

# Tackling it together: Integrated strategies for mental health and MSD in the workplace

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MSD Prevention Works: Past, Present and Future  
CRE MSD, Ontario, Canada  
Tuesday 1 October 2024

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Presented by Professor Jodi Oakman  
Ergonomics, Safety and Health  
School of Psychology and Public Health  
La Trobe University, Australia



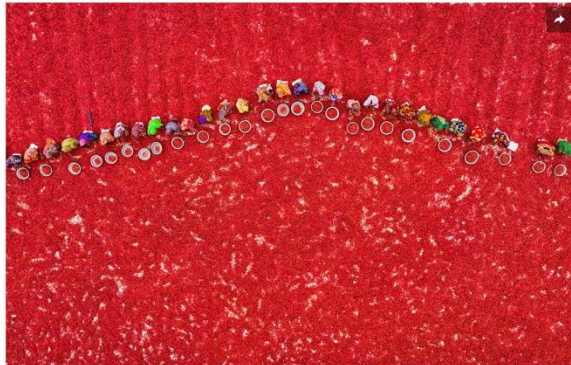


#3 Hard Work



@caiman35 (Venezuela)

#6 Harvesting Red Chilies



@azimronnie (Bangladesh)

#10 Salt Farmer During Sunset



@pokokemoto (Indonesia)

#13 Forged In Fire



@nico\_edhi (Indonesia)

#23 Work



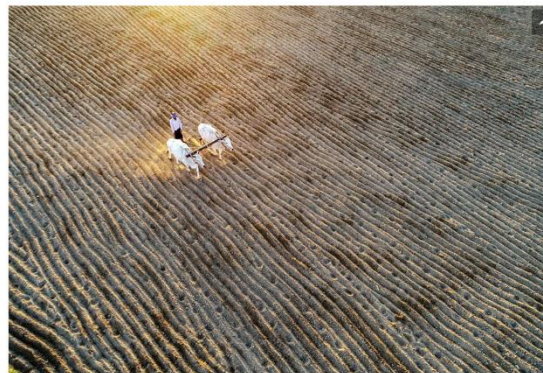
@rufusa (Nigeria)

#18 Women At Work



@sandipani\_c (India)

#16 Cultivation



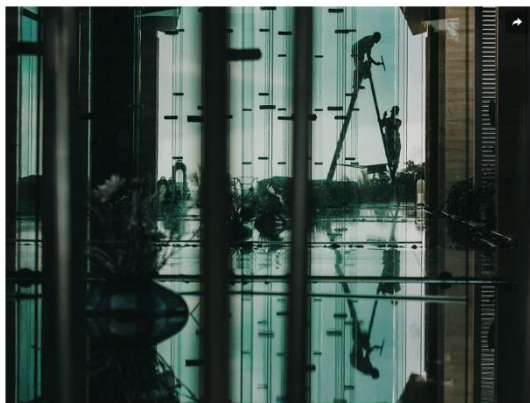
@myothen (Myanmar)

#21 Salt Harvest



@dungpham (Vietnam)

#25 Cleaning Service



@balphotographer (Bali)

#20 Drying The Crackers



@dharmaku (Indonesia)

#5 The Doctors



@gaukhar\_yerk (Kazakhstan)

#26 Making Tofu



@ajuriaguerra





Housatonic Railroad, 1881 Image: Railroad History Archive



Assembly line workers inside the Ford Motor Company factory at Dearborn, Michigan  
(Image credit: Hulton Archive/Getty Images)

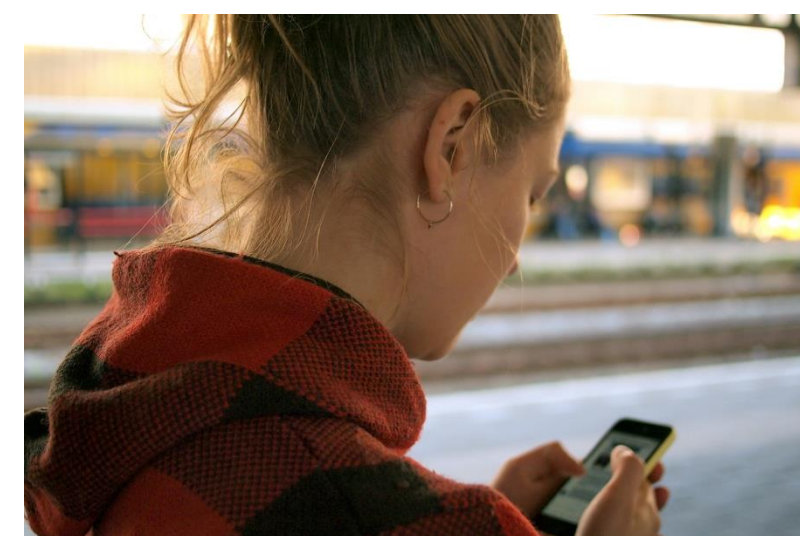
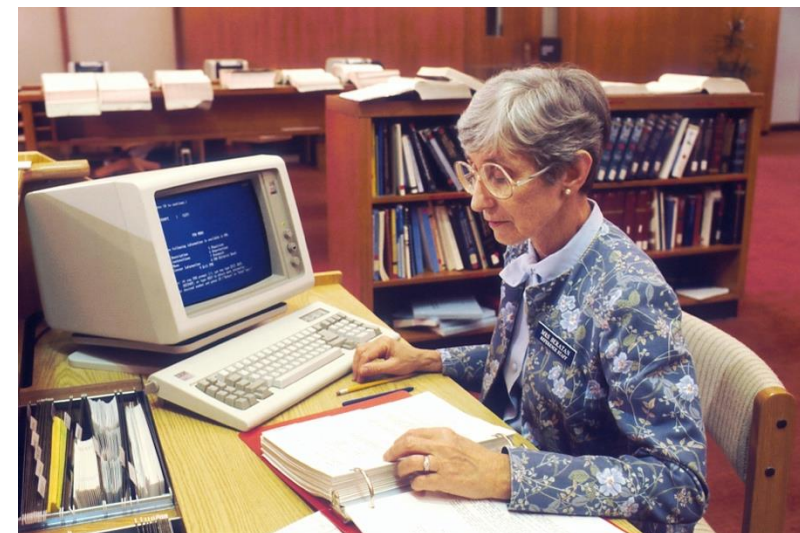


Child labourers during the Industrial Revolution Image: Lewis Hine/The U.S. National Archives



Simpson's Gloves Pty Ltd, Richmond, circa 1932



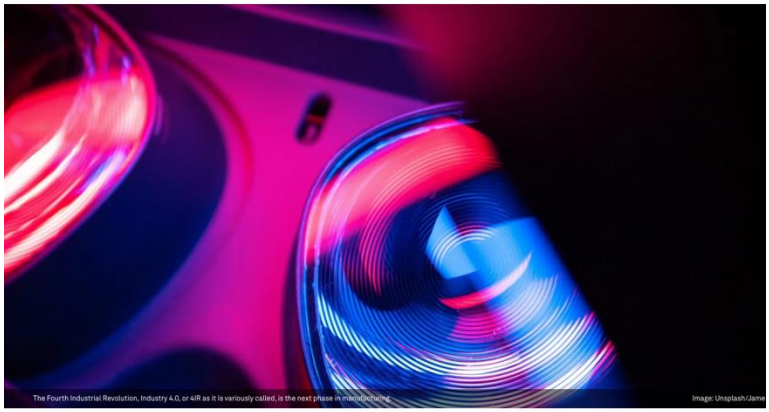




FOURTH INDUSTRIAL REVOLUTION

# What is 'Industry 4.0' and what does it mean for front-line workers?

Jan 8, 2024



The Fourth Industrial Revolution, Industry 4.0, or 4IR as it is variously called, is the next phase in manufacturing. Image: Unsplash/Janis

Charlotte Edmond  
Senior Writer, Forum Agenda

This article is part of:  
[World Economic Forum Annual Meeting](#)

Impact

INDUSTRIES IN DEPTH

# AI for agriculture: How Indian farmers are harvesting innovation

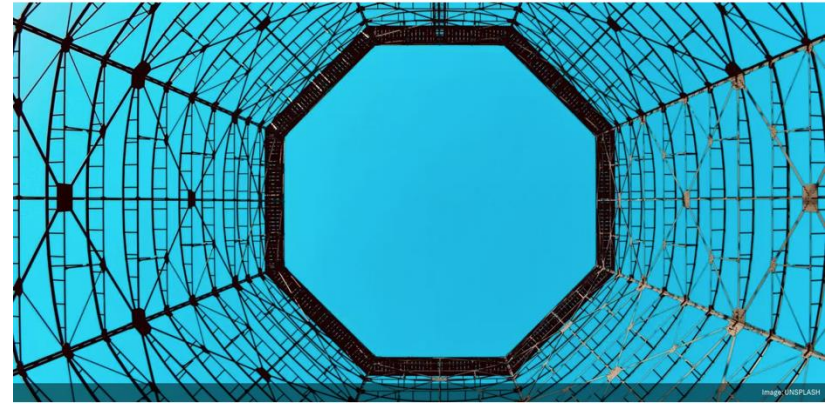
Published Jan 11, 2024 - Updated Sep 10, 2024



