

# Taking a leading role on psychosocial risks in insurance



Zavarovalnica Triglav, d.d., Slovenia

[www.triglav.si](http://www.triglav.si)

## The issue

Zavarovalnica Triglav is an insurance company with units across Slovenia and over 2000 employees. Despite the good results of the annual survey measuring the organisational climate, several psychosocial risks were identified. The risks were related to management and work organisation issues, perceived unfair treatment, inefficient communication and work-life imbalances. The consequences included experiencing stress, burnout and poor work atmosphere.

## Action taken

With the aim of achieving long-term effects on health, satisfaction and enthusiasm of each employee, and better management of psychosocial risks, the company has developed the Triglav.smo programme. Numerous events and activities are conducted under this programme which take place at all regional units.

Various measures in the programme target management. These include a 'leadership school', coaching for leaders including managing directors, conferences for leaders to improve communication and information flow, and a

manual for leaders including the most important tasks that all managers should undertake.

A psychologist is available to provide counselling for employees, particularly if they have encountered work-related traumatic events, e.g. threats, attacks or robbery. Lectures, education programmes, traineeships and workshops are also run on topics such as successful management of workloads, stress management and improving communications and relationships in the workplace.

Protecting the dignity of employees is a traditional core value of the company and is included in the company's Code of Good Business Practices. A confidant is always available who accepts reports about conflicts and unwanted (hostile, intimidating or demeaning) behaviour in the workplace. This is followed up by either mediation by trained personnel or, in more serious cases, assessment by a committee.

Moreover, job evaluation and promotion criteria have been improved, and cooperation between employees and divisions is greatly encouraged, as is innovation. These improvements in employee career development and involvement have led to increased job satisfaction.



## Results achieved

- The annual poll of employees showed that the organisational climate rating is increasing; in particular, better ratings have been gained in management categories.
- Absenteeism has fallen every year since 2008.
- From 2011 to 2013, the cost of sick leave was lowered by 8.6% (EUR 141 000).
- Satisfaction and enthusiasm of employees is increasing, and cooperation between units, departments and services has increased.
- The number of accidents at work is low and is decreasing.

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