obligation applies only where keeping the record is needed to meet a legal duty, such as health and safety law; it cannot be used where the employer has discretion over whether to keep the record. Legitimate interests needs a legitimate interests assessment first. Decide which applies, and record it below with the reason, before the page is kept. Because the page may hold information about health, the condition is UK GDPR Article 9(2)(b) with Data Protection Act 2018 section 10 and Schedule 1 paragraph 1. That condition needs an appropriate policy document in place when the page is kept — a document explaining how the employer follows the data protection principles for this information and how long it is likely to be kept (Schedule 1 paragraph 39). Take advice if you are unsure which basis applies.

ARTICLE 6 BASIS USED — AND WHY	LEGITIMATE INTERESTS ASSESSMENT REF

KEPT UNTIL	APPROPRIATE POLICY DOCUMENT / PRIVACY NOTICE REF	ACCESS LIMITED TO

What is causing the pressure — and what will change

AREA	WHAT THE PERSON SAYS	WHAT WE AGREE TO CHANGE	BY WHOM	BY WHEN

Support offered

☐ Change to workload or deadlines	☐ Occupational health referral — KD-OH-RF-008
☐ Change to hours, start times or travel	☐ Suggested the person talks to their GP
☐ Change of site, team or task	☐ Employee assistance or counselling service, if the business has one
☐ Regular check-in with a named person	☐ Support or adjustments under KD-PQ-MH-019

FOLLOW-UP MEETING	NAMED CONTACT	OTHER SUPPORT AGREED

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continued

CONFIDENTIAL — HOLD SEPARATELY

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8S SIGNATURES — INDIVIDUAL PAGE

Manager:

PRINTED NAME	ROLE	COMPANY	SIGNATURE	DATE	TIME

The person — this is a fair record of our conversation:

PRINTED NAME	ROLE	COMPANY	SIGNATURE	DATE	TIME

R REVISION HISTORY

Every revision of this document, and every review that found nothing to change. The revision on the front of this sheet is the one you are holding — check kubitdocs.com for the current one before use.

Rev	Date	Class	What changed	Authorised by
D0	2026-09-13	first-issue	First issue.	— not yet approved —
A0	2026-09-13	review	Approved for issue by the author. Content unchanged from the reviewed draft; the draft status strip is removed. No independent third-party review has been carried out.	Author — director, UK principal contractor, SMSTS. Not an independent review.

Class: first-issue · material (the law, a control, a field or the scope changed — past buyers are notified) · editorial (wording or layout only) · review (checked, nothing changed) · withdrawal. Revision prefix D = draft, not approved and not for sale; A = approved for issue by the person named, on the date shown.