JOBS AND THE FUTURE OF WORK

# What is 'Industry 4.0' and what will it mean for developing countries?

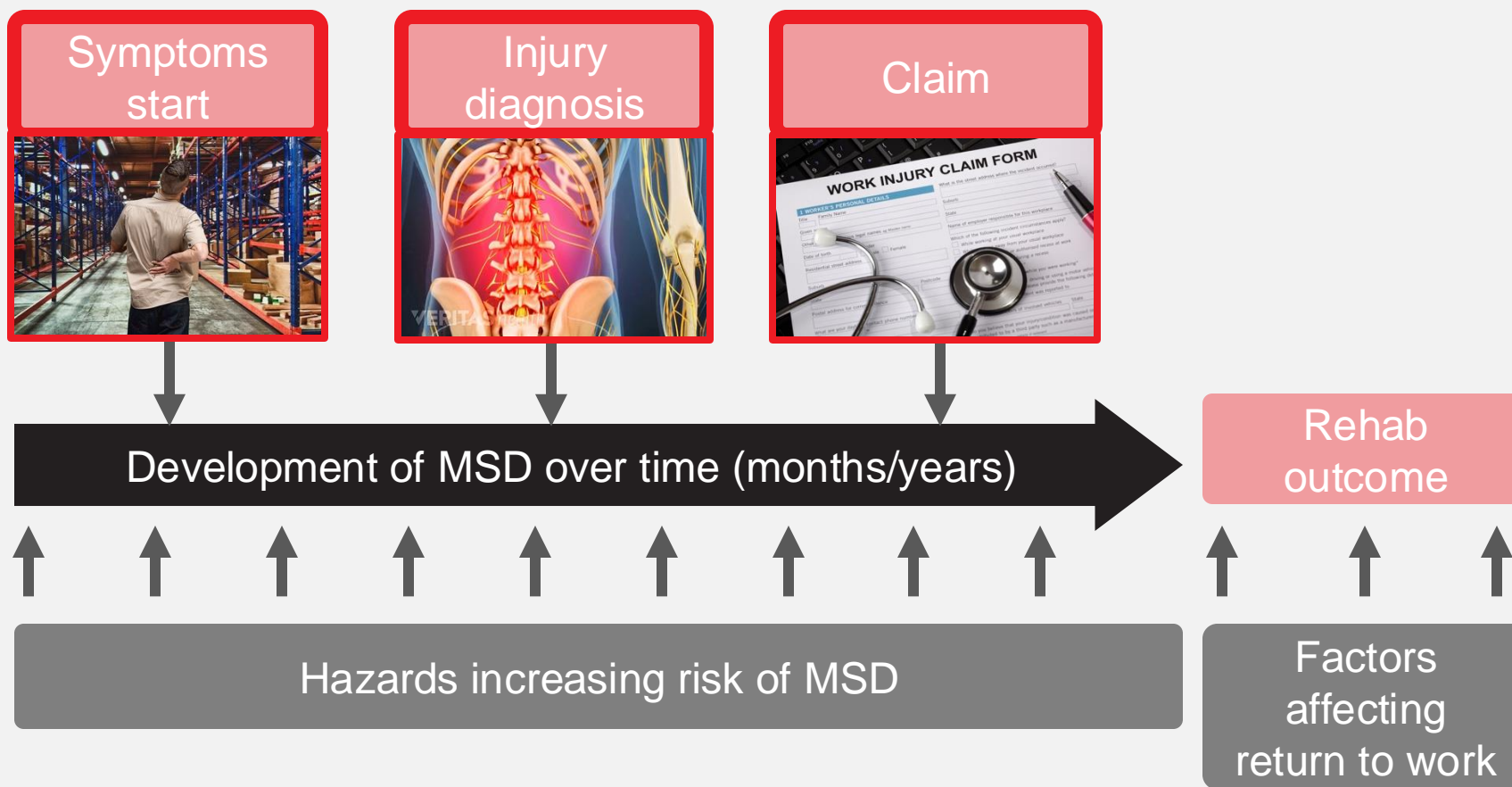
Apr 28, 2022



Shamika Sirimanne  
Director of Technology and Logistics, UNCTAD

• We are living at the beginning of a new technological revolution around Industry 4.0 technologies such as artificial intelligence (AI), robotics, and the Internet of Things (IoT).

# What are Musculoskeletal Disorders (MSDs)?



# Causes of Musculoskeletal Disorders (MSDs)

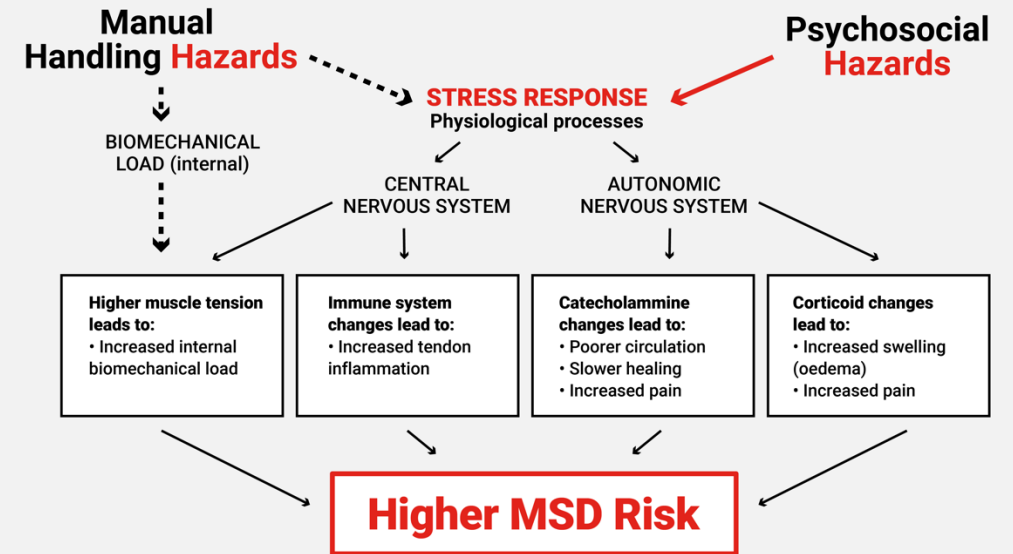
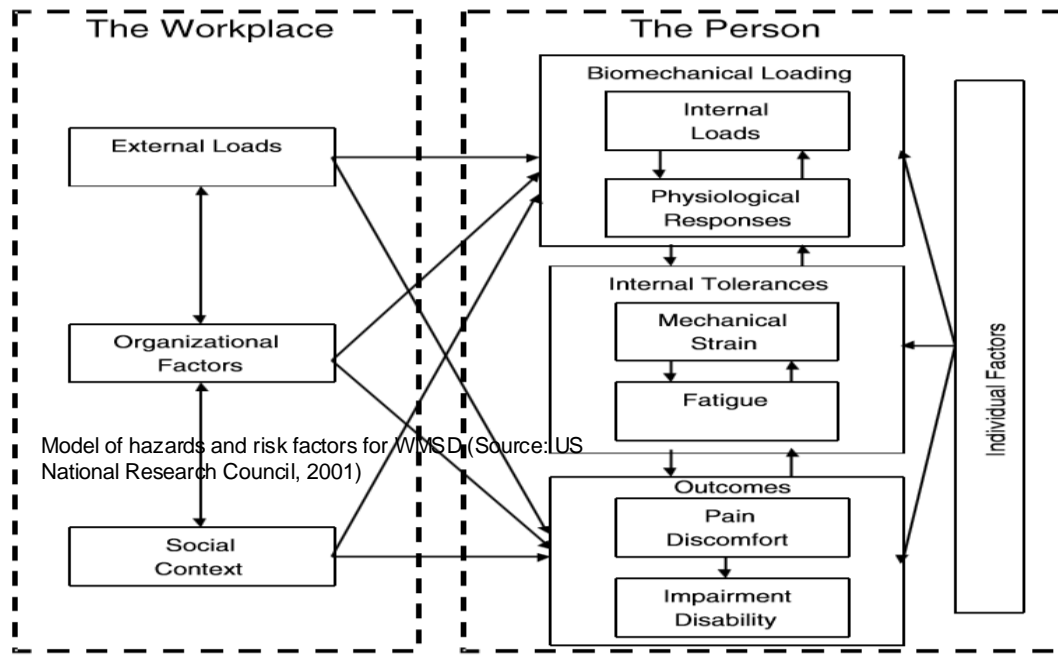
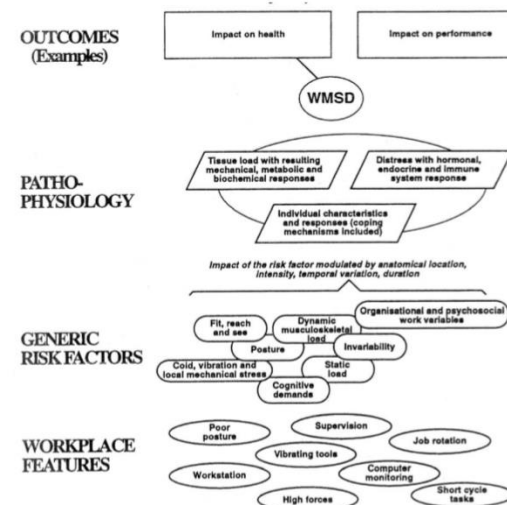
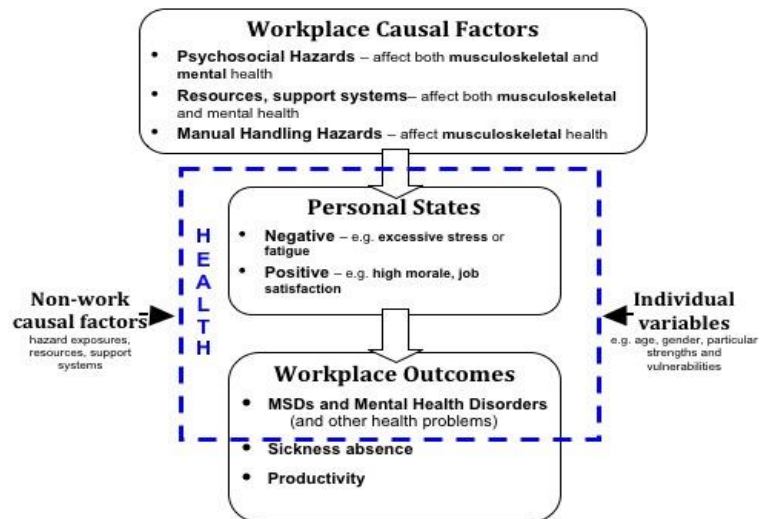


