

STATEMENT:

Managers Are Employees Too: Directive on Psychosocial Risks

CEC European Managers would like to underline that **managers are also employees** who often face significant pressures. They are responsible for ensuring performance and efficiency, often under demanding and complex conditions.

Psychosocial risks affect everyone in the workplace – including managers – who may themselves experience stress, fear, and conflicting expectations. Recognizing this reality does not diminish the responsibility of leadership, but highlights the need for balanced, systemic solutions that address the pressures across all levels of an organisation.

The burden of **psychosocial risks** is not only human but also economic. Studies show that work-related **mental health conditions cost European economies between 45 and 103 billion euros annually**.

Prevention is not only a moral obligation but a smart investment: the cost of **proactive measures** is far lower than that of absenteeism, turnover, lost productivity, and untreated mental health issues.

Despite **legislative frameworks** in some countries, challenges remain regarding effectively recognizing and **managing psychosocial risks**. Where implementation is strong, results show real improvements. Strengthening these efforts – not questioning their necessity – is crucial for healthier workplaces.

Moreover, the factors driving **psychosocial risks** – such as excessive workload, imbalance between efforts and rewards, job insecurity, and workplace harassment – affect employees and managers alike. **Managers** can be caught between conflicting expectations, performance pressures, and lack of support.

Because **psychosocial risks** are often context-dependent and subjective, flexible and inclusive approaches are needed. Effective action must be tailored, involving all levels of an organisation without overburdening **managers** or stifling adaptability.

To build healthy, sustainable workplaces across **Europe**, we must move from fragmented responses to integrated strategies. We invite all stakeholders to engage with **CEC European Managers** to work collaboratively towards achieving the goals of this vital initiative.

WHO WE ARE

We represent managers and leaders, only.

We are **1M managers and leaders** from **15 European countries**.

We are one of the six **EU cross-industry social partner organisations** recognised by the **European Commission**.

We are official **Communication partners** of the **European Parliament**.

**#USE
YOUR
LEADERSHIP**



CEC European Managers
The Voice of European managers - since 1951.

Rue de la Loi 81a
1040 Brussels, Belgium
European Union

www.cec-managers.org
info@cec-managers.org