From workplace microaggression to workplace injury:

Reducing risk workshop



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EML MUTUAL SINCE 1910 | Griffith UNIVERSITY Queensland, Australia | PIEF 2026

Introductions on behalf of…



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EML
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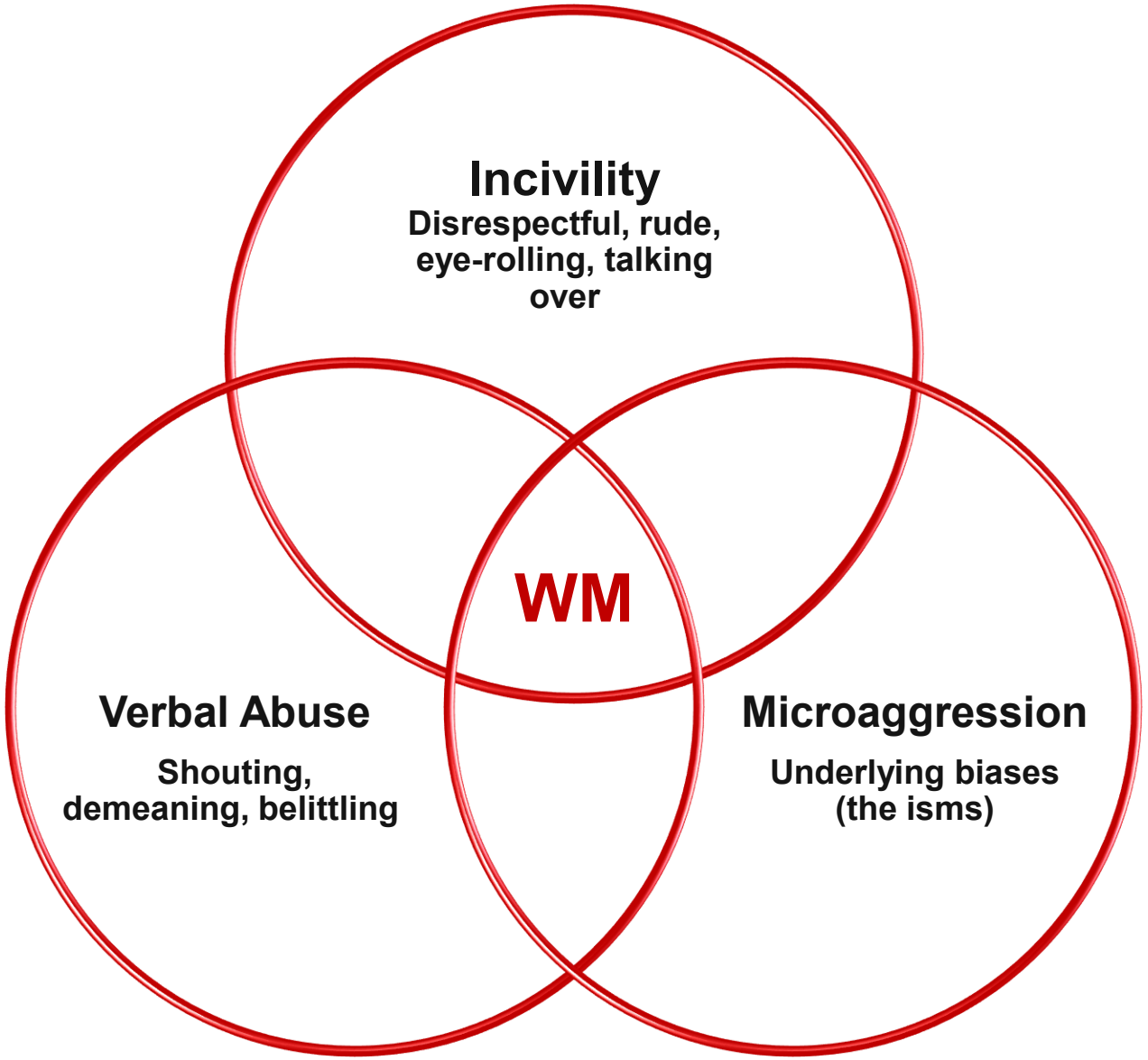
What is Workplace Microaggression (WM)?



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Hypothesised Pathways to Claims.