Figure 4. A model of hazards and risk factors that may cause WMSDs (from Kuorinka and Forcier, 1995)

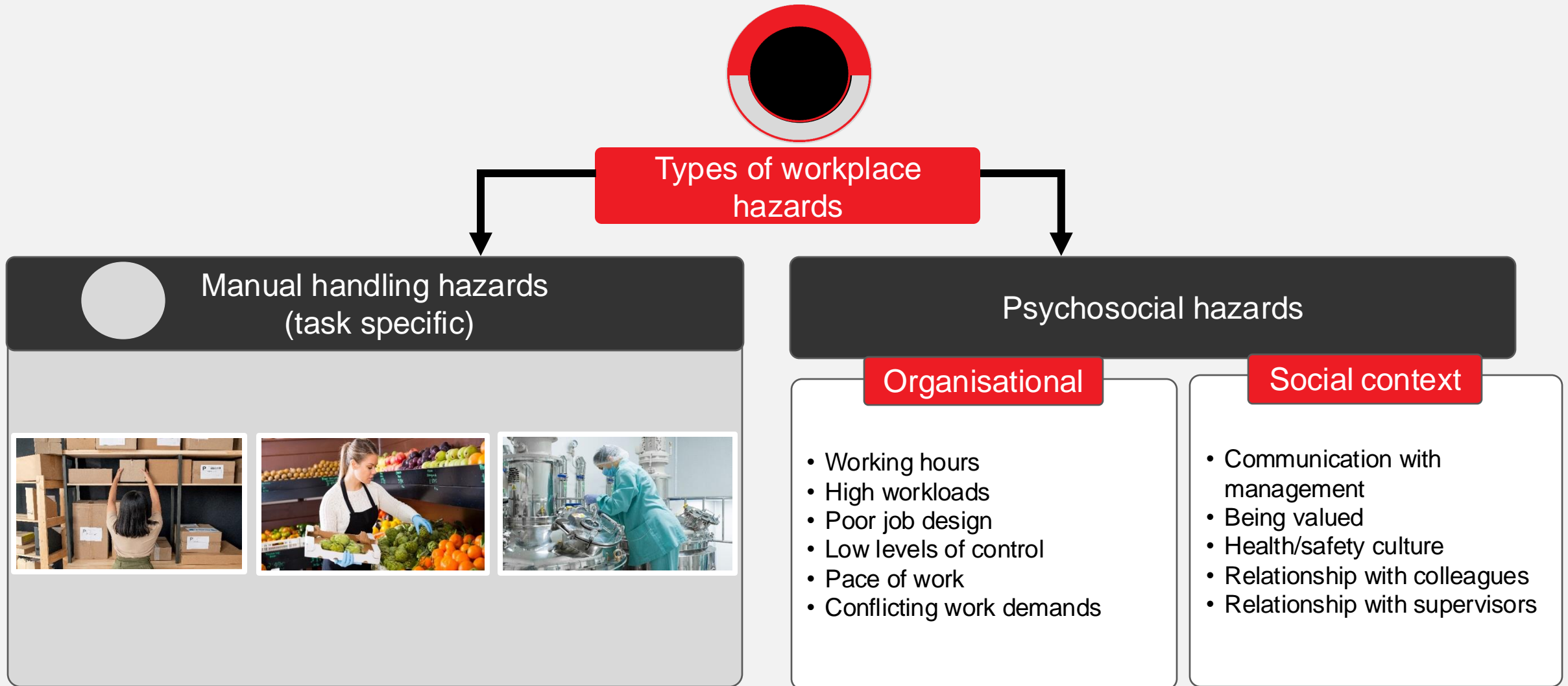


J. Oakman, S. Clune and R. Stuckey

The latest research on work-related musculoskeletal disorders



# Workplace hazards



Common psychosocial hazards

[www.worksafe.vic.gov.au/psychosocial-hazards-contributing-work-related-stress](http://www.worksafe.vic.gov.au/psychosocial-hazards-contributing-work-related-stress)



# Why does musculoskeletal pain matter?

- LBP was the leading cause of YLDs from all conditions studied in GBD 2017

## Global Burden of Disease (GBD)

The GBD study is the largest and most comprehensive effort to quantify health loss across places and over time, so health systems can be improved and disparities eliminated.

# Psychosocial hazards: a case study

## Regulators struggle to rein in Amazon on safety for warehouse workers

Former safety regulators say the government faces an uphill battle

8 min 51



Tahsha Sydnor sorts packages at an Amazon warehouse facility in 2019, in Goodyear, Ariz. (Ross D. Franklin/AP)

By [Caroline O'Donovan](#)

Updated September 18, 2023 at 2:50 p.m. EDT | Published September 18, 2023 at 10:00 a.m. EDT

SAN FRANCISCO — Amazon on Monday began publicly defending its safety record at a hearing in Washington state that follows more than a decade of complaints about workplace conditions across the country.

## Amazon workers in Quebec sound safety alarm ahead of Prime Day

Employees allege roadblocks in reporting injuries and overly demanding expectations



By [Shane Mercer](#)  
08 Jul. 2024 / Share

As Amazon's Prime Day on July 16 approaches, Amazon workers in Quebec are voicing serious concerns about workplace safety and the handling of injury claims. Despite Amazon's assurances of prioritizing safety, workers' testimonies and experiences tell a different story, highlighting systemic issues in making workplace injury claims with Quebec's workplace health and safety regulator, CNESST.

## Bernie Sanders launches Senate investigation into Amazon labor practices

The probe is the latest in a series he has launched against major companies since becoming chairman of the Senate HELP Committee

5 min 168



Sen. Bernie Sanders (I-Vt.) on Capitol Hill this month. (Jabin Botsford/The Washington Post)

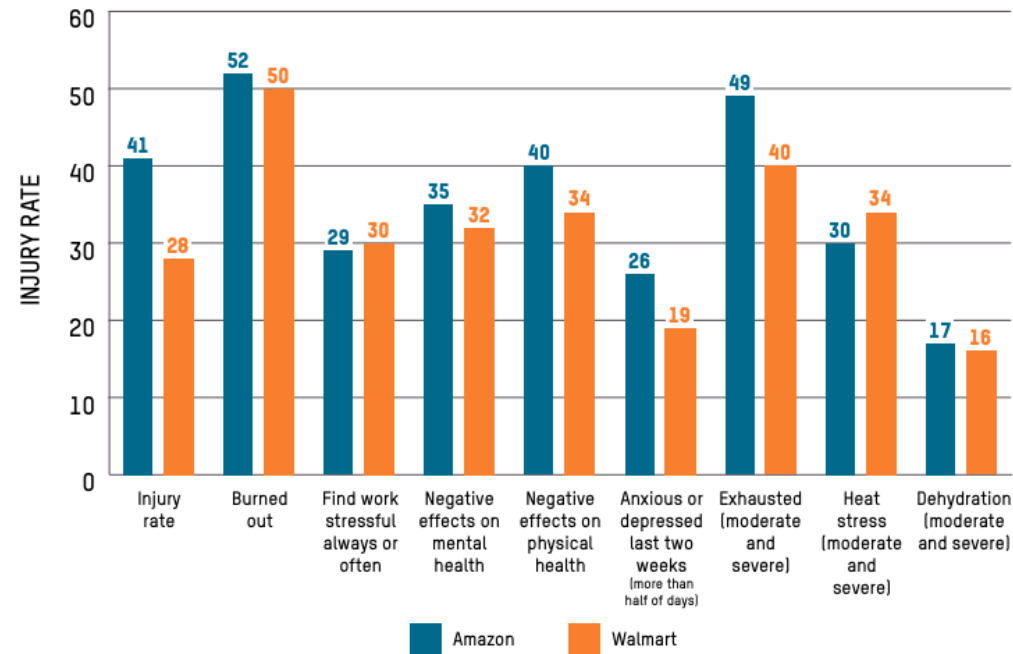
By [Lauren Kaori Gurley](#) and [Caroline O'Donovan](#)  
Updated June 20, 2023 at 12:24 p.m. EDT | Published June 20, 2023 at 10:31 a.m. EDT

Sen. Bernie Sanders (I-Vt.), the chairman of the Senate Committee on Health, Education, Labor and Pensions, launched an investigation this week into the nation's second-largest employer, Amazon, and the



## FIGURE 4. AMAZON AND WALMART: WORK IMPACTS ON PHYSICAL AND MENTAL HEALTH

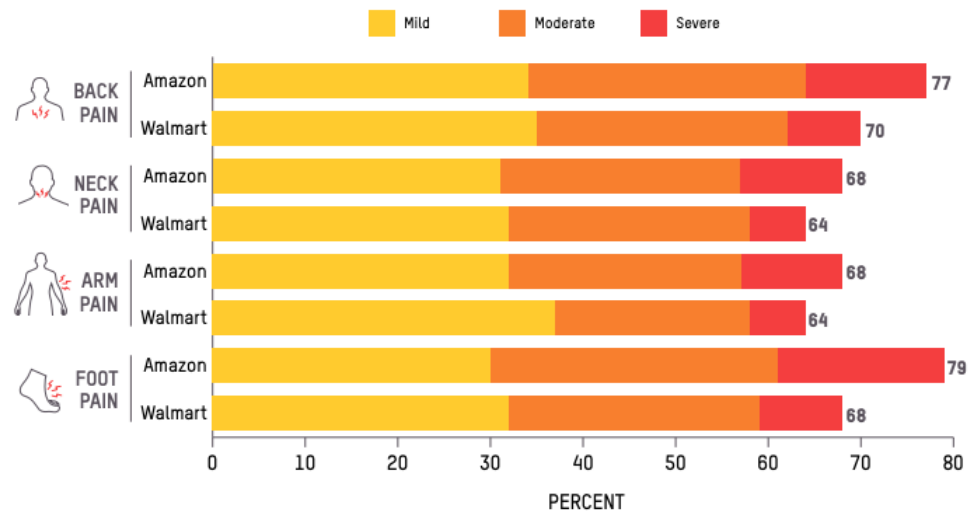
Sources: National Survey of Amazon Warehouse Workers and National Survey of Walmart Warehouse Workers



At Work and Under Watch: Surveillance and Suffering at Amazon and Walmart Warehouses

## FIGURE 5. AMAZON AND WALMART: TYPES OF PAIN EXPERIENCED

Sources: National Survey of Amazon Warehouse Workers and National Survey of Walmart Warehouse Workers



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TECH

# Amazon's focus on speed, surveillance drives higher warehouse worker injuries, study finds

PUBLISHED WED, OCT 25 2023-12:57 PM EDT | UPDATED WED, OCT 25 2023-4:11 PM EDT



Annie Palmer  
@IN/ANNIERPALMER/

WATCH LIVE

### KEY POINTS

- Amazon warehouse workers are suffering physical injuries and mental stress on the job as a result of the company's extreme focus on speed and pervasive surveillance, according to a study its authors say is the largest nationwide survey of Amazon workers.
- Nearly 70% of Amazon employees in the survey said they've had to take unpaid time off due to pain or exhaustion suffered on the job in the past month, while 34% have had to do so three or more times.
- The data adds to a drumbeat of scrutiny around Amazon's workplace safety and treatment of warehouse employees.

# Meanwhile here in Canada...

## Amazon Canada's Injury Rate May Obscure More Than It Reveals

The labour insurance compensation system incentivizes employers to hide accidents and pressure vulnerable people not to submit claims.

Class Struggle Opinion Passage

by Adam D.K. King  
February 10, 2023 · 5 min read



This article is more than 1 year old

NEWS

### Amazon Ordered to Pay \$5 Million After Over a Thousand Injuries Involving Ontario Warehouse Workers

New workplace injury data shows Amazon warehouses in Ontario were linked to over 1,300 injuries last year


by Mitchell Thompson, Reporter  
February 6, 2023

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NEW: Leaked documents show how Amazon's automated systems force Canadian warehouse workers to scan boxes faster or face 'termination'.

"You're never able to shut off that voice in your head that's telling you 'you're not working fast enough!'"

[pressprogress.ca/leaked-documen...](https://pressprogress.ca/leaked-documen...) #canlab



pressprogress.ca  
Leaked Documents Show How Amazon's Automated Systems Force Canadian Workers to Scan Boxes Faster or...