Accumulation of Workplace Microaggression

1. Psychological Claims
2. Musculoskeletal Injury
3. Chronic Disease
4. Return to Work

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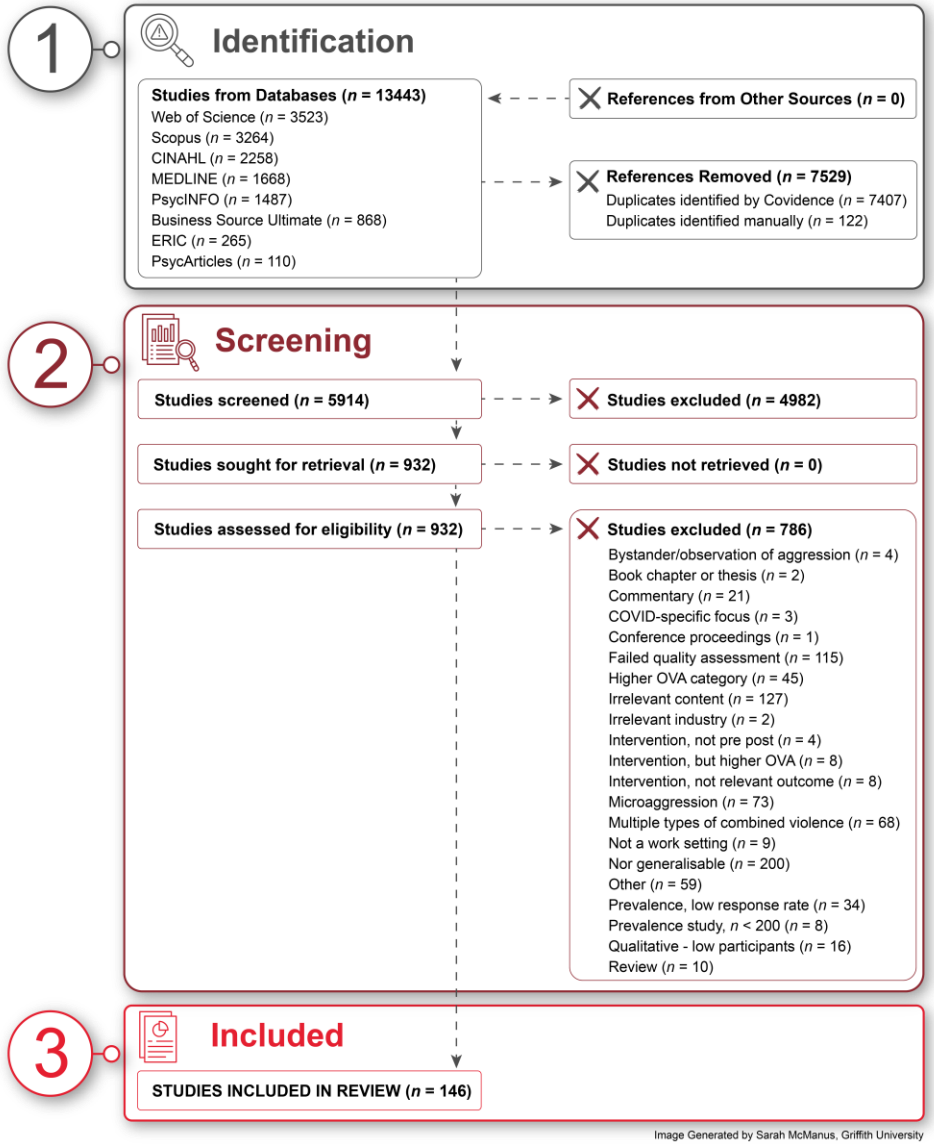
Methodology