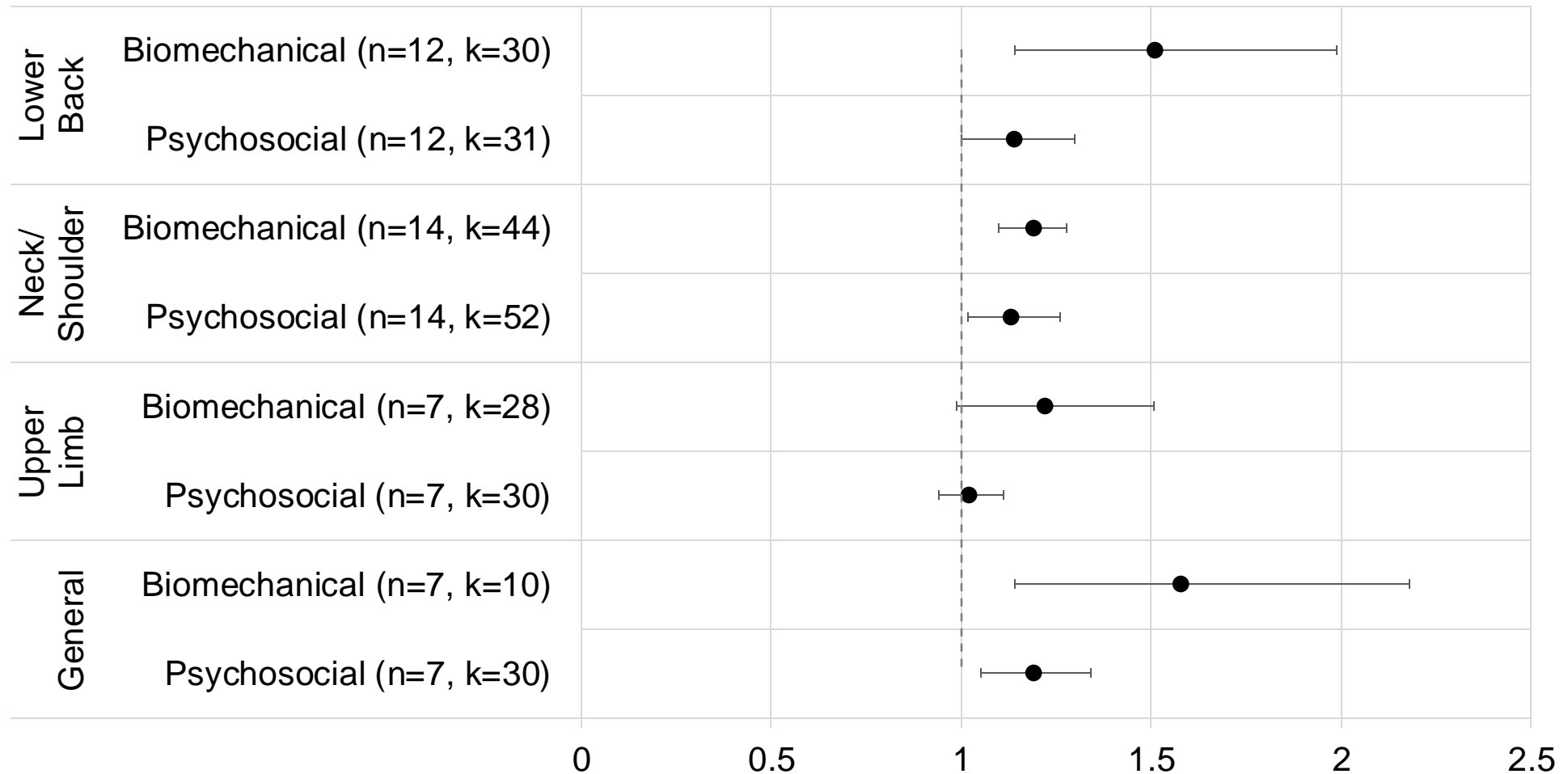
10:29 AM · Nov 30, 2021

47 Reply Copy link

Read 4 replies




# Effect sizes – psychosocial vs biomechanical hazards



n=Number of studies, k=number of effect sizes


Oakman et al., under review at *Applied Ergonomics*

# Key measurement issues & challenges



ELSEVIER

Applied Ergonomics  
Volume 100, April 2022, 103614



## Workplace physical and psychosocial hazards: A systematic review of evidence informed hazard identification tools

Jodi Oakman <sup>a</sup> ✉, Victoria Weale <sup>a</sup>, Natasha Kinsman <sup>a</sup>, Ha Nguyen <sup>b</sup>, Rwth Stuckey <sup>a</sup>

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<https://doi.org/10.1016/j.apergo.2021.103614> [Get rights and content](#) ➤

### Highlights

- A matrix of 26 validated tools was developed for workplace practitioners.
- Sixteen physical hazard risk assessment tools were included.
- Only three comprehensive tools were identified which supported all stages of risk management.
- Gaps exist in currently available tools to support workplace practitioners.



# The right to disconnect



JOBS AND THE FUTURE OF WORK

## Right to disconnect: The countries passing laws to stop employees working out of hours

Feb 3, 2023



The Telegraph

News Sport Business Money Opinion Ukraine US election



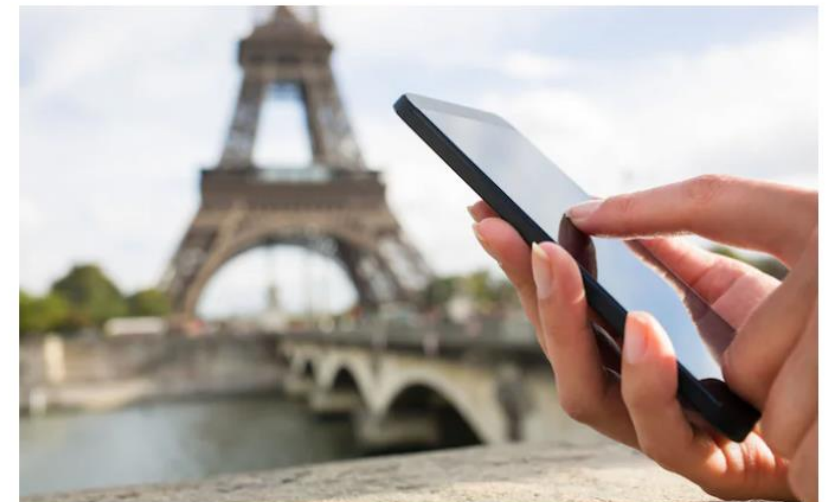
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### British firm ordered to pay €60,000 by French court for breaching employee's 'right to disconnect' from work

Henry Samuel, PARIS

1 August 2018 · 8:26pm

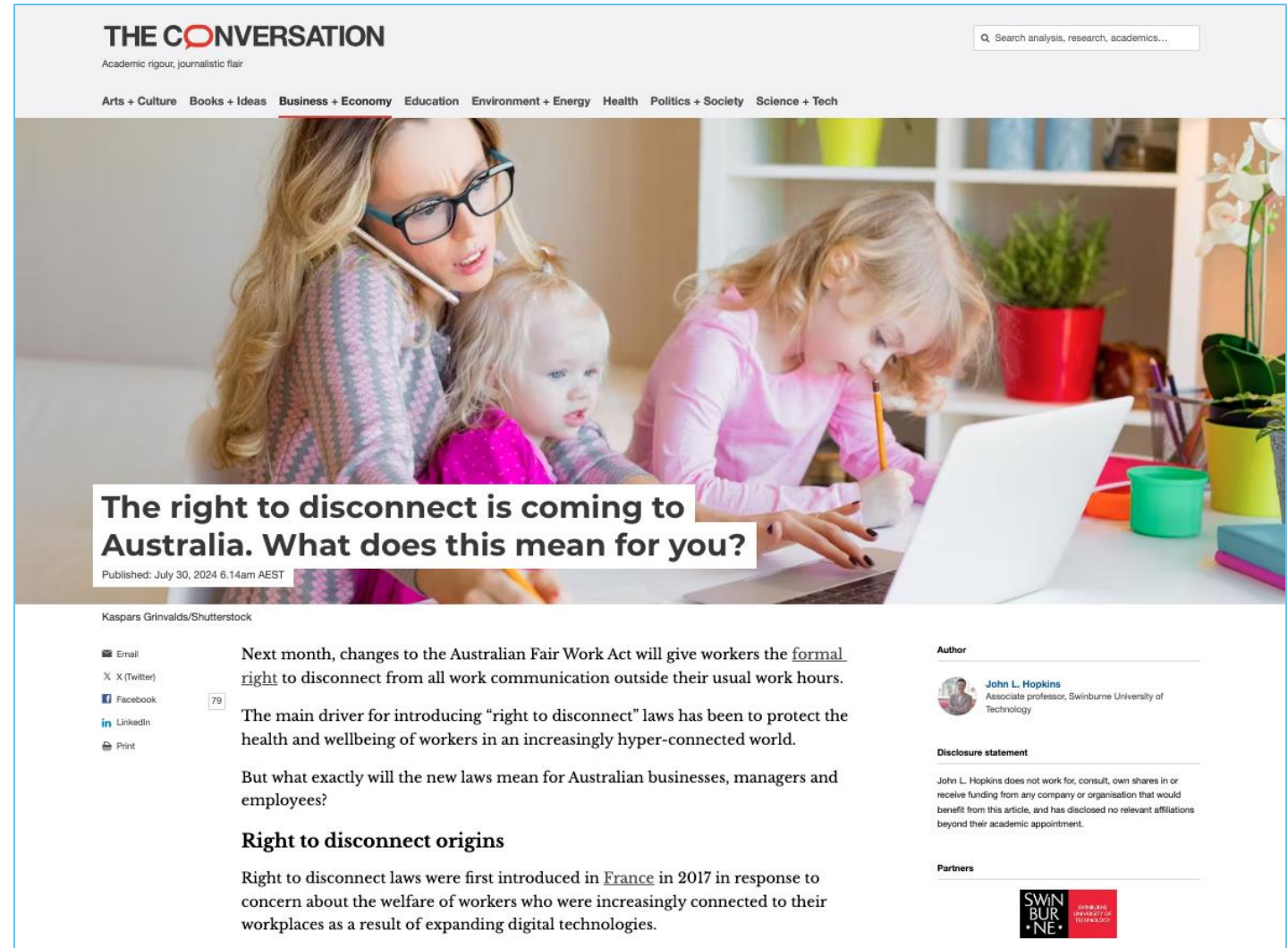


France's Supreme Court ordered British firm to pay ex-employee €60,000 for breaching 'right to disconnect' from phone calls | CREDIT: ALAMY

**T**he French wing of British pest control and hygiene giant Rentokil Initial has been ordered to pay a former employee €60,000 (£53,000) because it failed to respect his "right to disconnect" from his phone and computer outside office hours...

# The costly problem of time theft

- Australians are clocking up over 5 hours of unpaid, after hours work every week.
- This ‘availability creep’ or ‘time theft’ amounts to 281 hours of unpaid labour per worker per year.
- This costs workers an average of \$11,000 Australian – or around \$10,000 Canadian dollars – annually.



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**The right to disconnect is coming to Australia. What does this mean for you?**

Published: July 30, 2024 6.14am AEST

Kaspars Grinvalds/Shutterstock

Next month, changes to the Australian Fair Work Act will give workers the [formal right](#) to disconnect from all work communication outside their usual work hours.


The main driver for introducing “right to disconnect” laws has been to protect the health and wellbeing of workers in an increasingly hyper-connected world.

But what exactly will the new laws mean for Australian businesses, managers and employees?