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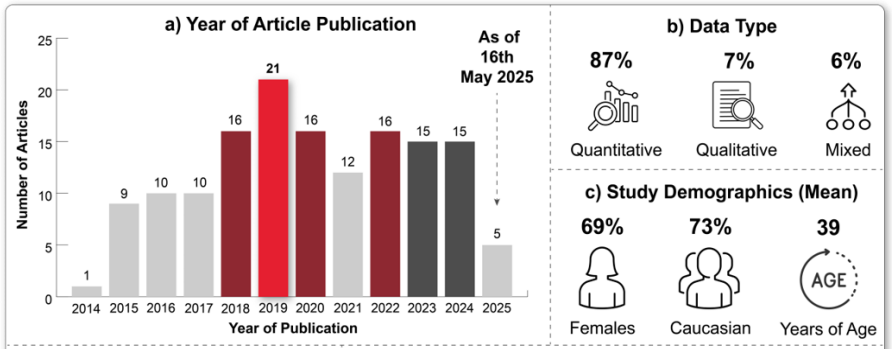
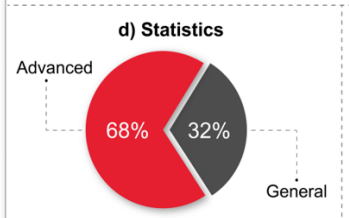
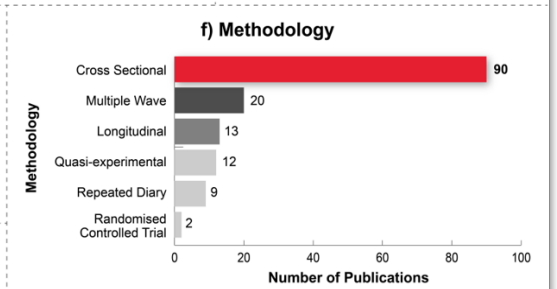
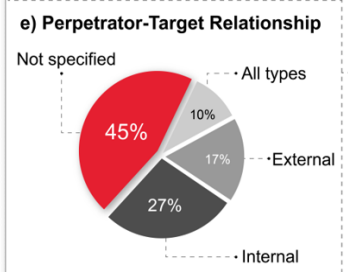
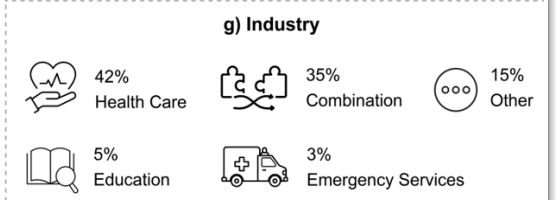




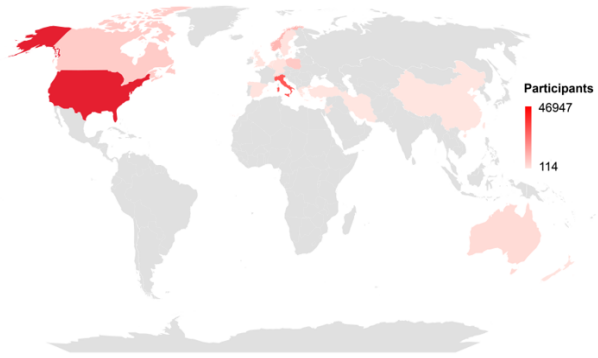






h) Number of Participants by Geolocation

Rank	Country	Participants
1	United States of America	46947
2	Italy	29123
3	Norway	9701
4	Poland	5790
5	Canada	5340
6	Australia	2420
7	Belgium	1353
8	Israel	1129
9	Sweden	829
10	Singapore	806
11	Spain	787
12	Germany	770
13	New Zealand	730
14	Switzerland	656
15	United Kingdom	585
16	Jordan	409
17	Greece	356
18	Turkey	302
19	China	300
20	Philippines	247
21	Cyprus	238
22	Taiwan	179
23	Iran	120
24	Netherlands	114