**Right to disconnect origins**

Right to disconnect laws were first introduced in [France](#) in 2017 in response to concern about the welfare of workers who were increasingly connected to their workplaces as a result of expanding digital technologies.


**Author**

 **John L. Hopkins**  
Associate professor, Swinburne University of Technology

**Disclosure statement**

John L. Hopkins does not work for, consult, own shares in or receive funding from any company or organisation that would benefit from this article, and has disclosed no relevant affiliations beyond their academic appointment.

**Partners**



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CENTRE FOR ERGONOMICS AND HUMAN FACTORS



# APHIRM TOOLKIT

A Participative Hazard Identification  
and Risk Management toolkit

Workplace Musculoskeletal disorders (MSDs) are the most common type of work-related injury in Australia, accounting for *55 per cent* of all serious workers' compensation claims.

The APHIRM Toolkit addresses both the *physical* and *psychosocial* hazards and provides *free* cloud based tools and resources to help you manage risk.

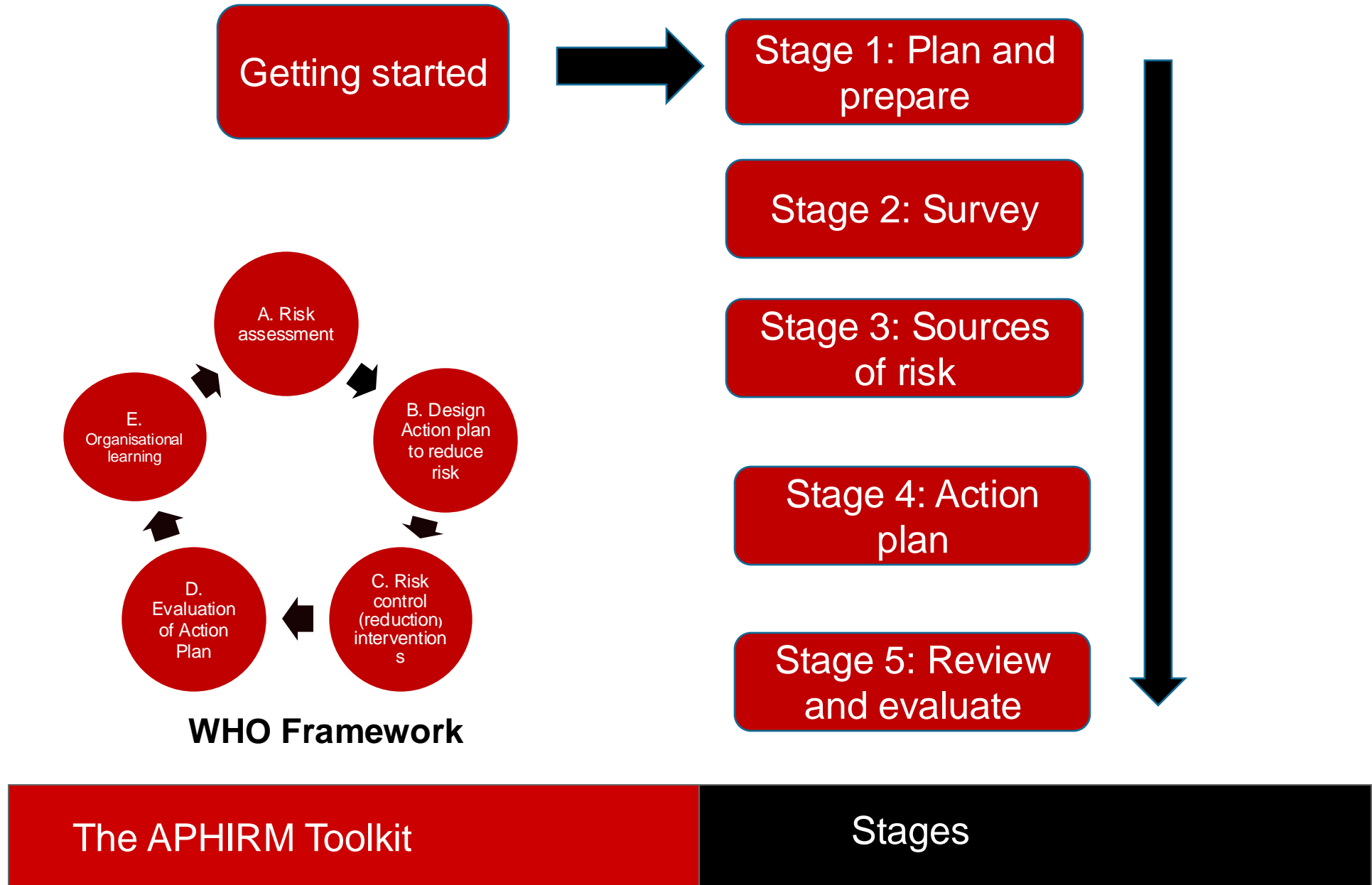
APHIRM Toolkit  
Introduction video



[www.aphirm.org.au](http://www.aphirm.org.au)



# APHIRM Toolkit Stages



# Workplace Hazard Categories

Types of workplace hazards

**(a) Manual handling hazards** ... task specific

**(b) Psychosocial hazards** ... 2 sub-groups:

- **Organisational** – work organisation, job design
- **Social context**- support, communications, relationships with managers

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**Type of hazard (number of items)**

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Physical task demands (12 items)

Physical environment, equipment (6 items)

Emotional demands (2 items)

Workload – Quantitative demands (3 items)

Work rate, pace (3 items)

Influence/Control (3 items)

Role clarity (3 items)

Leadership: support, communications (3 items)

Organisational justice (3 items)

Meaning of work (2 items)

Illegitimate tasks (1 item)

Role conflict (1 item)

Co-worker relationships, teamwork (3 items)

Recognition, Feedback (2 items)

Vertical trust (1 item)

Skill utilisation, development (2 items)

Sufficient training (1 item)

Amount of variety (1 item)

Opportunities for promotion (1 item)

Job Satisfaction (1 item)

Work-life balance (1 item)

Vibration (1 item)

Bully and Harassment (3 items)

**Total of 59 items**



**APHIRM**  
**TOOLKIT** A Participative Hazard Identification  
and Risk Management toolkit













# Ratings of Discomfort /Pain

HOW OFTEN have you felt discomfort or pain?

AND For each area where you've felt it (that is – where you circle 1 or higher) HOW BAD has it been?

Total score /60

HOW OFTEN						For each body area where there's been some discomfort or pain (i.e. marked as '1' or higher) circle a number below to show HOW BAD	
	Never	Occasionally	Sometimes	Often	Almost always		
Neck, Shoulders 	0	1	2	3	4	Neck, Shoulders 	<i>Mild</i> 1 <i>Moderate</i> 2 <i>Severe discomfort</i> 3
Hands, Fingers 	0	1	2	3	4	Hands, Fingers 	<i>Mild</i> 1 <i>Moderate</i> 2 <i>Severe discomfort</i> 3
Arms 	0	1	2	3	4	Arms 	<i>Mild</i> 1 <i>Moderate</i> 2 <i>Severe discomfort</i> 3
Middle to Lower Back 	0	1	2	3	4	Middle to Lower Back 	<i>Mild</i> 1 <i>Moderate</i> 2 <i>Severe discomfort</i> 3
Hips, bottom, legs, feet 	0	1	2	3	4	Hips, bottom, legs, feet 	<i>Mild</i> 1 <i>Moderate</i> 2 <i>Severe discomfort</i> 3

# Ratings of Stress

12 items never,  
occasionally, sometimes,  
often, almost always

Total score /48

During the last 6 months, how often have you ...

Felt worn out?

Been physically exhausted?

Been emotionally exhausted?

Felt tired?

Had problems relaxing?

Been irritable?

Been tense?

Had problems concentrating?

Found it difficult to think clearly?

Had difficulty in taking decisions?

Had difficulty with remembering?

Had difficulty in falling or staying asleep?



[<] **APHIRM** TOOLKIT Home DEMO ORGANISATION

JO Jodi Oakman Administrator

- Home
- Assessments
- Settings
- Toolkit info
- Logout

About the software

### STAGE 1: Plan & prepare

Setup workgroup and Risk Management Team (RMT) **7**

### STAGE 2: Survey

Run survey with workgroup members to identify hazards **3**

### STAGE 3: Sources of risk

Collect feedback so RMT can identify sources of risk **0**

### STAGE 4: Action plan

Create action plan and invite comments from workgroup **0**

### STAGE 5: Review

Finish by reviewing results of action plan implementation **0**

## Welcome to the APHIRM Toolkit ?

### Surveys in progress

[BEGIN NEW ASSESSMENT](#)

cleaners Jun 2019	24 JUNE - 31 JULY	0 OF 32 COMPLETE	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
Wendy looking Jun 2019	16 JULY - 24 JULY	0 OF 22 COMPLETE	<input checked="" type="checkbox"/> <input type="checkbox"/>
Dozers A Jul 2019	23 JULY - 19 AUGUST	0 OF 21 COMPLETE	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>

### About the APHIRM Toolkit

- What is the APHIRM Toolkit?
- What are psychosocial hazards?
- What are hazardous manual tasks?
- Who are the intended users?
- Compliance with legislation
- Benefits of using this toolkit

### Preparing for an assessment

- Ensure support of senior management
- Form core RMT
- Select target job (workgroup)

[MORE TOOLKIT INFO](#)





**APHIRM**  
TOOLKIT A Participative Hazard Identification  
and Risk Management toolkit

## Stage 2: Survey

# WORKPLACE SURVEY

WORKGROUP: PCAs

### Help us find better ways to reduce work-related pain and discomfort

We will be running an online survey to help us identify hazards in the workplace that are causing pain or discomfort, which can lead to injury.

This survey includes hazards that are non-physical (e.g. aspects that increase stress or frustration) as these have been proven to be significant.

The survey is generated by the APHIRM Toolkit, an integrated package developed by LaTrobe University, based on the latest evidence-based research into workplace health and safety.

Find out more about the APHIRM Toolkit at [www.aphirm.org.au](http://www.aphirm.org.au)

### HOW TO START YOUR SURVEY

VISIT THIS LINK OR SCAN THE CODE

<https://workgroup.aphirm.org.au/6dxcfy2d>

SURVEY PERIOD: 4 Sep 2024 to 5 Sep 2024

THIS SURVEY WILL BE ANONYMOUS AND PRIVATE  
None of your responses can be linked to you personally.



### THANK YOU

Your participation in the survey is important. We recognise that every employee has a unique perspective on the workplace, and your anonymous survey answers will provide insight that will help us make meaningful improvements.

## SURVEY RESULTS

Workgroup: PCAs Survey period: 4 Sep 2024 to 5 Sep 2024



People in any workplace can suffer from aches and pains or work-related mental health problems for many different reasons.

These results show workplace hazards that may be causing or contributing to this problem.

20

Number of people that completed a survey

95%

Respondents that reported some discomfort / pain

### AVERAGE DISCOMFORT/PAIN

#### SCORES BY BODY REGION

Neck & shoulders	4.5
Arms	2.9
Middle to lower back	2.3
Hands or fingers	5.2
Hips, bottom, feet	3.3



#### TOTAL SCORE: 18.2

Scores are averaged over those who reported some discomfort/pain. Each body region score is the product of frequency and severity ratings (out of 12). The overall score is out of 60 (5 body regions x 12)

### AVERAGE STRESS/MENTAL HEALTH

#### AVERAGE SCORE: 25.4

Each question is scored with regard to frequency (out of 4). The overall score is out of 48 (12 questions)

## TOP MSD HAZARDS

The following hazards were identified by the workgroup and are related to increased MSD risk.

(NOTE: The causes of discomfort/pain can include psychosocial stress as well as 'manual handling' hazards.)

- 1 Too much work for time available
- 2 Often lift or carry moderately (or very) heavy things
- 3 Go faster for deadlines or target quotas **ALSO MH**
- 4 Often push or pull things with some force **ALSO MH**
- 5 Unpleasant arguments or conflicts

## TOP MENTAL HEALTH HAZARDS

The following hazards were identified by the workgroup and may increase risk to mental health.

(NOTE: The causes of work-related stress/mental health problems can include physical as well as psychosocial hazards.)

- 1 Often push or pull things with some force **ALSO MSD**
- 2 Often squat or kneel while working
- 3 Keep repeating same movements/actions, very repetitive
- 4 Go faster for deadlines or target quotas **ALSO MSD**
- 5 Work at fast pace for whole shift

# Stage 3: Sources of risk



Group feedback responses: 0	Individual responses: 17	RMT responses: 16
<p><b>Hazard #1</b>            Often lift or carry moderately (or very) heavy things</p>	<p><b>Which tasks require frequent moderate or heavy lifting or carrying?</b>            Box size is too big for heavy articles [RMT C. Morgan]            Need to carry heavy boxes from floor to picking table [RMT C. Morgan]            15kg boxes over a broad shelf makes it difficult [Individual]            test answer [Individual]            have to carry heavy boxes [Individual]            testing feedback [Individual]            testing feedback [Individual]            They can easily add more feedback up until feedback is closed for that assessment, in the Toolkit App. [Individual]</p>	<p><b>How could this lifting/carrying be reduced? Automate or change the work? Reduce the weight? Change workstations or tools? Do it less often, or for shorter times?</b>            Use smaller boxes for heavy articles [RMT C. Morgan]            Make overhang on shelf less so bending is not required [Individual]            testing solution [Individual]            test solution [Individual]            make boxes smaller [Individual]            testing feedback [Individual]            testing feedback 2 [Individual]</p>
<p><b>Hazard #2</b>            Often work with twisted or awkward postures</p>	<p><b>Which tasks or activities require twisted or awkward postures?</b>            have to bend down between shelving units [RMT N. Kinsman]</p>	<p><b>How could twisted/awkward postures be avoided? Automate or change the work? Change workstations or tools? Do it less often, or for shorter times?</b>            Change positioning of shelves [RMT N. Kinsman]</p>
<p><b>Hazard #3</b>            Often push or pull things with some force</p>	<p><b>Which tasks or activities require forceful pushing or pulling?</b>            Old trolleys have wheels that don't turn properly [RMT N. Kinsman]</p>	<p><b>How could this pushing/pulling be reduced? Automate or change the work? Reduce the force needed? Change workstations or tools? Do it less often, or for shorter times?</b>            Scheduled maintenance of warehouse equipment including trolleys. [RMT N. Kinsman]</p>
<p><b>Hazard #4</b>            Often work with arms raised above shoulder level</p>	<p><b>Which tasks or activities require working with arms above shoulder level?</b>            lifting [Individual]            looking [Individual]            test [Individual]</p>	<p><b>How could the need to raise arms so high be reduced? Automate or change the work? Change workstations or tools? Do it less often, or for shorter times?</b>            Make it easier [Individual]            test [Individual]</p>



# Stage 4: Action plan

Using feedback from the workgroup, this action plan has been developed to address hazards identified in the survey and reduce MSD risk.

4

Actions proposed

3

Hazards being addressed

<b>Action #1</b> New trolleys	<b>RELATED HAZARD:</b> Hazard #1 Often lift or carry moderately (or very) heavy things <b>DESCRIPTION:</b> Purchase new trolleys so that staff use these instead of carrying boxes.	<b>MEASURE OF SUCCESS:</b> Trolleys have been purchased and staff using them.
<b>Action #2</b> decrease box size	<b>RELATED HAZARD:</b> Hazard #1 Often lift or carry moderately (or very) heavy things <b>DESCRIPTION:</b> make boxes smaller	<b>MEASURE OF SUCCESS:</b> reduce weight of boxes
<b>Action #3</b> Shelf positioning	<b>RELATED HAZARD:</b> Hazard #2 Often work with twisted or awkward postures <b>DESCRIPTION:</b> Change position of shelves so that boxes are more easily accessed.	<b>MEASURE OF SUCCESS:</b> Shelving positions have changed.
<b>Action #4</b> Regular maintenance of trolleys	<b>RELATED HAZARD:</b> Hazard #3 Often push or pull things with some force <b>DESCRIPTION:</b> Allocate staff member to be responsible for trolley maintenance, check on a weekly basis and address any issues as they arise.	<b>MEASURE OF SUCCESS:</b> Staff member allocated and trolleys all working effectively.