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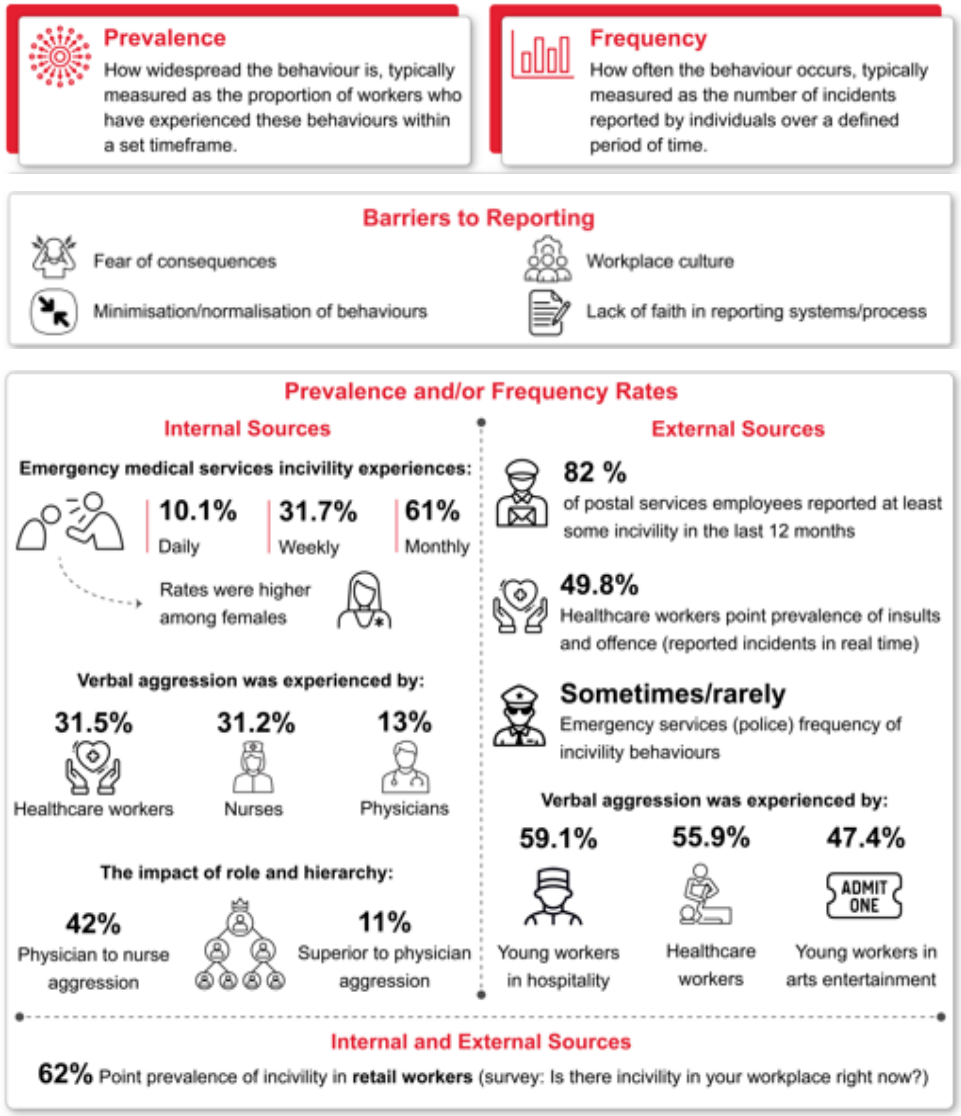
Prevalence, Frequency and Reporting.



Key Findings

- Workplace microaggression is **not consistently measured.**
- Incivility is **highly prevalent across industries** and occurs both **internally and externally.**
- Workplace microaggression predominantly examined in healthcare.
- Workplace microaggression is **underreported.**

Four Main Barriers to reporting

1. Fear of consequences
2. Workplace culture – normalisation of behaviour
3. Minimisation of behaviours
4. Lack of faith in reporting systems

Future Directions

- Standardised reporting tools needed for both internal and external sources.
- More data is needed for underrepresented sectors (e.g., construction).
- Promote zero-tolerance policies on workplace microaggression.
- Ensure confidential, non-punitive reporting channels are available to all staff.

Implications

- The harm and need for preventive action is underestimated due to underreporting.
- Knowledge of the scale, severity, and distribution of workplace microaggression needed to guide interventions.

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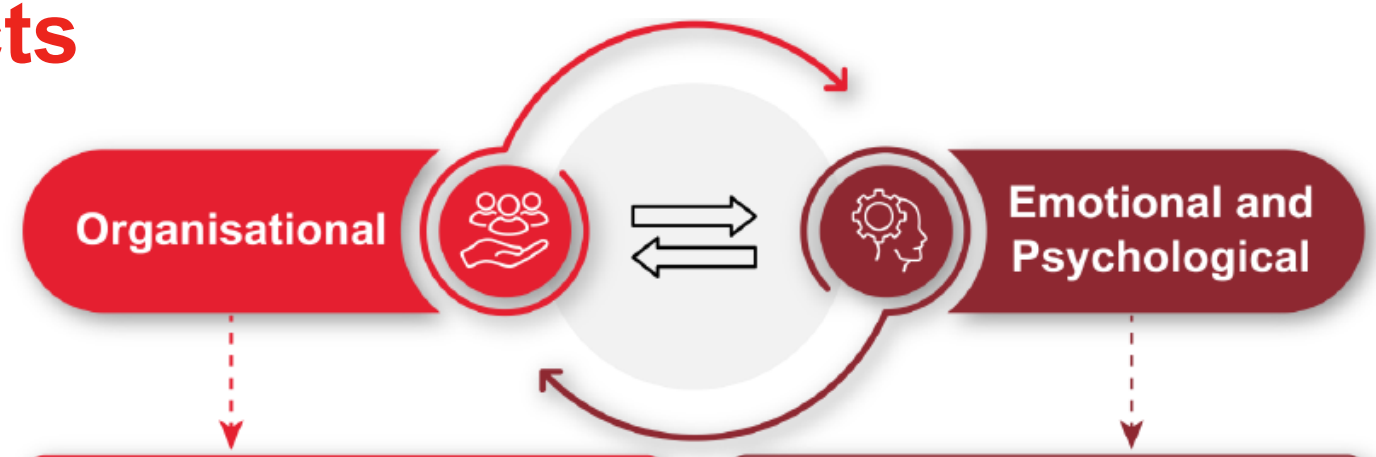
Impacts



Employee Attitudes and Engagement
- Turnover intentions
- Reduced job satisfaction
- Lower commitment
- Perceived job security

Productivity and Performance
- Decreased productivity
- Decreased Work quality
- Presenteeism and absenteeism
- Work withdrawal

Disruptive Workplace Behaviours
- Counterproductive work behaviours
- Retaliatory behaviours

Workplace Relationships and Culture
- Impacted workplace relationships
- Negative work culture and atmosphere

Emotional Distress and Disorders
- Psychological and emotional distress
- Psychological symptoms or disorders (Depression, anxiety, PTSD)

Cognitive and Stress Responses
- Rumination
- Stress

Wellbeing & Life Impacts
- Decreased wellbeing and resilience
- Impacted personal life

Work-Related Psychological Impacts
- Decreased motivation and self-efficacy (confidence, competence, efficacy)
- Burnout and emotional exhaustion
- Depersonalisation
- Social alienation

Physical and Functional Symptoms
- Fatigue
- Sleep disturbance
- Physical symptoms

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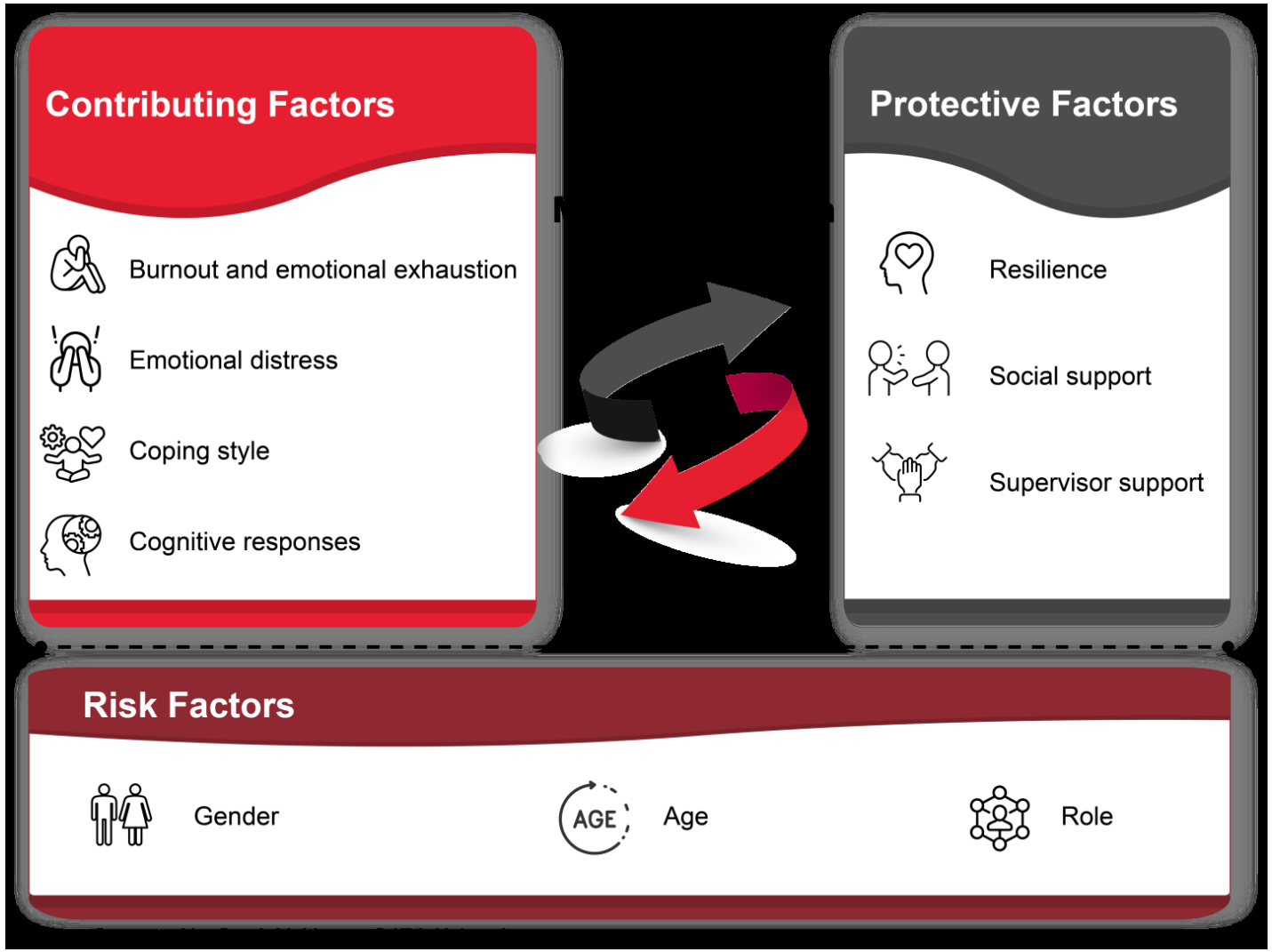
Mediating and Moderating Factors