# Summary of participants



**6,793**

Surveys commenced



**89%** (6,063)

Surveys completed



**78**

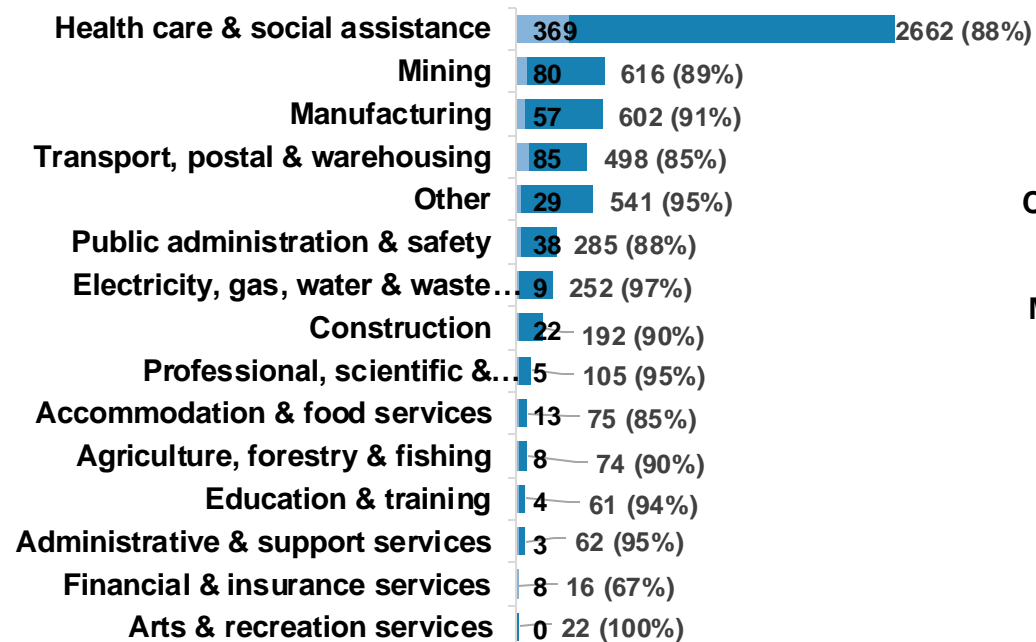
Organisations



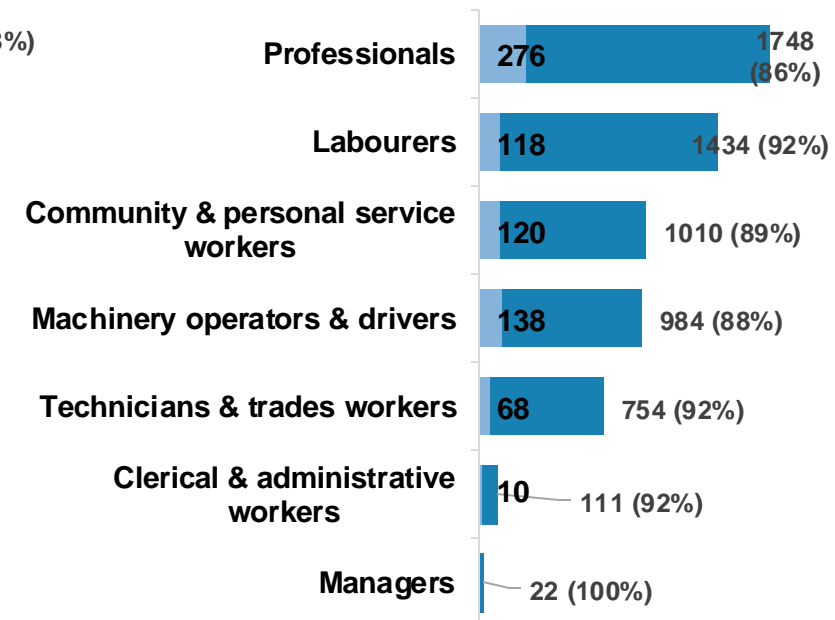
**282**

Workgroups

## By sector

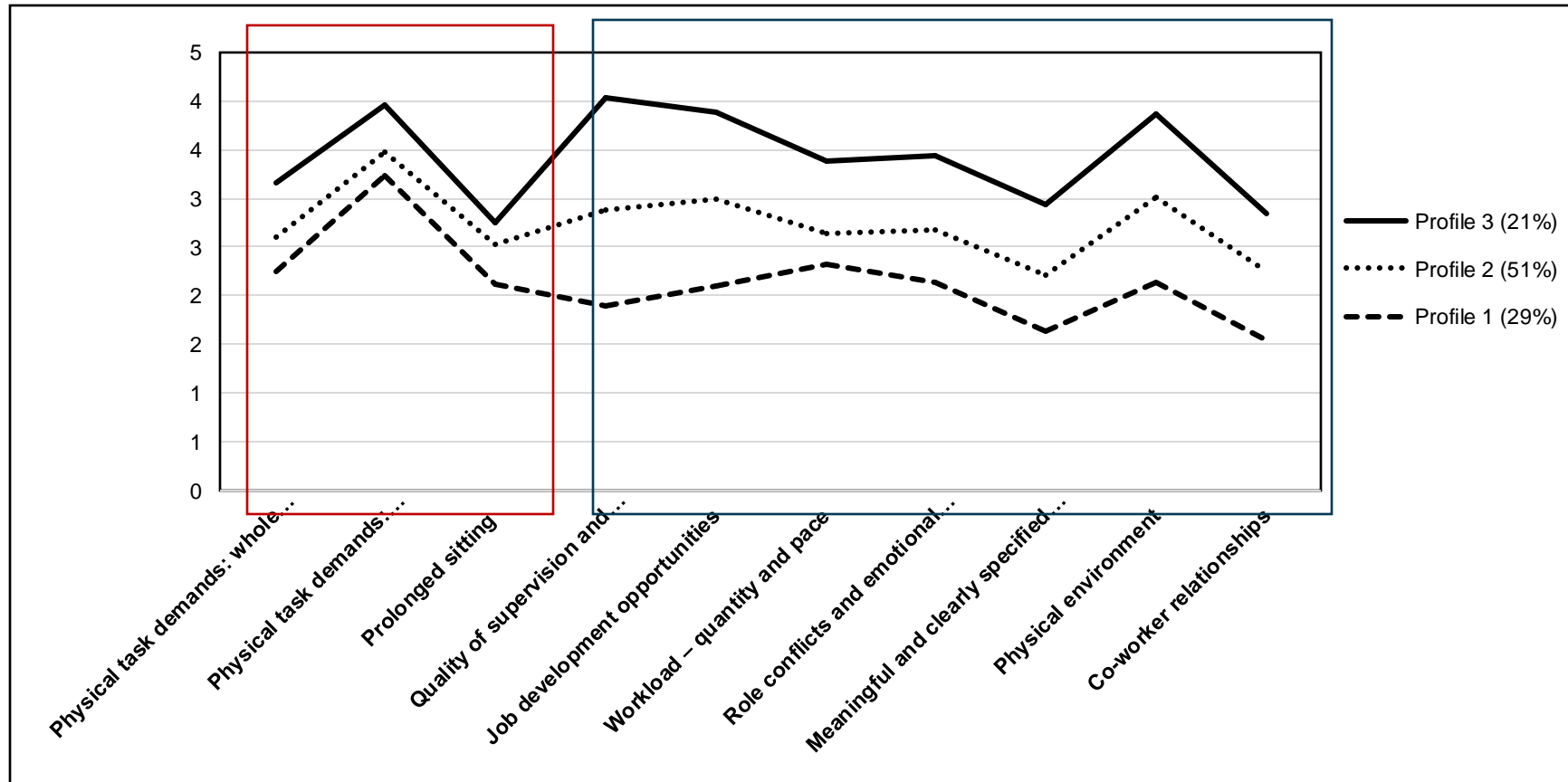


## By occupation



# Hazard factor scores by profile

- Three-profile solution identified, with patterns of high (Profile 3), medium (Profile 2), and low (Profile 1) scores across all hazard factors





# Profile membership and MSP

Profile membership significantly associated with pain, controlling for gender, age, employment length, and work hours

	Model 1 (crude)		Model 2 (adjusted)	
	RR	95% CI	RR	95% CI
Profile 1	Reference	-	Reference	-
Profile 2	1.60***	1.47–1.75	1.65***	1.52–1.80
Profile 3	2.61***	2.35–2.90	2.79***	2.50–3.10

\*\*\*Significant at .000 level

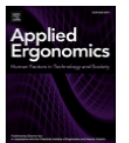
Applied Ergonomics 112 (2023) 104053



Contents lists available at [ScienceDirect](#)

Applied Ergonomics

journal homepage: [www.elsevier.com/locate/apergo](http://www.elsevier.com/locate/apergo)



Psychosocial hazards play a key role in differentiating MSD risk levels of workers in high-risk occupations

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# Case studies

[www.aphirm.org.au/resourcespublications](http://www.aphirm.org.au/resourcespublications)



THE  
**APHIRM TOOLKIT:**

helping workplaces to reduce  
musculoskeletal disorders



#30 Iron Works



@ayanath2000 (Sri Lanka)

#27 Fish Dryer



@tutul1410 (Bangladesh)

#35 Female Factory Workers



@ginyu21 (Indonesia)

#43 No Different Man And Woman In Work Time



@pcd (Bangladesh)

#42 Batik Maker



@recaear (Central Java)

#38 Respect Every Work



@vellmarty (Ghana)

#40 It's My Charcoal



@bastian\_as (Indonesia)

#46 Batik Tulis



@dkiyedarling (Jakarta)

#47 Harvest Time For Tomatoes



@koi\_harvey60 (Philippines)

#31 Untitled



@andryenisah

#41 Working 2



@marklaszlo76 (Romania)

#45 The Workman Moves The Ice To The Car







Thank you