Intervention Targets

- Address underlying processes
- Mitigate the adverse effects, of workplace microaggression.

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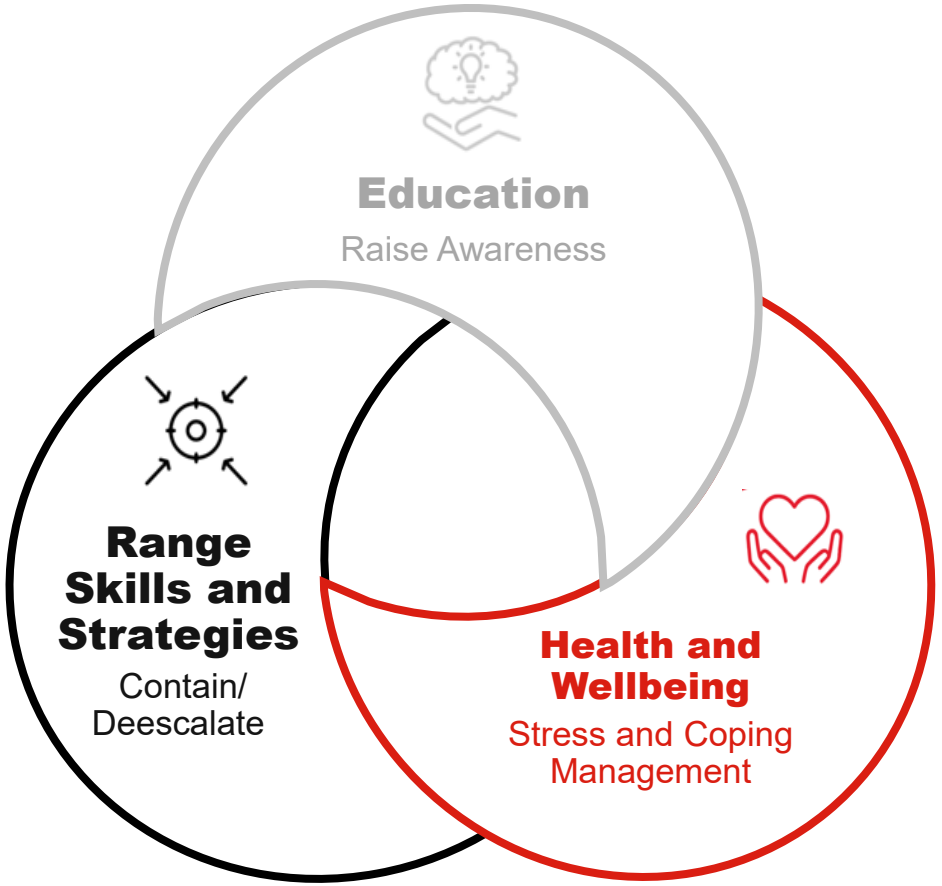
Interventions

Best Practice Interventions included:

- **Education (Incidence)**
  - Behaviour
  - Policy and procedures
  - Reporting
  - Impacts
- **Range of Skills and Strategies (Intensity)**
  - Communication skills
  - Cognitive appraisal
  - Perspective taking
  - Conflict management
- **Stress Management Techniques (Impact)**
  - Improve health and wellbeing
  - Reducing stress
  - Increase stress management techniques
- **Specialised and multi-tiered training**
  - Industry, staff, supervisors, leadership
- **Various training components**
  - Roleplay, cognitive rehearsal, reflective practice



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Thank you



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PIEF 2026